

Abstrak

Pandemi Covid-19 membawa dampak signifikan bagi Warunk Upnormal yang mengalami penurunan kinerja akibat pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM). Penurunan jumlah pengunjung ini menyebabkan penurunan penjualan sebesar 40% pada tahun 2020. Meskipun berusaha berinovasi untuk menyesuaikan dengan kondisi pandemi, beberapa gerai Warunk Upnormal terpaksa tutup permanen, termasuk di Bali, Karawang, Palembang, Depok, dan beberapa lokasi lainnya. Penutupan gerai-gerai ini menyebabkan krisis perusahaan, yang meskipun bersifat alamiah, dapat memiliki dampak positif jika dikelola dengan baik. Penelitian ini menggunakan pendekatan kuantitatif dengan metode deskriptif untuk menggambarkan karakteristik fenomena yang diamati. Studi kasus dipilih untuk menganalisis faktor-faktor kompleks yang menyebabkan penutupan gerai, seperti perubahan selera konsumen, persaingan bisnis, dan kondisi ekonomi. Penelitian ini berfokus pada penutupan gerai Warunk Upnormal di Jakarta, yang merupakan pusat bisnis dan kuliner terbesar di Indonesia. Hasil penelitian menunjukkan bahwa penurunan minat masyarakat terhadap Warunk Upnormal, serta kompetisi yang semakin ketat dengan kafe-kafe baru yang lebih menarik, berkontribusi pada krisis yang dihadapi perusahaan. Ketidakpuasan konsumen terhadap produk dan layanan serta ketidakmampuan strategi promosi yang efektif memperburuk situasi ini. Penurunan daya tarik Warunk Upnormal di pasar Jakarta menunjukkan perlunya perusahaan beradaptasi lebih cepat dengan perubahan tren konsumen untuk tetap bersaing.

Kata Kunci : Pandemi Covid-19, persaingan bisnis, Pembatasan Kegiatan Masyarakat (PPKM), Strategi Promosi, perubahan selera konsumen

SITUATIONAL CRISIS IN THE CASE OF THE CLOSURE OF WARUNK UPNORMAL OUTLETS IN INDONESIA

Abstrak

The Covid-19 pandemic has had a significant impact on Warunk Upnormal which experienced a decline in performance due to the implementation of the Community Activity Restrictions (PPKM). This decrease in visitors resulted in a 40% drop in sales in 2020. Despite efforts to innovate and adapt to the pandemic conditions, several Warunk Upnormal outlets were forced to close permanently, including those in Bali, Karawang, Palembang, Depok, and other locations. The closure of these outlets led to a company crisis, which, although natural, could have positive outcomes if managed well. This study uses a quantitative approach with a descriptive method to depict the characteristics of the observed phenomenon. A case study was chosen to analyze the complex factors that led to the closure of the outlets, such as changes in consumer preferences, business competition, and economic conditions. This research focuses on the closure of Warunk Upnormal outlets in Jakarta, which is the largest business and culinary hub in Indonesia. The findings indicate that the decline in public interest in Warunk Upnormal, coupled with increasing competition from new, more appealing cafes, contributed to the crisis faced by the company. Consumer dissatisfaction with the products and services, as well as ineffective promotional strategies, exacerbated the situation. The reduced attractiveness of Warunk Upnormal in the Jakarta market highlights the need for the company to adapt more quickly to changing consumer trends in order to remain competitive.

Keywords: Covid-19 pandemic, business competition, Community Activity Restrictions (PPKM), promotional strategies, changes in consumer preferences.