



## Development of Bakas Tourism Village in Improving Local Community Income After Covid-19 Pandemic Supports G20 Agenda

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**Abstract.** This research is located in Bakas Tourism Village, which is in Banjarangkan subdistrict, Klungkung Regency, Bali. Since the COVID-19 virus outbreak hit, Indonesian tourism has experienced paralysis, including the island of Bali, one of which is Bakas Tourism Village, which has resulted in a decline in local people's income. This research was conducted to analyze the development strategy of Bakas Tourism Village in increasing local community income after the COVID-19 pandemic. This study begins with an introduction to the village's potential and then continues with developing a development strategy to be used as tour packages. This study uses qualitative methods and SWOT analysis. Observation, interviews, and field documentation were carried out using data collection techniques. The results show that the potential of Bakas Tourism Village is found in natural and artificial resources, supporting facilities and infrastructure, accessibility, which is still in the development stage. Based on the analysis that has been done, it is known that the development strategy refers to the 4A elements (Attraction, Amenities, Access, and Ancillary). The strategy carried out by POKDARWIS (Tourism Awareness Group) is to develop the potential of the western and eastern regions of the village and build cooperation with several institutions to develop village potential.

**Keywords:** *Strategy, Bakas Tourism Village, development, Income,*

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### INTRODUCTION

The Indonesian Tourism Industry Sector is aggressively building and developing potential in each region, one of which is to be used as a tourist village. Tourist villages are useful not only for visiting tourists but also for improving the quality of human resources (HR) and the welfare of local communities through empowerment towards sustainable tourism.

The development of tourism in Indonesia is growing quite rapidly because of the many benefits it provides. According to Pendi in (Choridotul et al. R,2018) tourism is divided into several types, namely: health tourism, tourism Culture, social tourism, political tourism, agricultural tourism, convention tourism, commercial tourism, industrial tourism, sports tourism. Currently, there is quite a shift in the perception of world tourism to the nature tourism model, due to the saturation of tourists who live in densely populated cities and more often visit artificial tourist attractions. Of course, this is an opportunity for Indonesia, which has beautiful natural charm and traditional culture in each region. Suppose developed countries more often market their artificial tourist destinations using sophisticated technology. In that case, Indonesia can also be developed through local community-based tourism with a blend of natural resources and cultural concepts often found in Bali. Various natural potentials attractive to tourists can be found in Bali, such as beaches, beautiful landscapes, and a very thick culture with customs and the lives of local people with their social and religious style. Balinese people who, in their daily lives, are accompanied by Hindu spirituality have unique habits and traditional arts that can attract visiting tourists. The outbreak of the COVID-19 virus in Indonesia has made the government take strategic steps by establishing Large-Scale Social Restrictions (PSBB) regulations. The impact of implementing these regulations has disrupted community activities such as learning activities carried out at home, restrictions on accessibility, trading activities in traditional markets, religious activities, and other activities (Nawawi, 2021). In developing sustainable tourism, an effective and efficient strategy is needed, which, of course, cannot be separated from the support of the local community. Therefore, POKDARWIS (Tourism Awareness Group) maximizes the potential of the village. The factors a tour owns can be analyzed using the SWOT (Strength, Weakness, Opportunity, Threat) analysis tool. From the background above, it can be concluded that the researcher conducted the study to find out the plans made by Bakas Tourism Village in dealing with the problem of decreasing local community income due to the COVID-19 pandemic. So this study is entitled "Bakas Tourism Village Development Strategy in Increasing Local Community Income Post Covid-19 Pandemic & Supporting the G20 Agenda."

## LITERATURE

Cooper (1993) used the theory of tourism destination development in this study. The theory proposes four components: Attraction, Amenities, Access, and Ancillary services, or the 4A formulation. This theory is used to introduce and observe the Bakas Tourism Village area in developing tourism, especially to find out what potential it has so that its management and

development will be more effectively and efficiently directed.

### **Definition of Tourism**

Tourism activities will increase with an individual's free time and be supported by increasing income (Yuwana, 2010). Furthermore, tourism, according to a broad definition, is a temporary journey from one place to another carried out by individuals or groups to find balance or harmony and happiness with the environment in social, cultural, natural, and scientific dimensions (Smith & French, 1994).

Furthermore, tourism is defined as various forms of tourism activities supported by facilities and services provided by entrepreneurs, the community, the central government, and the regional government (Suryadana & Vanny, 2015, p. 31). Yoeti emphasizes another definition in Yulesti (2017:1246) that tourism is a journey that is carried out for a temporary period and is organized from one place to another, with the intention not to earn a living in the place visited but to enjoy the trip which plays a role in meeting various needs such as sightseeing and recreation. From the explanation above, it can be concluded that tourism is a process or journey at a certain time and destination carried out by a person or group with the hope that the process that is gone through can be a lesson and an experience that can help psychological health.

### **Understanding Strategy**

Strategy comes from the Greek word "strategos," taken from Stratos, which means military, and "Ag," which means to lead. Strategy means a generalship, which means things done by generals to make preparations to make the opponent retreat and win the war. Here are the strategies according to some experts such as Stephanie K. Marrus's strategy is the determination of a planning process for leaders to have a high position and then focus on the long-term goals of the organization, followed by the preparation of an effort on how to achieve these goals effectively and efficiently. Furthermore, according to Hamel and Prahalad, the strategy is an action that is incremental (continuously increasing) and continuous, carried out based on the perspective of what consumers expect in the future. After that, according to (Nedela & Paun, 2009), strategy is a work context for everything important, such as entrepreneurship, function, and competition, that will be applied to create company goals along with the company's position to achieve sustainable success. The last strategy can be defined as managing the organization's resources in the long term to create benefits or advantages for the organization itself (Yasar Fatih, 2010). Tourism development strategies can be seen through tourism development and internal relations. The management must consider five things so that tourists are interested in the attractions offered (Spillane, 1994, pp. 63-72): *Attractions, Facilities, Infrastructure, Transportation, and Hospitality*. Development

## Strategy

As Suwanto (1997) emphasizes, development is a process or way of making something good, advanced, perfect, and useful. Gunn's statement (1994) supports the idea that tourism development must involve three sectors: the business sector, the non-profit sector, and the government sector. The better the awareness and involvement of these three sectors, the better tourism development will be over time.

### **Tourism Strategy During the Pandemic**

Some of the targets the government targets are improving the quality of the tourism sector infrastructure, developing human resources in the tourism sector, innovating tourism products, and maximizing the potential of special interest tourism such as halal tourism and ecotourism. In addition, the government will also encourage increased diversification of tourism types that include nature tourism (ecotourism, marine tourism, adventure tourism), cultural tourism (heritage tourism, historical tourism, culinary tourism, village tourism), artificial tourism, and sports tourism. To improve the image, strengthen nation branding, and diversify tourism marketing, the government has taken tangible steps in optimizing the potential of the tourism sector through the Ministry of Tourism and Creative Economy by making changes to tourism strategies during the COVID-19 pandemic. During the COVID-19 pandemic, tourism campaigns' main logo and slogan, „*Wonderful Indonesia*,“ is no longer used and replaced with *Thoughtful Indonesia*. To optimize the tourism sector during the COVID-19 pandemic, the government has also created a program to launch a tourist destination certification based on CHSE (cleanliness, health, safety, and environmental sustainability) or, in other words, cleanliness, health, safety, and environmental sustainability. This is intended so that the mobility of regional tourists does not create new clusters in the increase or spread of the COVID-19 virus through compliance with health protocols implemented by tourism actors in various tourist destinations.

### **Tourism Village Theory**

The relevant tourism development theory is the development of rural tourism objects and attractions, namely by using a community approach or community-based *development*. It can be concluded that this theory emphasizes the development of tourist villages by empowering the community itself to achieve better economic, social, and cultural conditions. This is because the local community will build, manage, and make the village a source of income to improve economic welfare.

Mature and strategic planning is necessary for tourism development to run effectively and efficiently. According to Mill (2000: 193), if a tourist destination is not planned, it can negatively

impact the area.

According to Richardson and Fluker (2004: 51), what is meant by the destination life cycle model (*destination lifecycle model*) is as follows: *A model that characterizes each stage in the lifecycle of a destination (and destination areas and resort areas) including introduction, growth, maturity, and decline and rejuvenation.* As explained in the quote above, the life cycle of a tourist area is marked by several stages. Namely the introduction stage, development (growth), and maturity (maturity). From here, there are two possibilities, namely decline due to saturation or rejuvenation. Furthermore, according to Yoeti (1999: 35), ecotourism is a type of tourism that is environmentally aware through activities related to nature; tourists are invited to see nature up close and enjoy the authenticity of nature and its environment so that it will arouse a real love for nature.

From this explanation, ecotourism is a tourism activity that blends with nature, studies culture and society, enjoys natural phenomena and admires flora and fauna. Local communities play the leading role in its management and implementation.

### **Local Community Participation**

As emphasized by Selo Soemardjan (in Soerjono Soekanto, 2006: 22), local communities live together and have the same culture, territory, habits or traditions, attitudes, and feelings of unity. The active role of local communities in developing tourist villages is huge because that is one of the basic components of the existence of tourist villages. The involvement of local communities will also be seen in the facilities and infrastructure maintained. Development and Development of Community-Based Tourism

In essence, according to Sunaryo (2013), community-based Tourism (CBT) is closely related to the active participation of local communities in the development and also the development of existing tourism. Therefore, there are three main principles in the strategy of community-based tourism development planning (CBT): Involving community members in decision-making, ensuring that local communities receive benefits from tourism activities and Tourism education for local communities.

Natori (in Madiun 2008) emphasized that the benefits that can be anticipated through the development of local community-based tourism are: community-based tourism development helps develop a sense of community involvement with clear goals in community life; Tourism is very useful for regional development. Various natural and cultural riches that are owned can be utilized by the community to provide opportunities for tourists to learn about the past of these assets.

## **METHODS**

The research was conducted in the Bakas Tourism Village on Jl. Bakas, Tusan, Banjarangkan District, Klungkung Regency, Bali 80752. This research was conducted in November 2021. Bakas Tourism Village is one of 13 villages located in the Banjarangkan District, Klungkung Regency, Bali Province. Bakas Tourism Village has several potentials that can be developed, one of which is spiritual tourism, namely "Pelukatan", because this Pesiraman is believed to have sacred values (magical). In this study, the design or method that the author uses (approach) qualitative research is because the problems raised by the researcher are complex and dynamic and are still temporary or tentative so researchers are required to carry out exploration activities in order to understand and explain the problems that are the focus of this study. This problem will also develop when the researcher is directly in the field. According to Bogdan and Taylor, "*Qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people or observable behavior.*" (qtd. in Moleong, 2007:4). Sugiyono (2014:9) also defines it in the same sense, namely:

*"Qualitative research is research based on the philosophy of post-positivism, used to research natural object conditions, where the researcher is the key instrument, data source sampling is done purposively, and snowball, data collection techniques with triangulation or combination, data analysis is inductive/qualitative, and qualitative research results emphasize meaning more than generalization".*

This study uses a descriptive qualitative research method to describe the current conditions at the location of the research object based on the facts in the field. In analyzing this study, SWOT analysis was used as an analysis medium. SWOT analysis is used to measure and see factors that will be strengths in tourist attractions (strengths), weaknesses (weaknesses), opportunities (opportunities), and the possibility of external factors that will be threats (threats) Rangkuti, 2011 in (Hermawan, 2017). Sukmadinata (2006:10) put forward the definition of the descriptive research method as follows:

*"Research methods descriptive A method Which tries describing, interpreting something, for example, existing conditions or relationships, opinions that are developing, ongoing processes, consequences or effects that occur, or ongoing trends."*

Based on these theories, it can be concluded that the descriptive qualitative research method can be interpreted as a research method based on the philosophy of postpositivism, which quantitative procedures cannot explain because the natural conditions of objects depend on time, place and circumstances, so it is more appropriate to explain with descriptive data or described in words. For that in this study. Analysis Method: SWOT Analysis SWOT Analysis is the process of making strategic decisions related to the development of goals, missions, strategies, and procedures

of a company. That way, the concept of the strategy must analyze the strengths, weaknesses, opportunities, and threats) at the current time and conditions (Rangkuti, in Safi'i 2020). SWOT analysis provides solutions to problems faced after knowing the previous situation and conditions. SWOT is a method of planning models, strategies, and business development to evaluate strengths, weaknesses, opportunities, and threats in a project or business speculation.

These four factors form the acronym SWOT (strengths, weaknesses, opportunities, threats).

SWOT will be better discussed using a table on large paper so that the relationship of each aspect can be analyzed properly (Wiswasta et al., 2018). The benefits of SWOT analysis are obtained when the organization's operations, direction, and vision of the mission for the future have been determined with success, realizing these goals have been formulated so that everything can be assessed as strengths, weaknesses, opportunities or threats only if there is a Vision, Goals, Mission used as a reference (Alibaba in Wiswasta, Agung, and Tamba 2018).

According to Karivov in Wiswasta, Agung, and Tamba (2018), SWOT analysis consists of four elements: Strength-S (strength); strength analysis is a condition possessed by an organization or company. This strength is usually utilized to compete with other organizations or companies. Strength analysis can be described through guidelines: What advantages does the company have? What makes the company better than other companies?; What uniqueness does the company have?; What consumers see or feel as an advantage. Weakness-W (weakness): A weakness analysis is a weakness within an organization or company. Opportunity-O (opportunity); opportunity analysis describes the situation outside the organization or company. This opportunity is a factor in increasing the competitiveness of an organization or company. Opportunity analysis can be described through guidelines, including Karivov in Wiswasta, Agung, and Tamba (2018): Threats-T (threat); threat analysis describes an organization's or company's obstacles and challenges. This threat is also a factor that comes from outside and can result in missing a goal. SWOT analysis can be done using a SWOT matrix consisting of a list of strengths, weaknesses, opportunities, and threats to obtain strategic quality. Analysis can be done using SO strategy (using strengths and taking advantage of opportunities), WO strategy (improving weaknesses and taking advantage of opportunities), ST strategy (using strengths and avoiding threats), WT strategy (overcoming weaknesses and avoiding threats) Budiman in Wiswasta, Agung, and Tamba (2018). It can be concluded that the SWOT analysis itself can be described in detail as follows: SO strategy (*Strengths – Opportunities*) This strategy is centered on the entity's thinking style, namely by using all available resources to seize and maximize opportunities. ST Strategy (*Strengths - Threats*). This strategy can overcome threats by utilizing the strengths of a company or organization. WO Strategy (*Weakness - Opportunities*) This strategy utilizes the opportunities that are

implemented by utilizing the available opportunities while reducing current weaknesses. WT strategy (*Weakness – Threats*) This strategy focuses on reducing current weaknesses and preventing threats. SWOT analysis is an analysis tool that can compile any factor of a company's strategy. The SWOT analysis matrix can explain in detail how external opportunities and threats are being faced and, of course, can be adjusted to the strengths and weaknesses of the company. Identifying problems in efforts to develop a tourist area can be done through SWOT analysis (*Strengths, Weaknesses,*

*Opportunities and Threats*) qualitatively descriptive. Operational Definition of Tourism Village Development Strategy Variables Strategy is a goal and direction that an organization carefully prepares for the long term to benefit the organization itself. Tourism Village is an independent village that combines the uniqueness of local culture, natural phenomena, and the daily lives of people in the region, which are used for nature conservation. So, the researcher concludes that the strategy for developing tourism villages is the goal and design of the local government and the central government. The goal is to look at the potential of the tourism village so that it can be developed and packaged to become a tourism product.

## DISCUSSION

Tourism development in Bakas Tourism Village is being prepared to increase the number of tourist visits through the development of potential in the western and eastern parts of the village. Bakas Tourism Village has several natural and artificial potentials planned for 2021 to 2023. Bakas Tourism Village has tourism potential that is expected to boost local community income due to the COVID-19 pandemic that has hit since 2019.

1. Natural Tourism Potential: Melangit River and Agricultural Activities while b.
2. Artificial Tourism Potential such as Balinese Architecture, Bakas Bird Watching, Bakas *Camping Camp*, Selfie Photo,
3. Cultural Potential: Dance Arts, Religious Ceremonies
4. Potential Facilities and Infrastructure: *Home Stay*, Villa, Traditional Market, Souvenirs, Accessibility, Toilets and hand washing facilities, Restaurants, Village Head Office, Waste Bank, Cooperative Shop, Digital Marketing, Pengangon Coffee Shop, Bakas Traditional Village LPD, Bakas Village Health Center.

Table 1. Local Community Income in 2021

No	Type of work	Income Per month
1.	Farmer	Rp.2,000,000
2.	Trader(MSME)	Rp.1,200,000
3.	Tourism Village (Tour) Guide,Home stay,Tour Packages )	Rp. 300,000
	<b>TOTAL</b>	<b>Rp.3,500,000</b>

**Source: Head of Bakas Village Pokdarwis**

This certainly makes the village better known, and potential tourists who want to visit will be interested. With this visit, there will be direct and indirect marketing. This is an opportunity for the village to improve its weaknesses, namely in the financial sector and souvenirs in the form of processed drinks. Of course, income is getting better to build and develop the village's potential in making more attractive tour packages.

According to the explanation from the chairman of POKDARWIS Bakas Village I Wayan Arsa, if this development plan is already in a normal situation, it is possible that local community income will be above 40%, and if the COVID-19 pandemic continues, the maximum increase in income will be 10%.

**Table 2. SWOT Matrix**

	<b>Strength</b>	<b>Weakness</b>
Eksternal	Natural Potential: sky river, rice fields, oxygen quality Area Strategic	Skill public local
Internal	Natural Conditions Village	Village finance
<b>Opportunity</b>	<b>SO Strategy</b>	<b>WO Strategy</b>
Place meeting G20	Introducing attraction package tour (introducing n current attractions G20 meeting)	Improve human resources quality(Training Craft Hand)
Progress Technology	Creating a package enjoyable tour (tour package) culture, package educational tourism like a cooking class, package religious tourism.	Improve human resources quality (Training Craft Hand)

	Improvements in promotion strategy through technology	Improve Financial through image (an image that good after being the master House G20 meeting)
<b>Threat</b>	<b>ST Strategy</b>	<b>WT Strategy</b>
Rubbish Pandemi COVID-19	Maximizing support from the Village Office (support in the form of a certificate CHSE and protocol health)	Creating a package educational tourism about trash Maximizingspare time (spare time to fix the village during the ongoing pandemic)
Competition Inter Village Tour	Oxygen quality (jogging in the area rice fields suitable at the moment covid the pandemic 19)	Doing cooperation between Tourism Village (combine tour packages)

Source: Personal Analysis

### CONCLUSION

The strategy used to develop the potential of Bakas Village uses Cooper's theory, namely Attraction, Amenity, Accessibility, and Ancillary, which can be described as:

1. Attraction: Adventure tourism (trekking, and outbound) around the Melanggit River can also be used as a place for camping. Then there is cultural tourism, namely a dance performed in the mud. Different from dances in general that appear on stage because the theme is about the joy of children during the planting season in the village. In addition to dance, there is also a meerkat activity, or cleansing the soul from negative things, that is carried out in the Melanggit River on the west side of the village. The Sadar Wisata Group, assisted by the community service group from the Bali State Polytechnic University, also created a cooking class program that was carried out in the middle of the rice fields. The menu that was used as an educational tour was lak-lak cake, Balinese specialties, serombotan, pork rendang, moringa leaf vegetables, and fish soup.
2. Amenities: Bakas Tourism Village is currently working with BUMDES (Village-Owned Enterprises) to increase the number of homestays in the village so that when tourists come in large numbers they can rest in the homestays.
3. Accessibility: currently, Bakas Tourism Village is working on new access called farming business because this is a form of local community participation in providing part of their agricultural land to develop accessibility in Bakas Tourism Village as far as 1.7 km and has reached a height of 700m.

4. Ancillary: Additional facilities in village development, namely the construction of a cultural activity center adjacent to the rice fields, the addition of fish seeds to the Melangit River, and cultivation to beautify the Melangit River when tourists carry out tourism activities.

In the development stage, of course, obstacles and challenges become quite serious threats. These threats are in the form of garbage, the COVID-19 pandemic, and Competition between tourist villages. Bakas Village's steps to minimize these threats include: Garbage flowing from the upstream of the river is made into a barrier so that the garbage does not flow downstream and the activity of sorting organic or non-organic waste is carried out at the Waste Bank. This waste sorting activity can be used as an educational tour package where tourists can learn how the waste processing process is carried out. Then the threat of the Covid-19 Pandemic is used as free time to improve the quality of HR (Human Resources) to be better prepared to face tourist demand, and the last is competition between tourist villages. The strategy taken is to collaborate with other tourist villages to form a synergistic collaboration in creating tour packages. This step is very influential in creating unique tour packages because it combines the potential of each tourist village and of course this strategy reduces competition. According to the head of the Bakas Tourism Village POKDARWIS, I Wayan Arsa, explained that if the planned development strategy is already in a normal situation, the increase in income is above 40% and if it is still in a pandemic situation, the maximum increase is only 10% "

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