

INTISARI

Penelitian ini bertujuan untuk menganalisis respons para pelaku UMKM di Daerah Istimewa Yogyakarta (DIY) menghadapi situasi pandemik *Covid-19* di awal tahun 2020 dan mengembangkan strategi untuk meningkatkan kemampuan respons para pelaku UMKM di DIY dalam mendukung ketahanan rantai pasok. Desain penelitian menggunakan studi kasus dengan pendekatan kualitatif deskriptif. Metode pengumpulan data yang dilakukan yaitu dengan wawancara mendalam. Berbagai data dan informasi yang terkumpul kemudian diubah menjadi transkrip dan di olah menggunakan *template analysis*.

Hasil penelitian memberikan pemahaman tentang dampak situasi pandemik *Covid-19* serta berbagai respons yang dilakukan oleh para pelaku UMKM di DIY dalam upaya menjaga ketahanan rantai pasok mereka. Meskipun informasi akan isu situasi pandemik telah muncul sejak akhir tahun 2019, akan tetapi seluruh informan dari hasil wawancara baru mulai melakukan proses respons saat memasuki bulan Maret 2020. Dampak terparah baru mulai dirasakan informan pada rentang waktu dari bulan Maret hingga Juli 2020, dampak tertinggi khususnya dirasakan pada jenis usaha Jasa dan *Food and Beverage*. Merespons berbagai dampak tersebut terdapat beberapa aktivitas yang dilakukan oleh informan. Aktivitas tersebut terdiri dari dua elemen yaitu kolaborasi dan ketangkasan. Setiap elemen terdiri dari beberapa praktik, dalam elemen kolaborasi yaitu terdapat proses pertukaran informasi, kapabilitas pertukaran sumber daya rantai pasok, dan perencanaan kolaboratif. Sedangkan dalam elemen ketangkasan terdiri dari daya tanggap, dan kecepatan para informan terkait pengambilan keputusan.

Berdasarkan hasil analisis dan pembahasan, dibentuk beberapa strategi yang dapat dipertimbangkan bagi pelaku UMKM di DIY dalam mengembangkan kapabilitas respons. Strategi yang dapat digunakan khususnya dalam menghadapi situasi disrupsi adalah *concurrent strategy*. Beberapa hal yang dapat dilakukan adalah dengan meningkatkan proses pertukaran informasi baik secara internal maupun eksternal, serta membangun jaringan dengan berbagai pihak eksternal agar memperkuat visibilitas dan kepekaan informan terhadap situasi aktual. Terbuka akan peluang kolaborasi baik antar pelaku usaha maupun lingkungan sekitar. Serta menetapkan skala prioritas dan merencanakan skenario keputusan alternatif agar informan dapat merespons adanya perubahan pada situasi disrupsi secara tiba-tiba dalam upaya memitigasi berbagai potensi kerugian akibat bencana.

Kata Kunci: Ketahanan Rantai Pasok, Kemampuan Respons, *Concurrent strategy*, *Template Analysis*, UMKM, *Covid-19*.

ABSTRACT

This study aims to analyze the responses process of Micro, Small and Medium Enterprises (MSME) in the Special Region of Yogyakarta (DIY) while facing the Covid-19 pandemic situation in early 2020 and develop strategies to improve the responsiveness of MSME actors in Yogyakarta in supporting supply chain resilience. The research design used a case study with a descriptive qualitative approach. The data collection method used was in-depth interviews. Variety of data and information collected were then converted into transcripts and processed using template analysis.

The results of the study provide an understanding of the impact of the Covid-19 pandemic situation as well as the various responses made by MSME actors in DIY in an effort to maintain the resilience of their supply chains. Although information on the issue of the pandemic situation has emerged since the end of 2019, all informants from the interview results only started the response process when entering March 2020, while the highest impacted sectors were particularly inherent in service and food and beverage (FnB) business. Responding to these various impacts, there were several activities carried out by the informants. This activity consists of two elements, namely collaboration and agility. Each element consists of several practices, in the collaboration element, namely there is an information exchange process, supply chain resource exchange capabilities, and collaborative planning. Meanwhile, the agility element consists of the responsiveness and speed of the informants regarding decision making.

Based on the results of the analysis and discussion, several strategies were formed that could be taken into considered by MSME actors in DIY in order to develop responsive capabilities. The strategy that can be used especially in dealing with situations of disruption is a concurrent strategy. Several steps that can be taken are improving the process of information exchange from both internally and externally, as well as building networks with various external parties in order to strengthen the visibility and sensitivity of informants to the actual situation. Open minded to any opportunities for collaboration between business actors and the surrounding environment. As well as determining priority scales and planning several alternative scenarios in order for informants to respond to changes in sudden disruption situations in an effort to mitigate various potential losses due to disasters.

Keywords: Supply Chain Resilience, Response Capability, Concurrent Strategy, template Analysis, MSME, Covid-19.