

# DEVELOPMENT STRATEGY IN THE NEW NORMAL ERA: A CASE STUDY OF PINGE TOURISM VILLAGE BALI

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### DEVELOPMENT STRATEGY IN THE NEW NORMAL ERA: A CASE STUDY OF PINGE TOURISM VILLAGE BALI

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#### ABSTRACT

This study examines the development strategy of Pinge Tourism Village in the New Normal era. The application of health protocols, small-scale tourism activity is one of the alternative tourism activities during this pandemic. Pinge Tourism Village with its potential can answer current tourism needs. This study aims at formulating a development strategy for the Pinge Tourism Village in terms of what priority strategies are appropriate to developed in the era of adopting new habits. This research used the mixed method. Qualitative data was collected through in-depth interviews with seven experts to develop priority strategies for the development of tourist villages. Quantitative data was obtained from the weighting results of the questionnaire. In addition, the preparation of aspects and criteria for prioritizing development in analytic hierarchy process (AHP) analysis. The results of the data analysis of this study showed that: The alternative strategy used in the Development of Pinge Tourism Village in the New Normal Era is the strategy with the highest value, namely the Strength-Opportunity strategy. The main strategy developed at Pinge Tourism Village is to develop community-based ecotourism. The conclusion in this study shows that the Pinge Tourism Village should be developed as a community-based Ecotourism Village which is expected to be able to create a creative economy business that has potential not only for increasing village economic growth but also maintaining local cultural values.

#### INTRODUCTION

The emergence of the Covid-19 case in Wuhan, China, in December 2019, had a huge impact on Bali tourism. Based on the records of the Bali Province Central

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 Statistics Agency, in 2019 the number of foreign tourist arrivals to Bali was still normal, namely 6,275,210 tourists. However, along with the spread of Covid-19 to Bali in 2020, Bali tourism began to suffer the impact which can be seen from the decline in the number of foreign tourist visits to Bali, which was only 1,069,473 people (BPS, 2021). The decline in the number of tourist arrivals to 82.96% has implications for the closing of the tourism business in Bali. This condition requires special guidelines and appropriate steps to overcome these problems in order to restore tourism in Bali (BPS, 2021)

Starting from October 14, 2020, based on the coordination of the Central Government, the Bali government started to open tourism in Bali during the pandemic, especially for domestic and international tourists. Another important policy taken to restore tourism is about health standards that must be applied by tourism service providers to provide a sense of comfort to tourists who are on vacation. The government continues to prepare for the adaptation of new habits in tourism destinations, especially tourist villages as an option for local economic recovery after the Covid-19 pandemic. The government also continues to build Super Priority Destinations (DSP) which have been declared by inviting investment. Nationally, village economic transformation is carried out through the development of tourist villages, digital villages, village superior products, development of rural areas, and increasing the role of Village Owned Enterprises (Ministry of Tourism of the Republic of Indonesia). This trend has implications for the increasing interest of tourists visiting areas that offer tourist attractions located in rural areas. A survey conducted by the Countryside Commission, reported that 84 percent of the UK population had their vacations in rural areas each year (Pigram, 1993).

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 Burton's research (1995) reported that approximately 25 percent of Europeans prefer to have vacation in rural areas. In France, 25 percent of locals had vacation in suburban areas, and 17 percent did it in mountainous areas. In 1995, a total of 96 million tourists stayed in rural England (Burton, 1995). In the recovery phase, tourism as the leading sector in Pinge village, must immediately respond and adapt to the new habit phase (New normal). Covid-19 has changed the world in every way and it is also possible for tourist demand (Chang., 2020). Tourists will have their perceptions of the risk of Covid-19 (Tasci & Sönmez, 2019). Therefore, the efforts of the Pinge Tourism Village mitigation manager at the recovery stage must be able to foster a sense of tourist confidence in the destination, for example, in terms of cleanliness, health, safety and environmental compatibility (CHSE). These 4 points are one of the new styles in the new normal of tourism so that they can mitigate (Strive to prevent) the reoccurrence of new clusters of the spread of Covid-19, when the Pinge Tourism Village is visited by tourists. In fact, not only that point, but explicitly mitigating the tourism crisis due to Covid-19 in this tourist village also requires empirical research.

Tourist villages are an alternative that can be chosen in generating Bali tourism during the Covid-19 pandemic because tourist villages can provide a good enough

space to meet the needs of tourists during the pandemic. In Bali, 179 tourist villages have been determined by the government and are spread over 9 regencies/cities. Pinge Tourism Village is one of the Tourist Villages located in Marga District, Tabanan Regency, Bali which has also felt the impact of the Covid-19 pandemic. Pinge Tourism Village is one of the old villages in Bali, has its uniqueness both in terms of nature and in terms of local culture. By carrying out the concept of ecotourism, it has succeeded in developing environmentally friendly tourism by prioritizing aspects of nature conservation, socio-cultural and economic empowerment of local communities. Before the Covid-19 pandemic, tourists visiting Pinge Tourism Village could reach both domestic and foreign tourists.

Pinge Tourism Village has transformed into a tourist spot that is in demand by foreign tourists and local tourists. Tourists are invited to become "Village People", which means doing some activities like Village people, living together, and living as Villagers, getting to know the Balinese agricultural system. Tourists are invited to learn Balinese culture and art, for example learning Balinese dance, learning to make Balinese offerings, Balinese music, and other cultural activities. Another tour package is that tourists are invited to learn to make Balinese snacks and Balinese dishes through cooking classes. Some other objects are trekking which can be done on foot or by bicycle. Fertile and green agricultural areas, clean and stunning nature are the main attractions of this Pinge Tourism Village.

The diversity of potentials and attractions possessed by the Pinge Tourism Village is the main element in tourism development and makes this village a cultural-based tourism object that preserves traditional values and socio-cultural life by offering a variety of unique cultures that are packaged in the form of tour packages. The emergence of the Covid-19 pandemic has encouraged this Pinge tourism village to be able to adapt to new habits in carrying out tourism activities and an active role for local communities is needed in improving the quality of human resources, products offered, as well as setting and managing tourism village management in the future. So that the welfare of the local community in the order of preserving nature and socio-cultural values can be improved.

Ferdiansyah, et al (2020) stated that the Covid-19 pandemic has caused a crisis condition in tourist villages and the tourism sector in general so that strategic steps are needed to minimize risk and restore the condition of tourism services. The success of developing tourism villages in the future will be able to accelerate the recovery process for improving the regional economy during the Covid-19 pandemic. The polemic of the Covid-19 pandemic also creates challenges for local governments, stakeholders, and the surrounding community. So, it is necessary to have a more effective tourism development strategy or the right policies to implement so that tourism activity can still be carried out during the Covid-19 pandemic, by implementing the applicable rules.

This study examines the development strategy of Pinge Tourism Village in the new normal era. The application of health protocols, small-scale tourism activity is one

of the alternative tourism activities during a pandemic. Pinge Tourism Village with its potential can answer current tourism needs. This study aims at formulating what priority strategies are appropriate to be developed in the era of adopting new habits.

### LITERATURE REVIEW

Development strategy, its implementation by plan and the relationship between execution and strategy success is ongoing focus of the development strategy of Pinge Tourism Village research. Admit the difference in context, it can be argued that the development strategy's literature also has amazing similarities. A success of a planned activity usually depends on how effective is the investigation of the interrelated problems involved. This section briefly describes previous studies of the development strategy for Pinge Tourism Village followed by an introduction and discussion of planning functions from the literature on strategic planning. It is regarding the appropriateness of priority strategies to be developed in the new normal era of COVID-19.

Strategies are fundamental plans to achieve a goal (Pete-Shields & Boyer-Wright, 2017). According to Behzadi & Khoshnevis (2020), strategy is the long-term goals and objectives of a company, the direction of action, and the allocation of resources needed to achieve these goals and objectives. Through strategic management, it is hoped that the strategy can actually be managed so that it can be implemented to integrate all decisions and actions within organizational structure of a company (Charoensukmongkol, 2021; Laguir et al, 2016; Wuen et al, 2021). Donnellan & Rutledge (2019) further emphasizes that strategy is the strength of internal resources, capabilities, and core competencies to achieve company goals in a competitive environment.

Competitive strategy is another resource-based view paradigm that impacts the effectiveness of business organizations (Campbell & Park, 2017). Different authors give different definitions of competitive strategies. Kellermanns et al (2016) described competitive strategy as a decision made by a business organization to compete, pursue and maintain a competitive advantage while achieving its business goals. Similar to Turner & Endres (2017), the competitive strategy is to achieve a sustainable competitive advantage by investing the resources needed to develop key skills to achieve superior performance over the long term. Is considered a process of. From these definitions, competitive strategies can be summarized as a set of coordinated plans developed within a business organization to achieve its primary objectives.

The general strategies of Taneja et al (2016) and Shukla & Shukla (2014) remain as pioneers of general strategies, but as a result of improvement and testing procedures, other types of competitive strategies have been identified and has been proposed (Lee, 2018; Frese et al, 2016; Hayes et al, 2015). In addition, small and medium-sized entrepreneurs (SMEs) typically implement a combination of competitive strategies based on current niche markets (Frid, 2014). Therefore, it is

difficult to analyze how SMEs acquire and develop specific employee skills based on implemented competitive strategic requirements (Bello & Ivanov, 2014).

Based on the above discussion, this paper focuses on the one-dimensional nature of the competitive strategy as a development strategy for the Pinge Tourism Village. The decision to use a competitive strategy as a research variable that emerges from a business organization depends on appropriate strategic choices to guide organizational factors to maintain a competitive advantage (Mukerjee, 2016) and internal organizations. The interdependence of factors is driven by influence. Competitive Strategy (Adero, 2020; Selig, 2018; West et al, 2015). In addition, by assessing how implemented competitive strategies address perceived gaps in strategic resources, it is possible to identify SME capabilities that outperform competitors (Donnellan and Rutledge, 2019). Therefore, this paper contains a competitive strategy to explain the situation in predicting the resilience of the Pinji Tourism Village.

Requirements of a competitive strategy are met (Brandon-Jones et al, 2014). Specifically, issues are addressed found in resilience when developing competitive strategies (Wieland et al, 2013). This implies the importance of competitive strategies to achieve optimal resilience. In addition, previous results suggested a competitive strategy as an important variable. For example, Bierwerth et al (2015) investigated the relationship between corporate entrepreneurship, differentiation strategies, and corporate performance. The results show an important link that differentiating strategies influence entrepreneurship and performance direction. On the other hand, Kaya (2015) investigated the relationship between strategic clarity and organizational performance.

The findings revealed firms with moderate strategic clarity experienced low level of performance in comparison to high strategic clarity firm which implemented single or multiple strategies. In another survey, Zakaria et al. (2016) reported a significant relationship between business strategy and performance of 186 Malaysian SMEs. In particular, the findings indicated the SMEs achieved superior performance when the executed business strategy matched with the internal and external business environment. Meanwhile, Yuliansyah et al. (2017) investigated the relationship between reliance on integrative strategy performance measurement, business strategy and firm performance. The findings revealed low cost strategy has no impact on organizational performance while differentiation strategy has a strong positive association with organizational performance. A recent study by Ringim & Reni (2018) revealed that there is a strong and significant positive impact on consumers' attitudes towards intentions / behavior subjective norms, and perceived behavioral control when purchasing cosmetics. Social media also has a significant positive mediating effect on consumer behavior and the intent to buy cosmetics in Brunei Darussalam. The results show that competitive strategies mediate the impact of business alignment on marketing performance. In addition, management is an attempt to expand the knowledge that can be used for future purposes (Torres-Delgado & Saarinen, 2014). The management strategy in this case

is a basic plan to achieve long-term goals, guide measures and provide the resources needed for future management of the tourist destination (Tanguay, 2013).

According to Nowacki (2018), the strategic planning of a tourism area can be done with environmental analysis and resource analysis to identify advantages and problems faced to the development of tourism areas. This identification can be seen in this period, the existence of tourism has begun to have an impact on social, economic, and ecological impacts.

Based on this description, the development strategy in this research is directed at structuring and improving the quality of the attractiveness of the Pinge tourist village as a center of excellence and strengthening the identity of the tourism area in Marga District. Management is also focused on the diversity of agricultural and rural tourism attractions, cultural attractions, and appreciations that are based on the empowerment of local communities through the development of ecotourism.

## 19 RESEARCH METHODS 25

The method used in this study was the mix method, which was a combination of qualitative methods and supported by quantitative data (Creswell: 2009). The research location was in the Pinge Tourism Village, Tabanan Bali. This study used the SWOT analysis method and the AHP analysis technique as the basis for determining the appropriate priority policy strategies to be developed in the Pinge Tourism Village. Data were collected through observation, in-depth interview 37 surveys, Focus Group Discussions (FGD), and document studies. The data used in the study were sourced from primary and secondary data sources. Sources of primary data were collected through surveys, namely the method of collecting data by visiting, and then doing farmer inspections and subsequent direct questions 44 asked based on a pre-prepared catalog of questions. Besides that, in-depth interviews were also conducted with several informants (Mantra, 2008). Through these in-depth interviews, it is hoped that more detailed information will be obtained. With this method, it is hoped that researchers can analyze and draw more comprehensive conclusions (Daniel et al., 2005).

The technique of determining the informants in this research was purposive sampling. The informants in the study consisted of seven experts who were representatives of Pentahelix, namely representatives from the government, academics, NGOs, and from the tourism village manager who understood strategic policies for regional development. The formulation of the problem is solved by using the theory of tourism development strategy and the concept of Ecotourism which is adapted to the concept of the new normal adaptation era.

## RESULT AND DISCUSSION

### *Existing Conditions Based on Tourism Product Components in Pinge Tourism Village*

Geographically, Pinge Tourism Village has located approximately 34 km from Denpasar city; approximately 85 minutes away by vehicle from Ngurah Rai Airport; 17 km north of Tabanan city, and approximately 10 minutes from the Jatiluwih Tabanan National Tourism Strategic Area (KSPN). Pinge Village is located at 8o 23' 56.2704" South Latitude and 115o 10' 52.5648" East Longitude, with administrative boundaries, namely the northern boundary is bordering with Apuan Village; the eastern boundary is bordered by Luwus Village; the southern boundary is bordered by the Old Village, and the western boundary is bordered by Payangan Village. Pinge Tourism Village is a traditional village that was developed as a tourism village. As a tourism village, Pinge Village maintains and develops all existing potential based on the Tri Hita Karana concept. The concept of Tri Hita Karana is applied within the scope of the village and the scope of the residential community, especially the spatial arrangement by the order of Traditional Balinese Architecture. Pinge Tourism Village has 3 tourism potentials, including:

#### *Natural Potential*

One of the natural potentials of the Pinge Tourism Village besides its beautiful rural natural scenery, is Subak Pacung. Some activities that can be done around Subak Pacung rice fields are fishing in the available fishing ponds, plowing the fields, and walking around the rice fields by seeing the beautiful scenery. The right time to enjoy the natural beauty around Subak Pacung is from 7 am to 10 am.



**Picture 1:** Fishing Ponds and Plowing Activities in the Subak Pacung area  
**Source:** Pinge Tourism Village Management, 2021

Supported by its natural potential in the Pinge Tourism Village, the community works together voluntarily to create a well-defined tracking path so that tourists who visit are comfortable to enjoy the natural scenery that is offered. The result of



the village community's cooperation is the opening of a village route to Beji Temple for about 1 km with a road width of 1.5 m which will be used as a tracking and religious route. In addition, for the future plans, the village community will arrange the place around Beji Temple as a place for meditation and yoga.



Gambar 2: Trekking Activities at Pinge Tourism Village

**Source:** Pinge Tourism Village Management, 2021

Shown in Figure 2, trekking activity in Pinge Tourism Village has its own allure, namely the tracking path that will be traversed by tourists crossing the rice fields around Pinge Tourism Village. During the trip, tourists can do various interesting activities such as helping to pick water henna flowers and gemitir (kind of Balinese flower), to vegetables grown by local people. In addition, tourists will be invited to see Subak Temple as a place for farmers to carry out rituals related to agriculture. Not only Subak Pucung Temple, but there are also 2 Subak Temples in Pinge Tourism Village, namely the Subak Baluan Temple, and the Pengilen Subak Temple. Trekking activities are usually carried out in the morning after breakfast, but it is possible for trekking activities to be carried out in the afternoon after dinner

### ***Cultural Potential***

The second potential owned by Pinge Tourism Village as a tourism support is its cultural potential which is still strong. With the existence of the Pinge Asri Tourism Awareness Group, the cultural potential in the village has been glimpsed and as for tourism products that have been made, namely the performance of the Leko Dance (traditional dance originating from the Pinge Tourism Village). This art performance is seen as a cultural potential that can attract tourists to visit because of its uniqueness and strong identity and only exists in Pinge Tourism Village. Leko Dance is a dance that resembles the Jogged Dance and the Legog Palace. This dance is preserved by the Leko Group "Merdu Komala Sari". The Leko dance is very closely related to the history of the Natar Jemeng Temple, this can be seen from the Buana Tatwa ejection. The formation of Leko Dance began in the Babakan and Subak Pucung communities who wanted to establish Leko art. Leko art is an art that is accompanied by "gamelan" which is sourced from bamboo. This dance was originally danced at the Natar Jemeng Temple (Taru Pinge Temple). Along with

the progress of the times until the XIX century, the Leko Dance movement became more dynamic.



**Picture 3:** Leko Dance

**Source:** Pinge Tourism Village Management, 2021

Besides Leko Dance as a cultural characteristic of Pinge Tourism Village, Bungbung Gebyok Dance is also one of the dances that characterizes Pinge Tourism Village. This dance is danced only on certain days because the Bungbung Gebyok Dance is sacred or purified and can only be danced at the local temple in Pinge Village. Bungbung Gebyok dance has rules that are different from other traditional dances, and the music that accompanies this dance is very special, namely using two bamboo blades that are pounded with certain patterns and rhythms simultaneously by all members of the seka gong (the music group). As an attraction and to fill the curiosity of tourists towards Bungbung Gebyok Dance, then this dance is made another version which is a composition of the original version as a dance that can be displayed and shown to tourists. The ISI (Indonesian Art Institute) plans to arrange Bungbung Gebyok Dance so that in the future Bungbung Gebyok Dance can be "sold" to tourists as a cultural potential owned by Pinge Tourism Village.



**Picture 4:** Bungbung Gebyok Dance

**Source:** Pinge Tourism Village Management, 2021

Another cultural potential possessed by Pinge Tourism Village is the “mebat” tradition (occurring on certain days when there is a celebration ceremony) carried out by men. Cooking the typical dishes of Pinge Village is also a tradition and cultural potential that can be explored. Some of the typical dishes owned by Pinge Tourism Village are pulungan, cake laklak, satay lilit, steamed sambal, and lawar typical of Pinge Village. In addition, the traditions of the community or farmers who walk carrying crops, the tradition of making canang or mejejaitan, beating and practicing dancing, painting, mebongbong (cockfighting practice), and the tradition of gotong royong every 15 days are also cultural potential done by society of Pinge Village.



**Picture 5:** Archaeologist in Pura Natar Jemeng Desa Wisata Pinge  
**Source:** Pinge Tourism Village Management, 2021

In addition, other cultural potentials owned by Pinge Tourism Village as shown in Figure 5 are statues or inscriptions and objects of ancient cultural heritage found in Pura Natar Jemeng. These ancient relics are quite a lot of approximately 15 groups, the types are Ganesha, Shiva, and animals. Until now, the cultural heritage in the Pinge Tourism Village is preserved and managed by the Traditional Village in collaboration with the Bali archaeological center.

### ***Artificial Potential***

The third potential owned by Pinge Tourism Village is artificial potential. One of the artificial potentials in the Pinge Tourism Village that supports the sustainability of tourism in the village is a path made by local people that is used for access to rice fields or fields. With this path, it is used to support tourism, namely as a trekking route. The trekking path in Pinge Village has a distance of approximately 2 km. The target of this trekking route is to enable the tourists to see the scenery owned by the Pinge Tourism Village to attract tourists. For that reason, the local community arranges the trekking path as best as they can so that it is comfortable and safe for tourists to pass. In addition, to enjoy such as rice fields or fields (vegetables, flower plants, rice) the trekking route also passes through the settlements of Pinge Village residents, passes through springs (subak) and also passes through rivers around rice fields, as well as fishing ponds. Trekking activities can be enjoyed by tourists by only paying Rp. 50.000, - with local guide service.



**Picture 6:** Pinge Tourist Village Trekking Trail

**Source:** Pinge Tourism Village Management, 2021

In addition, the artificial potential in Pinge Tourism Village is cooking classes and coffee breaks. Cooking class and coffee break activities can be carried out by tourists at each homestay and managed by the homestay manager and the time for cooking class and coffee break activities is usually at night because most tourists stay only overnight, but it is possible to do it in the morning or afternoon. The menus that are commonly used as cooking class activities are also determined by the homestay manager. The price offered to carry out cooking class activities is included in the homestay rental price.



**Picture 7:** Pinge Tourism Village Cooking Class Activities

**Source:** Pinge Tourism Village Management, 2021

The artificial potential that is not less interesting is the uniqueness and traditional architecture of the houses of the Pinge Tourism Village community, thus attracting tourists to travel. Local community buildings are basically made of clay, so the buildings can last for decades. In terms of the roof is also very unique, which is made of "somi" (dried grass) which is useful for retaining hot air. The layout of community houses in the Pinge Tourism Village (9) also be a potential, because the layout of the buildings in the village still applies the Tri Hita Karana philosophy.

The arrangement of houses for the people of Pinge Tourism Village is based on the main village road. This holy place<sup>46</sup> which is usually called sanggah is located on the side of the main road which is in accordance with the Tri Hita Karana philosophy, namely Parahyangan. Then Bale as the Pawongan area, and Kebun as the Palemahan area which is located in the backyard of residents' houses.



**Gambar 8:** Pinge Tourism Village Traditional Building

**Source:** Private collection, 2021

The artificial potential owned by the Pinge Tourism Village can be a support for more attractive tourism in the village, so that the community and managers of the Pinge Tourism Village must maintain and maintain the uniqueness and characteristics of the village.

### *Swot Matrix Analysis And Alternative Development Strategies For Pinge Tourism Village*

<sup>23</sup> Based on the results of the study using the Focus Group Discussion (FGD) method<sup>30</sup>, alternative strategies can be formulated based on the SWOT matrix analysis, which is a combination<sup>19</sup> of data on internal factors and external factors. There are 4 alternative strategies that can be formulated in the SWOT matrix, namely:

- <sup>33</sup> 1. Strengths Opportunities Strategy (SO)
2. Strengths Threats Strategy (ST)
3. Weakness Opportunities Strategy (WO)
4. Weakness Threats Strategy (WT)

**Table 1:** SWOT Matrix for Pinge Tourism Village Development

<b>Strengths (S)</b>	<b>Weaknesses (W)</b>
<ul style="list-style-type: none"> <li>• Strategic geographical position for tourism activities</li> <li>• Good topographical conditions</li> <li>• Quality and quantity of Human Resources in the context of developing tourist villages</li> <li>• Availability of basic infrastructure such as education, health, irrigation and road infrastructure for better economic growth</li> <li>• Pinge Village as an agricultural area in order to support the economic structure of Tabanan Regency</li> <li>• Beautiful natural scenery</li> <li>• Interesting and unique attractions</li> <li>• The friendliness of the people of Pinge Village</li> <li>• Many nature educational tour packages</li> <li>• The government's attention to social entrepreneurship as a way to empower and increase local community participation</li> <li>• There is support from the private sector in the development of tourist villages</li> <li>• The role of Universities in conducting training and mentoring activities to improve the competence and capability of business actors such as increasing digital literacy and financial literacy for Small and Medium Enterprises</li> <li>• Communal community culture fosters a sharing economy which plays a role in encouraging traditional service providers to be more innovative</li> </ul>	<ul style="list-style-type: none"> <li>• The arrangement of tourism potential has not been maximized</li> <li>• No website for tourist village</li> <li>• Promotion of tourism activities has not been maximized</li> <li>• Homestay is not enough</li> <li>• Not yet optimal community participation</li> <li>• The spatial development planning of the tourism village is not yet clear</li> <li>• Culinary that has not been identified and covered for visitors</li> <li>• Lack of various training in the field of tourism, both mastery of foreign languages and training for workers in other tourism fields (housekeeping, front office, bell boy, room service, food, and beverage) so that adequate human resource capabilities (HR) are available.</li> <li>• Lack of efforts to improve the quality and variety of types of tourism services and experiences such as expanding tourist choices and complementing existing conventional tourism offerings</li> <li>• Lack of entrepreneurial capabilities including creativity and innovation as well as literacy on financial aspects, and literacy on digitalization issues</li> <li>• The number of toilet facilities is still lacking</li> <li>• Lack of signboards to tourist villages</li> <li>• Limited land (parking, other developments such as a central point for cooking class activities)</li> </ul> <p><b>Score = 1.17</b></p>

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<ul style="list-style-type: none"> <li>• Community members are open to change, especially if the innovation offered is economically profitable, technically feasible and socio-culturally acceptable in the sense that it does not conflict with local socio-cultural values</li> <li>• Participation in COVID-19 mitigation activities both by the community and independent mitigation by business actors</li> <li>• Zero Case of Covid-19</li> <li>• Already established cooperation (Forkom Dewi, University, Media, Travel Agent, Business)</li> </ul> <p><b>Score = 3.98</b></p>	
<p><b>Opportunities (O)</b></p> <ul style="list-style-type: none"> <li>• A growing tourism sector</li> <li>• Absorb labor</li> <li>• The number of tourism professionals returning to the village</li> <li>• Conservation of nature and culture through tourism activities</li> <li>• Evolving technology</li> <li>• Positive opinion from tourists</li> <li>• Public interest in Pinge Tourism Village, which is large enough to travel</li> <li>• The market for foreign tourists is still open to visit the tourist village of Pinge</li> <li>• The market for Nusantara tourists is still open to visit the tourist village of Pinge</li> <li>• There is support from the Tourism Office and other related institutions</li> <li>• The paradigm shift from mass tourism to nature tourism or special interest tourism, especially during the covid-19 pandemic</li> </ul>	<p><b>Threats (T)</b></p> <ul style="list-style-type: none"> <li>• Competition between attractions</li> <li>• Occurrence of natural disasters/disorders, pandemics</li> <li>• Guidance for running a business during a pandemic that cannot be done in a business as the usual way to ensure business continuity</li> <li>• Migration from offline-based businesses to online-based channels</li> <li>• Redefinition and exploitation of social capital in crisis conditions that demand the importance of social connections</li> <li>• Disruption of market structure, consumer behavior, and business governance due to the Covid-19 pandemic</li> <li>• Limited resources, both capital, material, time, consumer base, business partner base, social connections, and technology</li> <li>• It takes creativity and adaptability such as discipline and never giving up to create business resilience</li> <li>• Decreased consumer income (potential tourists) during a pandemic</li> </ul>

<ul style="list-style-type: none"> <li>• Rushing the hierarchy of needs for tourism products from tertiary needs to primary needs</li> <li>• Incessant government vaccination program</li> <li>• The existence of entrepreneur<sup>30</sup> factors through MSMEs can play a role in diversifying the livelihoods of the Pinge community and reducing dependence on one source of income, especially the vulnerable tourism sector.</li> <li>• There is an opportunity to re-engineer various types of service offerings and their business models in the face of adapting to new habits while increasing competitiveness</li> <li>• The existence of consolidation to organize and fix what has been weakness or deficiency to reach new paths and opportunities after the crisis</li> <li>• The existence of policies that are based on science and local wisdom will be accepted by the Pinge community in carrying out the transformation of the new era of social and spiritual health</li> <li>• There are policy innovations and institutional transformations to respond to changes in the behavior and lifestyle of new people in the digital era</li> <li>• There is an understanding to knit a new institutional ecosystem in rearranging community-based tourism</li> <li>• The existence of sustainable tourism management oriented to justice between generations (social) and between regions (spatial)</li> <li>• Small and medium enterprises that are more resilient, not only as a reactive step to respond to the pandemic, but more than that as a</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of local government support</li> <li>• Lack of transportation (tourist transport)</li> <li>• Price competition between tourism village managers</li> <li>• High tourism competition between regions</li> <li>• Threats of land conversion by the community</li> <li>• The influx of residents from other areas can influence local culture</li> <li>• There is a wave of unemployment due to layoffs (PHK) from the tourism sector in the city, eventually flowing into the village so that the village becomes the foundation of life for residents who return to the village due to the city and tourism facing a crisis</li> </ul> <p><b>Score = 0.99</b></p>
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momentum to reorganize small and medium enterprises in the tourist village of Pinge that are more resilient, competitive, and independent

- The important role of local entrepreneurs in promoting sources of resilience through their attitudes and behavior is reflected in a strong informality culture where business processes and decisions run spontaneously and develop over time, not requiring formal planning, as a response to environmental situation changes
- The emergence of a self-help movement initiative spearheaded by the Pinge tourism village community as a positive solidarity initiative, including planting networks to meet food and vegetable needs
- The readiness of the <sup>27</sup> hospitality service industry in the tourist village of Pinge in the era of adapting to new habits as momentum for changing the quality of hospitality services to be greener and more sustainable through the CHSE certification program to create a trust for visiting tourists and optimizing digital technology in business operations to be able to adapt to new roles, roads new, and new expectations.

**Score = 4.33**

**Table 2:** Alternative Development Strategies for Pinge Tourism Village

SO Strategies	WO Strategies	ST Strategies	WT Strategies
<ul style="list-style-type: none"> <li>• Development of products for tourist villages according to the cultural potential of the region</li> <li>• Revitalization of social responsibility from planning to implementation and evaluation</li> <li>• Developing of tourism village digitization program</li> <li>• Innovating Development of the community's creative economy</li> </ul>	<ul style="list-style-type: none"> <li>• Promoting through strengthening partnerships between stakeholders</li> <li>• Improving of tourism supporting infrastructure that applies CHSE principles</li> <li>• Strengthening tourism village management institutions and social, economic, and cultural institutions</li> <li>• Improving the quality of the community in tourism management through technical and managerial training</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing cooperation with local and inter-regional tourism agents</li> <li>• Building a network with other tourist villages</li> <li>• Improving the accessibility of transportation facilities</li> <li>• Involving the active role of the Millennial generation in the Pinge Tourism Village in the field of digital promotion</li> <li>• Maintaining the quality and quality of existing tourist attractions.</li> <li>• Creating a stronger brand image of the Pinge Tourism Village destination</li> </ul>	<ul style="list-style-type: none"> <li>• Raising awareness that tourism is a system that involves all components (stakeholders) both traditional villages and official villages in developing tourist villages.</li> <li>• Increasing public awareness of tourism awareness and Sapta Pesona</li> <li>• Improving coordination between residents, Pokdarwis, and village governments in tourism development.</li> <li>• Improving the quality of leading tourist destinations in the Pinge Tourism Village.</li> </ul>

***Analysis of Priority Strategies for the Development of Pinge Tourism Villages Using the AHP (Analytical Hierarchy Process) Method***

From the data processing carried out using the AHP method, the determination of the strategy criteria can be analyzed as follows:

**Table 2:** SWOT Strategy Alternative Sequence

Priority	Strategy	Value Weight
I	Strength – Opportunity (SO)	8.31
II	Weakness – Opportunity (WO)	5.50
III	Strength – Threat (ST)	4.97
IV	Weakness – Threat (WT)	2.16

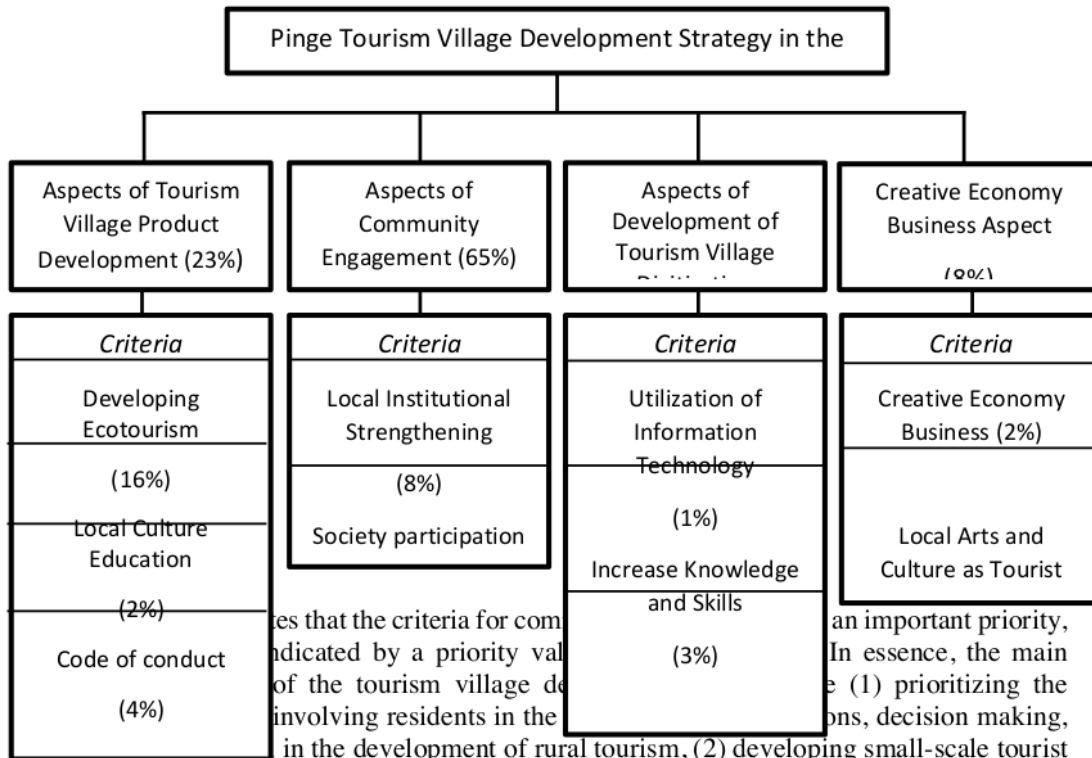
**Source:** Data processed, 2021

Based on table 2 above, the strategy that can be used to develop Pinge Tourism Village in the New Normal Era is the Strength – Opportunity (SO) Strategy, namely:

1. Developing tourism village products following local cultural potential.
2. Activating community involvement from planning to implementation and evaluation
3. Developing a tourism village digitization program
4. Innovating Development of the community's creative economy

The analysis of the policy strategy formulated in this study is a hierarchy that is interconnected with the development of the Pinge Tourism Village in the new normal era. Next, a priority analysis was carried out on the hierarchy of policy criteria in the Pinge Tourism Village in the era of adaptation of new habits. In preparing this hierarchy, it is based on information obtained from several stakeholders related to Pinge Tourism Village. After the hierarchy of policy criteria for the development of the Pinge Tourism Village is compiled, the second level weight calculation procedure is carried out, namely analyzing using the AHP approach, then processing it using a pair-wise matrix that will produce priority weights. The final result is the final weight value of the hierarchy of policy criteria for the development of Pinge Tourism Village in the era adapting to new habits by multiplying the weight of the first level value with the weight of the second level value. The final weight of the hierarchy of village development policy criteria is as shown in table 3 below.

**Table. 3:** Final Weight of the Hierarchy of Criteria for Pinge Tourism Village Development Policy in the Era of Adapting to New Habits



... that the criteria for community engagement is an important priority, indicated by a priority value of 8%. In essence, the main criteria of the tourism village development policy are (1) prioritizing the involvement of residents in the decision-making process, (2) developing rural tourism villages along with services that are close to nature or that are located within the village itself, (3) the facilities and services owned and operated by residents individually or in collaboration, and (4) the development of a tourism village is based on the traditional cultural characteristics of a village or the nature of attractions that are close to nature. Thus, the development of tourist facilities is directed at a small scale so that they can be owned and operated by residents (Fandeli, 2003).

The second criterion that becomes a priority is the criteria for developing ecotourism with a criterion weight of 16%. Ecotourism is a tourism development concept that is responsible for environmental sustainability, providing economic benefits, and maintains the cultural integrity of the local community. Ecotourism is a form of travel to natural areas carried out to conserve the environment and preserve and prosper the local population (Wood, M. E. 1999). Ecotourism is nature-based tourism that includes aspects of education and interpretation of the natural environment and community culture with ecological sustainability management (Black, 1999 in The Australian Department of Tourism). Some of the principles in ecotourism are: (1) preventing and mitigating impacts; (2) education and environmental conservation; (3) directing income for the area; (4) community

participation in planning; (5) community income; (6) maintaining harmony with nature; (7) environmental carrying capacity; (8) considerable income opportunities for the State. Several key aspects in ecotourism are: (1) the number of visitors is limited or regulated to suit the environmental and socio-cultural carrying capacity of the community, (2) environmentally friendly tourism patterns; (3) tourism patterns that are friendly to local culture and customs; (4) directly assisting the local community's economy; (5) the initial capital required for infrastructure is not large. Furthermore, the third criterion that becomes a priority is strengthening local institutions with a priority weight of 8%. Community organizations and institutions in the management of Tourism Villages are also key issues: the importance of professional support in continuously strengthening local organizations, encouraging independent businesses, and creating fair partnerships in the development of tourist villages. The role of community organizations is very important because the community is the main stakeholder and will benefit directly from the development and management of tourist villages. Coordination between stakeholders also needs to be taken into consideration. The formation of a forum or advisory board will greatly assist a fair and effective management pattern, especially in areas where tourism is the main source of income for the local community.

The fourth priority is the criteria for local arts and culture as tourist attractions with a final weight of 6%. Tourist attractions are everything that has beauty, uniqueness, value, both in cultural richness, diversity, and man-made products that can be a factor of attraction and become a tourist destination to visit, which then makes tourists motivated to travel to these attractions. According to Suwena & Widyatmaja (2010: 88) attraction is said to be a significant component in attracting tourists, attractions are the main capital (tourism resources) or sources of tourism. Meanwhile, according to Witt & Moutinho (1994:86) tourist attractions or tourist destinations are the main motivation for tourists in carrying out tourist visit activities. Utilizing local arts and culture as tourist attractions in tourist villages will provide benefits in preserving cultural heritage as the identity of local people who have this culture.

The code of conduct criteria is the priority criterion at the 5th order with a priority weight of 4%. In the era of adapting to new habits, tourists tend to want to take a vacation to a tourist destination that pays attention to health protocols. Health protocols are a very important element in the community to prevent the transmission of the Covid-19 virus. Keeping a distance (physical distancing), using masks, washing hands are at least the most basic things that people can do in their daily lives. Therefore, tourism management needs to be supported by legality and a code of conduct in every management process. So that in the future, community independence will be created in managing tourist areas with products that are also environmentally friendly.

Furthermore, the criteria for increasing knowledge and skills become priority criteria in the 6th order with a weighted value of 3%. The success of developing a

5 tourist village must be supported by the capacity of the community in managing the knowledge and skills of community groups. Therefore, 5 there is a need for continuous intensification of training and skills education for tourism actors, whose management involves the role of the community, by the community, and for the community. The criteria for local cultural education and creative economy businesses get a priority weight of 2% so that the criteria for local cultural education are ranked 7 and the criteria for creative economy businesses are ranked 8. Growing the economy cannot be separated from the local culture. Culture must be the basis of its development. In local culture there is what is called local wisdom which becomes meaningful values, among others, translated into 22 physical form in the form of local creative products. Each region/region generally has potential products that can be raised and developed. It is the uniqueness or peculiarity of local products that must be the point then added an element of creativity with a touch of technology. Educational principles include public awareness, local cultural education, and active participation of visitors.

The next criterion that has the same priority weight of 1% is the criteria for the level of visits and activities according to ecology which is ranked 9 with the criteria for the use of information technology which is 13 ranked 10. Health issues will be considered in the operational implementation of a tourist destination in the future. One of the supporting criteria in the management of tourist villages in the era of adaptation of new habits is 8 limit the level of tourist visits and tourism activities according to the ecology of the tourist village. In line with this, the use 17 of information technology, especially in the digital world, is currently important to be applied by tourism village managers to make it easier to carry out a series of health protocols when carrying out tourist activities in tourist villages. So, tourism village managers must have basic skills to use various digital media before implementing them. Tourism village managers need to create some campaign content for tourism activities by implementing health protocols with a digitalization process. Things that can be made as making posters, photos, and videos about the implementation of Health protocols in tourist village areas. Gradually the manager campaigns for the digital material through online media, either through the web, social media, or broadcasts using a customer database.

Tourism village managers can create some campaign promotional videos by creating content for implementing health protocols and various existing supporting facilities. The video can be sent to tourists who have made a booking or reservation at the tourist village. By applying digitization to a series of health protocols in tourist villages, managers and tourists will gradually get used to it. This will be carried out optimally with cooperation between tourism village managers and tourists. It is very important that tourism village managers consistently campaign for the implementation of health protocols in various media. If it is associated with the criteria that are ranked last or ranked 11th, namely the criteria for partnerships between Tourism Villages and start-ups, this is in line with the government's program, namely 31 acceleration of the development of digitalization of tourist villages. Through the Ministry of Tourism and Creative Economy (Kemanparekraf)

the government will develop a system that will integrate directly with various aspects of tourism village needs such as data collection, training, marketing, and sales of tourist village destination packages throughout Indonesia.

### *Community-Based Ecotourism as a Strategy for Development of the Pinge Tourism Village*

Based on the results of the analysis that has been carried out, the development policy that can be formulated based on the results of the Analytical Hierarchy Process (AHP) analysis of the development of the Pinge Tourism Village in the New Normal Era is a community-based Ecotourism development strategy. In fact, everyone who lives in the village owns insight on the existence of tourism aspects, which is a potential and selling point as a tourist attraction, so that community involvement is absolute. Characters of local community offer nuance of revealing their own personality related to tourism activities to be performed.

The concept of village tourism as community-based ecotourism (community-based tourism) contained in it is the concept of community empowerment. Community empowerment in the process of forming a tourist village is to increase the capacity (capacity building) and institutional strengthening of local communities through a learning experience process by involving the community in various aspects of the empowerment process, there are 3 (three) basic things in community empowerment in a development tourist village, namely:

- a. Awareness, which is a process of building an understanding aimed at influencing awareness about its tourism potential to build a tourist village managed by the local community.
- b. Community organizing, which is an effort to empower the community to understand and be aware of their vulnerabilities and capacities as well as environmental conditions and mobilize the community in responding to problems and meeting their needs by optimizing existing resources. So that community participation in the development of tourist villages is very important and important for its sustainability.
- c. Human resources delivery, namely providing understanding and direction to the community regarding tourism potential that can be developed so that they can determine the capacity that needs to be increased through training or education to be able to manage the tourism potential to be developed.

The development of tourist villages as typical community-based ecotourism as an empowerment approach is oriented towards efforts to involve and place the community as an important factor in sustainable tourism development. Community empowerment through tourism is an opportunity to mobilize and empower the potential and capacity of local communities in tourism development. The most important thing from community empowerment in the area of the Pinge Tourism Village development plan is to start with efforts to create conditions/atmosphere that allow the community's potential to develop. Understand the importance of the

community being involved and playing a direct role in tourism and having the capacity, individually, in groups, communities, and village institutions, to seize opportunities from the benefits of tourism. The community must also be aware and understand that the community is part of the development of tourism itself.

## CONCLUSION

The priority strategy developed following the results of the AHP analysis in the Pinge Tourism Village with the highest score of 65% is important to pay attention to aspects of community involvement and the second-highest value weight is the aspect of ecotourism development at 16%. Based on these results, the community-based ecotourism development strategy. Community-based ecotourism can create job opportunities for local communities. Ecotourism has a positive impact on the preservation of the environment and local indigenous culture so that in the end it can foster identity and pride among residents which can grow as a result of the increasing of ecotourism activities. Ecotourism is appreciated and developed as one of the business programs that can also be a conservation strategy and can open up economic alternatives for the community. With an ecotourism pattern, people can take advantage of the unspoiled natural beauty, culture, and local history without destroying or selling its contents.

Furthermore, Ecotourism and agro tourism as a strategic choice for the development of the Pinge tourism village are intended to synergize tourism development with agriculture, where developing the tourism village as a tourist destination, which management is based on the norms and value system of the community as a local genius in order to be able to maintain local culture and at the same time improve the welfare of the village members. Additionally, it will be able to provide job opportunities for the people, especially for those who return to the village due to the lack of opportunities to work outside at this current pandemic situation. Thus, it is hoped that all people involved in Pinge tourism village will be able to act as a subject, not just an object of development and it is hoped that it will be able to save the village from the negative effects of tourism, such as mass tourism or over tourism and from land conversion of building some tourist facilities.

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