



Managing Risk of Exhibition in the Midst of Covid-19 Pandemic: A Case Study of Temporary Exhibition Sonobudoyo Museum Yogyakarta

Tiara Putri Mayzati^{1)*}, Nunuk Dwi Retnandari¹⁾

1) Departemen Manajemen dan Kebijakan Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada

Received: August 28, 2023; Accepted: ; Published: December, 2023

*Corresponding Email: tiara.putri.mayzati@mail.ugm.ac.id

Abstract

This research examines the risk management in Museum Sonobudoyo, a public sector museum in Yogyakarta. Throughout the pandemic, the journey of organizing programs cannot be separated from managerial and operational risks, however they could survive the hard times in resiliency. The research adopts qualitative-descriptive consisting of risk management steps which started by identifying risks, risk assessment, then formulating a contingency plan. The results of the study found the Sonobudoyo Museum risk management processes such as managing employee turnover risk with retention and exit survey questionnaires, process execution risk with the effectiveness and efficiency of the design process, economic risk with revenue target evaluation, performance incentive risk with budget relocation, sponsor risk with optimization of budget absorption, strategic focus risk with segment shift and digital expansion, reputation risk with awareness enhancement, competitor risk with synergy in filling the dynamic market gaps, industrial risk by proactive moves, logistical risk with a 7R system, customer risk by managing input from visitors, and law-regulatory risk through effective reporting. Proactive risk management is needed to create the resilience of the Sonobudoyo Museum during the pandemic.

Keywords: Risk management, recovery scenario, resiliency, fine arts management, public sector management, Museum Sonobudoyo.

Abstrak

Riset ini mengkaji bagaimana manajemen risiko seni rupa pada sektor publik Museum Sonobudoyo Yogyakarta. Di kala pandemi, program pameran temporer Museum Sonobudoyo tidak lepas dari risiko-risiko manajerial dan operasional, namun mereka mampu bertahan di masa-masa sulit. Penelitian menggunakan metode kualitatif deskriptif dengan langkah yang diambil berupa identifikasi risiko, asesmen risiko, dan respon risiko melalui perumusan contingency plan. Hasil penelitian menemukan Museum Sonobudoyo melakukan manajemen risiko perputaran tenaga kerja dengan kuesioner retensi dan exit survey, risiko proses eksekusi dengan efektivitas dan efisiensi proses rancangan, risiko ekonomi dengan re-evaluasi target pendapatan, risiko insentif performa dengan realokasi anggaran, risiko sponsor dengan pengoptimalan penyerapan anggaran, risiko fokus strategi dengan pergeseran segmen dan ekspansi digital, risiko reputasi dengan awareness enhancement, risiko kompetitor dengan sinergi mengisi celah market dynamic, risiko industri dengan proaktif menghadapi keterpurukan industri, risiko logistik dengan sistem 7R, risiko keinginan-kebutuhan customer dengan mengelola input dari pengunjung, risiko hukum dan regulasi melalui effective reporting. Manajemen risiko yang proaktif diperlukan untuk mewujudkan resiliensi Museum Sonobudoyo di masa pandemi.

Kata kunci: Manajemen risiko, skenario pemulihan, resiliensi, manajemen sektor publik, manajemen seni rupa, Museum Sonobudoyo.