



ABSTRAK

ANALISIS STRATEGI RESILIENCE PT MATAHARI DEPARTMENT STORE TBK DI MASA PANDEMI COVID-19

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Pandemi Covid-19 melanda dunia termasuk di Indonesia mulai awal Feb 2020. PT Matahari Department Store Tbk sebagai salah satu perusahaan yang bergerak di bidang retail *fashion* tidak luput dari dampak pandemi Covid-19. PT Matahari Department Store Tbk menunjukkan kinerja yang relatif lebih baik jika dibandingkan pesaingnya. Penelitian ini bertujuan untuk mengetahui kondisi internal dan eksternal PT Matahari Department Store Tbk di tengah pandemi Covid-19 serta menganalisis strategi *resilience* PT Matahari Department Store Tbk dalam menghadapi pandemi Covid-19 di tengah keadaan yang tidak menentu. Desain penelitian ini menggunakan pendekatan kualitatif yang dilakukan dengan wawancara secara langsung serta mengumpulkan data pendukung. Analisis faktor eksternal dan internal menggunakan analisis PESTEL, VRIO dan SWOT. Faktor eksternal yang mempengaruhi antara lain kebijakan pemerintah terkait pembatasan mobilitas, daya beli masyarakat yang melemah, akselerasi penggunaan teknologi. Sedangkan faktor internal yang mempengaruhi antara lain Matahari memiliki tingkat pengenalan yang sangat tinggi, persebaran gerai yang luas baik di kota besar maupun kota kecil, adanya e-commerce sendiri yaitu Matahari.com, Matahari memiliki private label yang kuat, tim manajemen yang kuat baik di pusat maupun di gerasi, adanya pemasok yang solid, serta jumlah anggota aktif yang tinggi. Model *resilience* yang diterapkan yaitu *attributional resilience model* dengan faktor pendorong utama yaitu nilai dan kepemimpinan. Pendekatan strategi *resilience* yang digunakan yaitu *flexibility* dimana perusahaan beradaptasi atas keadaan yang ekstrem sehingga memberikan perusahaan kapasitas adaptif untuk merespons keadaan yang tidak terduga.

Kata Kunci: Pandemi Covid-19, *resilience*, PESTLE, VRIO, SWOT, *attributional resilience model*

ABSTRACT

ANALYSIS OF RESILIENCE STRATEGIES OF PT MATAHARI DEPARTMENT STORE TBK IN THE PANDEMIC COVID-19

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The Covid-19 pandemic hit the world, including in Indonesia, starting in early February 2020. PT Matahari Department Store Tbk, as a company engaged in the fashion retail sector, influenced by the impact of the Covid-19 pandemic. PT Matahari Department Store Tbk showed relatively better performance when compared to its competitors. This study aims to determine the internal and external conditions of PT Matahari Department Store Tbk in the midst of the Covid-19 pandemic and to analyze PT Matahari Department Store Tbk's resilience strategy in dealing with the Covid-19 pandemic amidst uncertain circumstances. The research design uses a qualitative approach which is carried out by direct interviews and collecting supporting data. Analysis of external and internal factors using PESTEL, VRIO and SWOT analysis. External factors that influence include government policies related to limiting mobility, weakening people's purchasing power, accelerated use of technology. While internal factors that influence, among others, Matahari has a very high brand awareness, a wide distribution of outlets in both big and small cities, the existence of its own e-commerce, namely Matahari.com, Matahari has a strong private label, a strong management team both in central or at the outlets, there are solid suppliers, as well as a high number of active members. The resilience model that is applied is the attributional resilience model with the main driving factors, namely values and leadership. The resilience strategy approach used is flexibility in which the company adapts to extreme conditions so as to provide the company with adaptive capacity to respond to unforeseen circumstances.

Keywords: Covid-19 pandemic, Resilience, PESTLE, VRIO, SWOT, Attributional Resilience Model