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**STRATEGY FOR HANDLING THE CRISIS OF THE IMPACT OF
COVID-19 PANDEMIC BY UBUD TOURISM ACTORS**

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Writer

**STRATEGY FOR HANDLING THE CRISIS OF THE IMPACT OF COVID-19
PANDEMIC BY UBUD TOURISM ACTORS**

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ABSTRACT

The phenomenon of the coronavirus or covid-19 pandemic has had a significant impact on human life in the current era, including harming tourism in Ubud. The effect is far more powerful than the impact of the Bali 1 and Bali 2 bombings. In general, Ubud's government and tourism actors do not have the management to suppress the adverse effects caused by the coronavirus or covid-19 pandemic. This research is qualitative research with a description and case study approach. The primary data used in this study came from the results of semi-structured interviews with several sources, namely, government, tourism actors or tourism institutions, and local communities in Ubud. Researchers also use secondary data from online media (images, official news, official websites) or personal documents (e-mail, field reports, photo documentation in the field).

The results of this study obtained four stages in handling the crisis carried out by tourism actors in Ubud called 4R; reduction, readiness, response, and recovery. Continuity is needed between all institutions involved in the tourism sector, either directly or indirectly, such as the government, institutions or communities (non-government), industry players, local communities, and other stakeholders to keep the tourism sector stable. Conducive when a crisis occurs.

Keywords: *handling crisis, pandemic coronavirus, Ubud tourism actors*

**STRATEGI PENANGANAN KRISIS DAMPAK PANDEMI COVID-19 OLEH PELAKU
PARIWISATA UBUD**

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ABSTRAK

Penomona dari pandemi coronavirus atau covid-19 memberikan dampak yang sangat besar terhadap kehidupan manusia di era saat ini. Termasuk memberikan dampak negatif terhadap pariwisata di Ubud. Dampak yang diberikan jauh lebih besar daripada dampak bom Bali 1 dan bom Bali 2. Secara umum, pemerintah dan pelaku pariwisata di Ubud tidak memiliki manajemen untuk menekan dampak negatif yang ditimbulkan oleh pandemi coronavirus atau covid-19. Penelitian ini merupakan penelitian kualitatif dengan pendekatan metode deskripsi dan studi kasus. Data primer yang digunakan dalam penelitian ini berasal dari hasil wawancara semi-terstruktur dengan beberapa narasumber, yaitu; pemerintah, pelaku pariwisata atau instansi pariwisata dan masyarakat lokal di Ubud. Peneliti juga menggunakan data sekunder dari media online (gambar, berita resmi, situs resmi), atau dokument pribadi (e-mail, laporan lapangan, foto dokumentasi dilapangan).

Hasil dari penelitian ini diperoleh empat tahapan dalam penanganan krisis yang dilakukan oleh pelaku pariwisata di Ubud yang disebut dengan 4R; reduction, readiness, response dan recovery. Untuk memaksimalkan penerapan 4R dalam menangani krisis, diperlukan kesinambungan antara semua institusi yang terlibat dalam sektor pariwisata baik secara langsung maupun tidak langsung, seperti pemerintah, institusi atau komunitas (bukan pemerintahan), pelaku industri, masyarakat lokal dan pemangku kepentingan lainnya untuk menjaga sektor pariwisata tetap kondusif saat krisis terjadi.

Kata Kunci: *menghadapi krisis, pandemi virus corona, pelaku usaha pariwisata Ubud*

SUMMARY

The phenomenon of the coronavirus or covid-19 pandemic has had an enormous impact on human life in the current era, including harming tourism in Ubud. The effect is far more significant than the impact of the Bali 1 and Bali 2 bombings. In general, Ubud's government and tourism actors do not have the management to suppress the adverse effects caused by the coronavirus or covid-19 pandemic. This research is qualitative research with a description and case study approach.

This study uses a process from the 2015 ASEAN Tourism Crisis Communication Manual theory, which emphasizes crisis management with four phases. The first phase, namely reduction, this approach is carried out to detect threats from crises and think about strategies for steps to be taken. The second phase is readiness. In this phase, all stakeholders involved, directly or indirectly, are expected to start implementing actions that can be taken to minimize the crisis. the third is the response phase. In this phase, all stakeholders in the tourism sector will be faced with accepting the problem but still seeking steps that can be taken to remain conducive in crisis conditions. Then the last phase is the recovery phase. In this phase, all stakeholders from all elements of society begin to unite to implement steps that can be taken to restore conditions to their original state or rebuild tourism conditions in Ubud after the pandemic and start operating again in the new normal era.

Therefore, this research is expected to guide the institutions of society in Ubud to deal with a crisis in the future and is expected to provide views in preparing crisis management guidelines for institutions and stakeholders in Ubud.

CHAPTER I

INTRODUCTION

1.1. Research Background

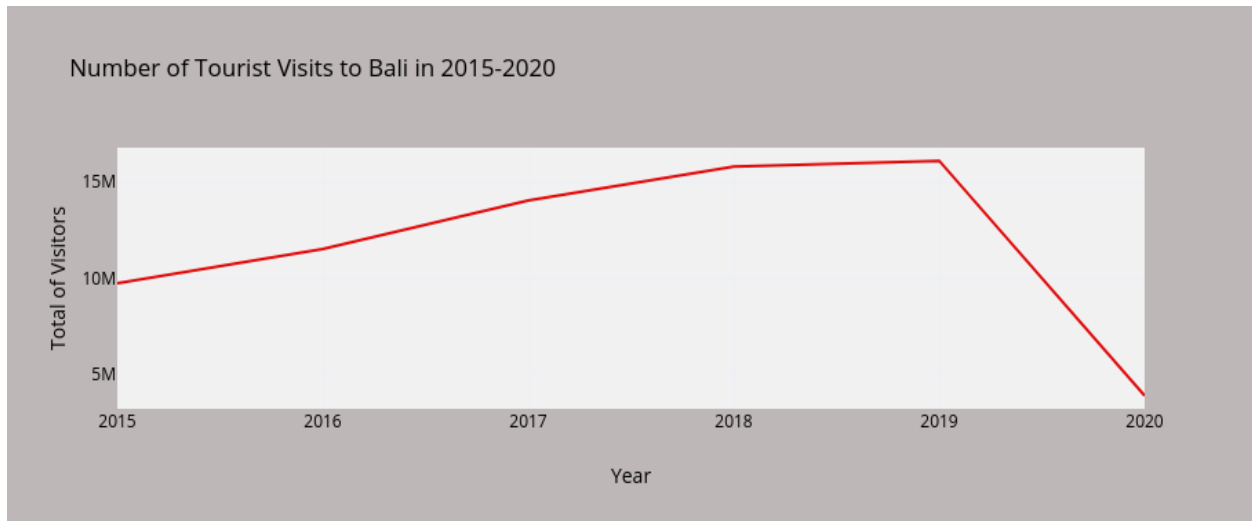
Natural disasters that often-hit Indonesian tourist destinations are a series of events that create a high uncertainty and threat. Disasters occur when the available resources or capacities are inadequate to cope with threats that cause loss of life, material, and the environment. This situation is the result of deterioration in the ecological, economic, social, and political fields.

Tourism is a phenomenon of the modern era which generally describes all things related to travel. Generally, there are three main characteristics: change of location, temporary stay, and the existence of purpose. As an industrial sector related to various human activities, tourism must undoubtedly offer a sense of comfort and security from all forms of threats to tourists visiting a tourism destination. Tourism is also an industrial sector with human activities that tend to be prone to disasters compared to other industries (Faulkner, 2001). Various events that occurred that had a significant impact on the tourism industry both caused by nature and events caused by humans, such as terrorism (Bali Bombing 2001, Bali Bombing 2002, Suicide Bombing at Turkey Ataturk Airport, September 11 WTC Tragedy), pandemic or diseases (SARS in China 2002, H5N1 Bird Flu 2005-2006, MERS in the Middle East 2012, Ebola in West Africa 2014-2016, Monkeypox in Congo 2015, COVID-19 2019), natural disasters (earthquakes, tsunamis, volcanic eruptions), civil unrest (Thailand #WhatHappenInThailand2020, Indonesia (212 Action of Islamic Community in Indonesia, Election riots, Labor Demo), Hong Kong #HongkongProDemocracy, United States #BlackLivesMatter), storms and cyclones, forest fires, and then the spread of Pandemic *Sars* of Corona Virus in 2019.

Disasters that occur in all parts of the world have an impact on Bali and affect the growth of the tourism sector in Indonesia (Kurniasari et al., 2017). In Bali itself, according to the Bali Provincial Disaster Management Agency (*Badan Penanggulangan Bencana Daerah – BPDB*) report, there were 1,115 disaster cases in Bali throughout 2019, namely 19 earthquakes, 264 fires, 14 floods, 75 landslides, 20 tornadoes, and 25 volcanic eruptions.

The occurrence of disasters both caused by nature and humans in Indonesia caused a decrease in the interest of tourists to visit, especially foreign tourists to Indonesia, especially the island of Bali (Ayu & Dewi, n.d.). Based on the Central Statistics Agency (BPS) calculation, the number of foreign tourist visits to Bali from 2015-2020 can see in Table 1.1 below.

Figure 1. Number of Tourist Visits to Bali in 2015-2020



Source: Central Statistics Agency of Bali Governance | Made by Plotly Chart

Based on the graph above, the number of foreign tourist visits to Bali has consistently increased from 2015 to 2019 (based on available data at the time of writing), but when viewed from the monthly visit data in one year, the number of foreign tourist visits to Bali does not always increase. In 2019 the number of visitors come to Bali according to Central Statistical Agency of

Bali Government is about 16.106.954 tourist, but due the Covid-19 outbreak, it is fell down in 2020 to 3.889.263 visitors. It also because of several events or incidents in the form of disasters or other things that cause the increase and decrease in foreign tourist visits to Bali. In 2020, the number of foreign tourist visits to Bali continued to decline due to the coronavirus or Covid-19 pandemic, which caused almost all countries to implement a lock-down system, quarantine, or the closure of inter-state portals to limit tourism activities to prevent the spread of the corona virus. As a result of tourism's high vulnerability to disasters that can lead to crises, it must be minimized by planning and making significant efforts to create proactive and reactive strategies in preventing crises and mitigating the negative impacts of such events.

Covid-19 or Corona Virus *Sars* 19 is a disease outbreak or pandemic which until now is a disaster that has the most significant impact on the economy and tourism in Bali. The decline in tourist visits to Bali has implications for the closure of tourism businesses in Bali, which results in financial losses, economic decline, and an increase in the number of unemployed due to layoffs. Practically, this research expects to provide identification, representation, analysis, visualization of related points for the before, during and post-crisis response from stakeholders and organizations. The research results can support institutions or policy-making institutions, especially in formulating crisis communication policy strategies, and in general, can be a strategic supporting factor in producing policies for the government. Strategy is the means or process that an organization uses to achieve its mission. Communication strategy is a combination of communication planning and communication management to achieve a goal.

Based on the formulation of the background, the researcher sees the need for appropriate strategic planning when dealing with the impact of the crisis that occurred, especially in Bali, which has an impact on the tourism sector and industry. Such research is an important platform to

help the tourism industry and relevant government agencies learn from past experiences and develop strategies to avoid and cope with similar events in the future (Gurtner, 2016). The results to achieve from policy research are recommendations that policymakers may need to provide solutions to social problems. Recommendations resulting from the policy research process can be in the form of full support for the policy, criticism, and suggestions regarding which parts of the policy need to be improved, or it can also be in the form of recommendations so that the policy is not implementing. Thus, the formulation of the problem raised in this study is:

1.2. Formulation of the problem

1.2.1. What is the model policy strategy of the impact of the COVID-19 pandemic that can implemented by the tourism industry and professionals in *Ubud*?

1.3. Research purposes

Referring to the title and problems in this thesis research, it can find that the objectives to be achieved in this research are:

1.3.1. General purpose

Research is a person's activity to obtain information to obtain facts using scientific methods. In addition, research also aims to find, develop, or test the truth of knowledge. In general, this study aims to examine and identify strategies for handling the impact of the disaster crisis by professional and the tourism industry in Bali.

1.3.2. Special purpose

The specific objectives of this thesis research are as follows:

- a. It was knowing the policy design strategy for handling the disaster's crisis impact and its implementation by the tourism industry and professional.

1.4. Benefits of research

This research expects to benefit all parties concerned in this research, both theoretical and practical benefits.

1.4.1 Theoretical Benefits

This research's benefits expect to contribute ideas and input for the development of tourism science, especially theories that affect the impact of the disaster crisis on tourism and policy strategies for handling the disaster impact crisis on the tourism industry.

1.4.2. Practical Benefits

In addition to the theoretical benefits, this research has practical benefits, the practical benefits of this research include:

- a. For the community and actors in the tourism industry to handle disaster impact crises that can occur at any time in tourist destinations, especially in Bali.
- b. For the government and associations to formulate and implement appropriate policies as strategies that can handle disaster impact crises.

CHAPTER VI

CONCLUSION

In general, Ubud tourism actors do not have exceptional management to deal with the coronavirus pandemic phenomenon because this incident is new and has never happened in the world of tourism before. However, several strategies and actions have been seeking to impact the destination positively. The increasing number of foreign and domestic tourists visiting Ubud shows a positive impact. With mitigation efforts and proper planning in handling COVID-19 designed by the government, NGOs, and tourism industry actors, it is expected can create a positive image to tourists that Ubud tourism is worth visiting. The occurrence of coronavirus pandemic is an event that tourists and tourism actors do not desire. Still, as hosts in a tourism destination, industry players (stakeholders, tourism actors, local people, and government) must continue to provide optimal services to tourists so that they still feel comfortable and safe even though a crisis occurs in tourism destinations. This shows a sense of responsibility for tourism actors in Ubud to tourists because they have helped the economy and contributed to economic development in Ubud.

Not only providing services but industrial managers are also required to start having crisis management regularly, which will be very useful if a similar crisis occurs in the future. The existence of control in crisis management can reduce the impact of disasters and help managers so that operations are not disrupted and carried out according to predetermined procedures and do not cause a prolonged crisis.

All stakeholders are expected to communicate the actual situation accurately and up-to-date to minimize incorrect information related to disasters, especially news on social media. One of the positive impacts of the crisis that occurred due to the coronavirus pandemic in Ubud is the awareness that tourism is very vulnerable to disasters and the urgent planning to cover the

prolonged crisis, considering that tourism is the leading sector driving the Ubud community's economy until now.

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