

BAB V

KESIMPULAN DAN SARAN

5.1. Kesimpulan

Fokus penelitian ini adalah untuk menjawab pertanyaan mengenai faktor apa saja yang menjadi pertimbangan MINISO untuk berekspansi ke Indonesia pada bulan Februari 2017 pada saat kecenderungan penurunan ritel. Penelitian ini dilatarbelakangi fenomena penurunan ritel Indonesia yang pertumbuhannya paling rendah saat masuk tahun 2017, namun di saat bersamaan terdapat perusahaan ritel multinasional MINISO yang masuk ke Indonesia dengan rencana ambisius dan berhasil mencetak rekor penjualan awal di negara ini. Untuk memahami penelitian ini, peneliti akan menggunakan konsep-konsep dari literatur Ilmu Hubungan Internasional seperti liberalisme, liberalisme ekonomi, globalisasi, modernisasi, perusahaan multinasional dan *foreign direct investment*. Namun, untuk mengarahkan pembahasan, peneliti menggunakan kerangka pemikiran tentang *push factors* (faktor internal) dan *pull factors* (faktor eksternal) perusahaan dalam mempertimbangkan ekspansi, dilengkapi indikator gabungan dari buku Cullen-Parboteeah, Kotabe Helsen dan Coan-Kugler.

Di satu sisi, MINISO merupakan perusahaan ritel multinasional dari Jepang yang punya ambisi besar dalam berekspansi dan unggul sebagai ritel modern. Filosofi utama MINISO yang menjadikannya unggul adalah menyediakan produk berkualitas dengan harga murah, berdesain sederhana dan unik, serta menyediakan kenyamanan berbelanja. Demi memenuhi misi globalnya, MINISO banyak melakukan kerjasama strategis, pembukaan toko

cabang, mengadakan acara pertemuan global, diundang dalam pameran global, meraih penghargaan produk dan melakukan kerjasama dengan *supplier* ternama hingga saat ini.

Di lain sisi, kondisi ritel Indonesia mengalami penurunan pertumbuhan secara garis besar dari tahun 2013 sampai 2017, dari persentase sekitar 14% hingga hanya sekitar 3% di awal tahun 2017. Namun penyebab penurunan ini terbukti bukan karena pengaruh pertumbuhan *e-commerce*, dimana pendapatannya hanya berkontribusi sangat kecil terhadap PDB Indonesia. Penurunan tersebut lebih disebabkan faktor sementara, seperti terhambatnya penyerapan anggaran ke daerah. Untuk mendukung pasar ritel Indonesia, pemerintah memberikan regulasi yang jelas pada investor ritel dan paket kebijakan ekonomi yang menjanjikan penekanan biaya operasional dan kemudahan perizinan.

Sehubungan dengan jawaban pertanyaan penelitian, maka ada dua faktor pertimbangan MINISO untuk berekspansi ke Indonesia, yaitu faktor internal dan eksternal. Faktor internal atau *push factors* dari MINISO adalah kemampuan ekspansi MINISO, keunggulan MINISO yang berbeda dan tujuan ekspansi MINISO. Terkait faktor kemampuan ekspansi, MINISO sering mencetak rekor penjualan pada acara pembukaan toko dan mendapatkan keuntungan balik sangat besar dalam waktu cepat, sehingga ekspansi bukan hal yang sulit untuk MINISO secara finansial. MINISO juga melakukan *transnasional strategy* dalam aktivitas bisnis dan *global branding*. Sehingga, MINISO tidak hanya dapat menghasilkan produk murah dan berkualitas, tetapi labelnya juga terkenal dengan cepat. Faktor kedua yaitu keunggulan karakteristik MINISO yang meliputi penyediaan produk berkualitas tinggi dengan harga rendah, produk MINISO yang memiliki desain

sederhana dan mampu menciptakan suasana belanja nyaman di tokonya. Karakteristik ini pun sesuai dengan preferensi konsumen di Indonesia. Faktor terakhir adalah tujuan MINISO berekspansi untuk memperbesar pasarnya. Tujuan ekspansi MINISO ke Indonesia juga demi memanfaatkan sumber daya Indonesia dan karena adanya kesesuaian karakter konsumen Indonesia seperti pasar besarnya di China.

Kemudian, faktor eksternal atau *pulling factors* MINISO untuk pertimbangan ekspansi adalah potensi Indonesia; yaitu faktor keamanan berinvestasi, faktor pasar ritel Indonesia yang masih menjanjikan dan karakteristik konsumen Indonesia yang menjanjikan. Faktor keamanan berinvestasi dari aspek politik yaitu pemerintah Indonesia menunjukkan keterbukaan terhadap investasi asing melalui paket kebijakan ekonomi dan adanya regulasi tentang investasi ritel yang jelas. Faktor keamanan berinvestasi dari aspek ekonomi yaitu secara keseluruhan kondisi ekonomi Indonesia dalam kondisi bagus, dilihat utamanya dari PDB. Dari faktor pasar ritel, ritel Indonesia masih menjanjikan dari karena besarnya jumlah penduduk Indonesia. Faktor ini didukung penelitian yang menunjukkan bahwa konsumen Indonesia masih lebih suka belanja di toko modern atau pusat-pusat perbelanjaan. Dari faktor konsumen, ada karakteristik menjanjikan seperti pertumbuhan kelas menengah di Indonesia, tidak loyal pada suatu label dan cenderung konsumtif. Masyarakat menengah Indonesia yang populasinya hampir setengah dari jumlah penduduk ini dinilai sebagai aset yang besar bagi investor yang mengandalkan sektor konsumsi. Sekalipun memiliki pilihan produk sendiri, konsumen Indonesia akan tetap mempertimbangkan harga dan penawaran terbaik dari label lain. Adanya peningkatan pendapatan tiap tahun,

kemudahan memperoleh kredit barang atau jasa, memiliki fleksibilitas pengeluaran dan keinginan besar untuk meningkatkan kualitas hidup dinilai sebagai pendorong masyarakat Indonesia menjadi konsumtif.

Pertimbangan ekspansi MINISO ke Indonesia antara teori dan sesungguhnya bisa jadi berbeda. Secara teori, faktor internal dan eksternal ini dapat menjadi pertimbangan. Namun, penelitian ini hanya terbatas pada penemuan-penemuan secara pengkajian literatur dan survey singkat yang dilakukan oleh peneliti. Berdasarkan pengkajian literatur, pihak MINISO memang pernah menyatakan bahwa adanya survey yang dilakukan untuk mengetahui karakteristik konsumen Indonesia dan mengungkapkan potensi sumber daya alam maupun manusianya lewat publikasi berita perusahaannya. Berdasarkan survey singkat peneliti, preferensi belanja konsumen Indonesia dengan rentang umur 15-40 tahun menunjukkan kecocokan dengan karakteristik yang ditawarkan MINISO.

Penelitian ini masih memiliki banyak kekurangan. Karena keterbatasan waktu, teknik pengambilan data dan area penelitian, peneliti hanya dapat mengkaji tentang pertimbangan ekspansi berdasarkan sumber terkait MINISO dan literatur maupun publikasi penelitian badan lainnya. Sebagai penelitian dalam Ilmu Hubungan Internasional, penelitian ini kurang kekuatan teori Hubungan Internasional berkaitan dengan kerangka pemikiran untuk mengarahkan pembahasan dan menjawab pertanyaan penelitian. Penelitian ini juga kurang kuat secara metodologi masing-masing untuk saling mendukung data yang berhasil didapatkan.

5.2. Saran

Melalui penelitian ini, peneliti berharap bahwa penelitian ini dapat memberikan wawasan kepada pembaca tentang pertimbangan ekspansi MINISO dan tentang pasar ritel termasuk konsumen Indonesia. Untuk penelitian selanjutnya, diharapkan dapat membahas tentang ekspansi MINISO yang memperhatikan faktor kompetitor *online* maupun *offline* atau fisik dan berhasil mengantarkan pembaca mengapa MINISO lebih menarik dari ritel lain.

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