

BAB V

KESIMPULAN DAN SARAN

5.1 Kesimpulan

Berdasarkan hasil penelitian secara kualitatif dengan metode studi kasus mengenai Proses Manajemen Strategik Pada Kawasan Wisata Belanja Batik Trusmi di Masa Pandemi dapat disimpulkan sebagai berikut:

Selama pandemi COVID-19 Kawasan Wisata Belanja Batik Trusmi dihadapkan berbagai macam dampak mulai dari dampak ekonomi, sosial, politik, psikologis, dan lingkungan. Dampak Pandemi COVID-19 dari segi ekonomi membuat Kawasan Wisata Belanja Batik Trusmi mengalami penurunan hingga 60%-90%. Di awal tahun 2020 wisatawan yang berkunjung ke Kawasan Wisata Belanja Batik Trusmi hanya kurang dari 500 orang dan menyebabkan tidak ada kunjungan dibulan Maret – Juni. Sehingga banyak pengrajin batik beralih profesi demi melanjutkan hidup yang menyebabkan pengurangan pegawai pada usaha wisata belanja batik dan tetap saling membantu di tengah pandemi.

Lalu, adanya kebijakan baru yang memunculkan pro dan kontra seperti himbuan PSBB atau PPKM dan tindakan langsung dari aparat jika terjadi kerumunan dan berpengaruh pada psikologis pemilik dan pengrajin batik yaitu mengalami perubahan pola pikir yang rentan terkena stress dan berpangku dengan kepasrahan untuk menghadapi pandemi COVID-19, sedangkan wisatawan tergolong memiliki rasa malas dan ribet untuk berwisata. Dampak lingkungan yang terasa dalam Kawasan Wisata Belanja Batik Trusmi adalah lingkungan menjadi semakin sepi dan ekosistem batik menjadi terganggu. Tetapi, memberikan dampak positif juga yaitu mengurangi polusi dan pencemaran udara pada Kawasan Wisata Belanja Batik Trusmi.

Hingga saat ini di tahun 2022 para pemilik beserta pengrajin batik mengatakan bahwa belum ada tanda kemajuan untuk Kawasan Wisata Belanja

Raina Ayu Wanodya, 2022

PROSES MANAJEMEN STRATEGIK PADA KAWASAN WISATA BELANJA BATIK DI MASA PANDEMI COVID-19 (STUDI KASUS WISATA BATIK TRUSMI, CIREBON)

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Batik Trusmi. Perkembangan kunjungan wisatawan belum normal, biaya operasional usaha belanja batik masih minus, lingkungan sekitar mengalami perubahan yang signifikan.

Adapun perolehan hasil dari proses implementasi manajemen strategik pada Kawasan Wisata Belanja Batik Trusmi yaitu, melakukan pengamatan lingkungan yang terdiri dari Kawasan Wisata Belanja Batik Trusmi sebagai potensi kawasan industri kreatif di Kabupaten Cirebon, Problematik infrastruktur yang masih kurang memadai, dan persaingan ketat di masa pandemi COVID-19.

Kemudian, perumusan lingkungan menjadi patokan pemilik dan pengrajin batik untuk melakukan rencana bertahan di masa pandemi COVID-19 diantaranya menciptakan produk baru dimasa pandemi COVID-19, tetap melestarikan budaya batik di tengah pandemi COVID-19, meningkatkan kualitas sumber daya manusia dimasa pandemi COVID-19, dan penetapan harga batik sesuai dengan kondisi saat ini.

Selanjutnya Implementasi Strategi yaitu pelaksanaan strategi yang dilakukan oleh para pemilik dan pengrajin batik dengan *bmeng-upgrade* motif dan desain selama pandemi COVID-19, peralihan media promosi secara digital, menggeser target pasar kepada pemerintah daerah dan meningkatkan prioritas service selama masa pandemi COVID-19.

Terakhir dalam proses manajemen strategi yaitu evaluasi dan kontrol terdiri dari keterlibatan pemilik dalam mengawasi proses pembuatan batik dan operasional lainnya, kontroling produksi batik secara intensif di masa pandemi COVID-19, penanganan kendala distribusi selama pandemi COVID-19, dan kontroling sumber daya manusia selama masa pandemi COVID-19.

5.2 Saran

Berdasarkan hasil penelitian yang dilakukan, terdapat saran yang ditujukan kepada pembaca dan adanya batasan dari penulisan sebagai berikut:

Untuk mempertahankan usaha belanja batik di masa pandemi para *stakeholder* di Kawasan Wisata Belanja Batik Trusmi harus lebih meningkatkan

inovasi usaha mereka agar tetap eksis dan mendatangkan wisatawan kembali. Para pemilik dan pengrajin usaha batik dianjurkan untuk lebih menguasai lagi pemakaian media digital dan memanfaatkan secara maksimal seperti penggunaan seluruh media sosial, memperluas *marketplace*, mencoba membuat *software* atau aplikasi usaha pribadi, sehingga menjadi salah satu cara untuk meningkatkan *branding*, pendistribusian barang dan juga pembaruan penjualan. Pembuatan motif batik yang terus diperbarui dan meningkatkan pelayanan yang lebih baik dengan memberikan *reward* kunjungan. Kemudian untuk pemerintah daerah seharusnya lebih memanfaatkan waktu pandemi untuk memperbaiki infrastruktur Kawasan Wisata Belanja Batik Trusmi seperti melakukan perbaikan jalan, membangun toilet umum yang bersih, membuat lahan parkir yang lebih memadai, bekerjasama dengan komunitas transportasi tradisional seperti becak untuk mengantarkan wisatawan ke *showroom-showroom* batik, dan menghidupkan kembali kelompok sadar wisata mengenai pelestarian batik trusmi. Peran wisatawan juga diharapkan untuk tetap melestarikan budaya batik walaupun di masa pandemi COVID-19.

Pada penelitian ini penulis menyadari masih banyak kekurangan dan batasan untuk lebih diteliti lebih lanjut. Maka dari itu, penelitian selanjutnya juga dapat menggali lebih lanjut mengenai perspektif wisatawan ketika berkunjung di masa pandemi, bauran promosi yang digunakan para pengelola usaha belanja batik dan peran pemerintah dalam tahap pemulihan Kawasan Wisata Belanja Batik Trusmi pasca pandemi COVID-19.

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Raina Ayu Wanodya, 2022

PROSES MANAJEMEN STRATEGIK PADA KAWASAN WISATA BELANJA BATIK DI MASA PANDEMI COVID-19 (STUDI KASUS WISATA BATIK TRUSMI, CIREBON)

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