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An exploratory study of AI participants' views on using AI in business hotels

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Abstract: This study presents a novel approach to exploring the viewpoints of AI bots regarding the utilization of AI in business hotels using thematic analysis. Interviews were conducted with AI bots serving as the subjects. The rationale for this approach is that AI bots have undergone extensive training using a wide range of data from different internet sources. Therefore, having an interview with an AI bot can be viewed as an interaction with an entity that embodies collective viewpoints and information derived from the internet. The study has unearthed crucial themes that offer invaluable insights to industry participants and policymakers, contributing to the expansion of existing literature by generating novel knowledge and fostering a comprehensive understanding. The pioneering approach of incorporating AI bots as participants in interviews opens up fresh avenues for future research endeavours and engenders discussions and debates concerning the use of AI bots as participants.

Keywords: AI bot, AI participant, business hotel, language model, thematic study

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Introduction

In the aftermath of the COVID-19 pandemic, businesses are progressively resuming their operations and reengaging in travel. Meetings, conferences and other corporate events are being scheduled, leading to an increased demand of business hotels (Eggleston et al., 2021; Humphreys & Harrap, 2020).

Although the demand for business hotels is strong, it is important to recognise that the competitive landscape within the business hotels is intense. Business travelers have high expectations when it comes to the quality of their accommodations. They require not only amenities and services that cater to their specific needs, such as well-equipped meeting rooms, high-speed internet access, business centers, fitness facilities, and convenient locations, but they also seek a seamless blend of comfort, convenience and productivity during their stay (Dolnicar, 2002; Heung & Wong, 1997).

To stay competitive, business hotels must continually invest in upgrading their facilities and services to meet these expectations. Furthermore, they need to deliver innovative experiences to differentiate themselves from competitors (Akbaba, 2006; Napierala & Birdir, 2020). In this context, the integration of Artificial Intelligence (AI) has emerged as a promising solution owing to its diverse range of capabilities that possess the capacity to enhance the experience of guests through improved service delivery (Roy et al., 2020; Shekhar & Chaplot, 2021).

It is evident that technological tools such as online booking systems, digital marketing, and social media platforms play pivotal roles in increasing room revenue (Bintang et al., 2020) and improving booking efficiency (Surya et al., 2019). In recent years, the integration of artificial intelligence (AI) in the hospitality sector has garnered increasing attention across various contexts. For examples, Nam et al., (2021) explore the adoption factors of AI in Dubai-based hotels, emphasizing technological, organizational, and environmental domains. Singh et al., (2022) provide a systematic literature review of AI and robotics research in the hotel industry, revealing significant growth in this field.

In summary, previous studies have shown that the integration of AI in the hotel industry has substantially enhanced guest experiences and operational efficiency. Gupta et al., (2022) focus on the implementation of AI-enabled robots at Novotel Ambassador Seoul Dongdaemun, showcasing enhancements in automation, personalization, and seamless service delivery. Additionally, Talukder et al., (2023), emphasize the pivotal role of AI technologies like chatbots, virtual assistants, voice-activated controls, and predictive maintenance in delivering personalized services and streamlining operations. These technologies also contribute to cost reduction and competitive advantage by optimizing trip planning, reception, and room services (Hussein Al-shami et al., 2021). Moreover, AI's role in enhancing guest satisfaction is evident through improved service responses and positive guest reviews, although balancing AI with human interaction remains essential (Al-Hyari et al., 2023; Mariani & Borghi, 2021).

However, the adoption of AI also poses challenges related to data privacy, security, and potential job displacement, necessitating ethical and responsible deployment (Yasin et al., 2021). In fact, it is worth noting that the utilisation of artificial intelligence (AI) in the hotel industry has generated a divergent range of opinions. For examples, Roy et al. (2020) discovered that the inclination of customers to adopt AI devices fluctuated based on various factors. Moreover, Citak et al. (2021) conducted an investigation into how potential customers can motivate the adoption of specific AI solutions within the hotel industry, and determined that opinions on this matter were divided.

Therefore, it is essential to take a balanced approach when planning the implementation of artificial intelligence (AI) in business hotels. This approach should consider the wide range of opinions on this issue. The abundant information available on the internet is valuable as it helps in understanding the diverse perspectives and viewpoints regarding the use of AI in the hotel industry comprehensively. This information is crucial for gaining a complete understanding of the topic, covering different viewpoints and angles.

Nevertheless, Internet data is distributed across various websites, platforms and formats. It can be challenging to integrate and consolidate data from different sources, especially when they have varying structures, data formats, or access restrictions. This fragmentation makes it difficult to analyze data thoroughly and achieve a complete understanding.

Fortunately, the emergence of AI bots, such as ChatGPT, Google BARD, Microsoft Bing, etc., presents a new opportunity to serve as proxies for the abundant volume of internet data. The backbone technology behind AI bots is large language models. These models are trained using vast amounts of data, allowing them to generate responses that are so authentic that people cannot distinguish them from human responses (Carvalho & Ivanov, 2023; Gursay et al., 2023; Leong et al., 2023). In fact, these AI bots exhibit a myriad of remarkable capabilities, encompassing not only a diverse range of functionalities but also the ability to emulate distinct characters in order to accomplish various tasks (Almahasees, 2017; Almahasees, 2018; Campello de Souza et al., 2023; King, 2023; Leong & Sung, 2023; Rudolph et al., 2023).

In this study, we analyze the views of five advanced AI bots: ChatGPT, Microsoft Bing, Google Bard, Poe Claude-Instant, and Poe Sage. ChatGPT, developed by OpenAI, is known for generating human-like text and is useful for various applications. Microsoft Bing uses AI to improve search results and conversational interfaces. Google Bard can provide detailed and creative responses. Poe Claude-Instant and Poe Sage, both from Anthropic, focus on deep contextual understanding, ensuring meaningful interactions. This accessibility allows other people to explore and experience AI applications without boundaries, fostering broader understanding and innovation in AI utilization for business hotels. More detailed descriptions of these AI bots, including their self-introductions, will be provided in the next section.

The contributions and values of our innovative study are multifold. Firstly, the identified themes from our thematic analysis provides both industrial participants and policy makers with valuable insights, enabling them to make informed decisions, develop targeted strategies, and create policies that align with industry trends and stakeholder perspectives in terms of how to use AI in business hotels. Secondly, our study has made contributions to the extension of existing literature by generating new knowledge and providing in-depth understanding, with a specific focus on the chosen topic. Thirdly, we have introduced AI bots as participants in interviews using a novel and justified rationale. This innovative approach opens up new avenues for future

research, such as serving as a pioneering example for future interview practices, inspiring new ideas for exploring studies, and sparking debates on the use of AI bots as participants, among other potential implications.

The remaining sections of this paper are structured as follows. Firstly, we elaborate on the methodology employed in this study, providing a detailed account of its implementation. Subsequently, we present and engage in a comprehensive discussion of the analysis findings. Finally, we critically conclude the findings, assessing the contributions and values of our works. We also reflect upon the limitations encountered during the study and propose potential directions for future research.

Methodology

This section presents the methodology employed in conducting a thematic analysis on the data collected from interviews with five participants. The purpose of the thematic analysis was to explore and identify recurring themes, patterns, and insights related to the views of AI bots using AI in business hotels. This section outlines the participants, data collection process, data analysis procedures, and ethical considerations.

Underlying concepts behind the chosen approach

In this study, we introduce a novel approach by utilising AI bots as interview subjects to gain deeper insights into the perspectives surrounding the utilisation of AI in business hotels. The rationale for justifying our chosen approach is explicated as follows.

AI bots, despite their lack of genuine comprehension or consciousness, have undergone extensive training using a wide range of data from different internet sources. These sources include books, articles, websites, research papers, forums and social media posts, all produced by humans. As a result, each AI bot can be thought of as a representation of the vast and diverse opinions of humans gathered from the internet. Considering this level of understanding, having an interview with an AI bot can be viewed as an interaction with an entity that embodies the collective viewpoints and information derived from the internet.

Based on the aforementioned justified rationale, we proceeded to conduct interviews with five renowned artificial intelligence (AI) bots (i.e. ChatGPT, Microsoft Bing, Google BARD, Poe Claude-Instant and Poe Sage), followed by a comprehensive thematic analysis of the gathered data.

Participants

As explained above, this research involved five artificial intelligence (AI) bots as participants. These AI bots include: ChatGPT, Microsoft Bing, Google BARD, Poe Claude-Instant and Poe Sage. The AI bots were individually posed a question soliciting self-introductions. Table 1 provides a summary of these AI bots.

Table 1. Summary and self-introduction of the five selected AI bot participants

AI Bots (Participants)	Self-introduction: Introduce yourself, your developer and training methods within 100 words	Links to the AI Bot
ChatGPT	I'm ChatGPT, an advanced AI language model created by OpenAI. My development involved training on a massive amount of text data, covering various domains and subjects. OpenAI utilized a method called unsupervised learning to train me, where I learned patterns and relationships in the data without explicit instructions. My training model, GPT-3.5, consists of 175 billion parameters, enabling me to generate human-like responses. OpenAI continuously fine-tunes and refines my abilities to enhance performance and provide a better user experience. However, it's	https://chat.openai.com/

Microsoft Bing	<p>important to note that while I strive to provide accurate and helpful information, I may occasionally generate responses that are not entirely accurate or up to date.</p> <p>Microsoft Bing is a search engine developed by Microsoft. It was launched in 2009 and has since been updated with new features and capabilities. Bing is designed to help users find the information they need quickly and easily. It can understand and communicate fluently in the user's input language such as English, 中文, 日本語, Español, Français, Deutsch and others. Microsoft has a training platform called Microsoft Learn that provides technical training for developers. You can find training and certifications and discover resources that will assist you on your learning journey. Microsoft also has a developer platform that provides tools and resources for developers to build applications on Microsoft platforms.</p>	https://www.bing.com/
Google Bard	<p>Hi! I'm Bard, a large language model from Google AI. I'm trained on a massive dataset of text and code, and I can generate text, translate languages, write different kinds of creative content, and answer your questions in an informative way.</p> <p>I was created by Google AI, and I'm still under development, but I've learned to perform many kinds of tasks, including</p> <p>I will try my best to follow your instructions and complete your requests thoughtfully.</p> <p>I will use my knowledge to answer your questions in a comprehensive and informative way, even if they are open ended, challenging, or strange.</p> <p>I will generate different creative text formats of text content, like poems, code, scripts, musical pieces, email, letters, etc. I will try my best to fulfill all your requirements.</p>	https://bard.google.com/
Claude-instant	<p>I'm excited to see what I can do, and I'm always learning new things.</p> <p>Hello, my name is Claude-instant. I was created by Anthropic.ai using machine learning and AI techniques. Anthropic trains me through a combination of supervised and reinforcement learning. I am initially trained with large amounts of text data and human feedback on my responses to learn how to generate natural and appropriate text. Once I have reached a baseline level of performance, Anthropic further improves my responses through trial and error techniques where I gradually optimize towards desired objectives that measure things like safety, factuality, coherence and relevance.</p>	https://poe.com/Claude-instant
Sage	Hello! I am Sage, a large language model developed by OpenAI. I am based on the GPT-3.5	https://poe.com/Sage

architecture, which is an improved version of the GPT-3 model trained on a larger dataset and with improved training techniques. My training involved being fed vast amounts of text from the internet, including books, articles, and websites, and using that data to learn patterns and relationships in language. My developer, OpenAI, is a leading research organization in artificial intelligence and machine learning. They are committed to advancing the field of AI while ensuring it is developed responsibly and ethically.

In the following discussion, pseudonyms were assigned to each of the above AI bots to ensure their anonymity and confidentiality. In addition, the five AI bots were labelled as A01, A02, A03, A04 and A05.

Data Collection

To collect data from the AI bots, a series of interactions were conducted in a controlled environment. The research team engaged in simulated conversations and interactions with the AI bots, posing interview questions. The interactions were designed to simulate real-world scenarios and capture the bots' responses. In overall, the data collection process involved documenting the responses, actions, and outputs generated by each AI bot.

A structured interview was designed as the instrument to gather qualitative data that would provide in-depth insights into the research topic.

The interview questions were carefully crafted to explore the participants' background and expectations related to the research area. The questions were designed to allow the participants to freely express their thoughts. In total, nine questions were developed based on the research objectives and were refined through pilot testing to ensure clarity and relevance. The nine research questions were listed in the Table 2.

Table 2. The list of interview questions

Questions	Section
Q1. Please provide a 100-word summary describing your understanding of a business hotel.	1
Q2. In a 100-word summary, discuss your overall opinion on business hotels using AI technology to enhance the guest experience.	
Q3. Have you ever stayed at a business hotel that uses AI technology? If yes, could you share your experience?	
Q4. In a 100-word summary, discuss what AI-powered amenities you think business hotels should offer to enhance the guest experience.	2
Q5. In a 100-word summary, discuss the potential benefits of using AI in business hotels.	
Q6. In a 100-word summary, discuss the potential drawbacks of using AI in business hotels.	
Q7. In a 100-word summary, discuss how important the human touch is in the business hotel experience, even when AI is used.	
Q8. In a 100-word summary, discuss how the use of AI in business hotels would affect the price point or perceived value of the hotel.	
Q9. Is there anything else you would like to add about the use of AI in business hotels?	3

The nine interview questions were categorised into three distinct sections, each with its own rationale as follows.

Firstly, three questions (questions 1 to 3) were designed to examine participants' knowledge background from three key perspectives: i) their understanding of business hotels, ii) their viewpoints on the utilisation of AI in business hotels, and iii) the processes through which their views were formed. This section aimed to provide a comprehensive overview of the participants' knowledge and perspectives related to the topic. The second section (questions 4

to 8) constituted the substantive portion of the thematic analysis within the research design. Themes were derived from a rigorous and in-depth analysis of the participants' responses with aiming to explore the views of AI bots on using AI in the context of business hotels. The third section consists of only one question (question 9). In addition to allow participants to share additional points on utilisation of AI in business hotels, this question also served as a mean to assess the consistency of viewpoints expressed across previous inquiries.

Overall, the interview questions were designed to elicit detailed and context-specific responses from the participants, enabling the thematic analysis to uncover the underlying themes and patterns within the data.

Data Analysis

Although the study employed an innovative approach by utilising five artificial intelligence (AI) bots as subjects, thereby deviating from the conventional use of human participants. The research adhered to the well-established six-step process proposed by Braun & Clarke (2006) for thematic analysis. These steps involved becoming familiar with the data, creating initial codes, identifying main themes, reviewing and improving these themes, defining and naming them, and finally, producing the final report.

In addition, the manual data analysis approach was chosen for this thematic analysis study to gain a profound understanding of the participants' experiences and perspectives. The decision to use a manual data analysis approach in this thematic analysis study was justified by the need for a deep contextual understanding, flexibility, nuanced interpretation, and acknowledgment of subjectivity. The manual approach allowed researchers to explore the data iteratively, uncovering meaningful patterns and themes that may have been missed using automated methods. By engaging with the data in a reflexive and interpretive manner, we aimed to provide a comprehensive and rich analysis of participants' backgrounds and perspectives.

Moreover, in order to ensure the validation and credibility of the thematic analysis, two researchers employed specific methodological practices, including inter-coder agreement and triangulation of perspectives. These measures were implemented to further enhance the reliability and robustness of the analytical process.

Ethical Considerations

Ethical guidelines were followed throughout the research process. As AI bots were the participants, there were no concerns related to informed consent or privacy. However, the research team ensured that the AI bots were treated ethically, and their data was handled with care. Moreover, the study also adhered to ethical guidelines regarding the use and access to the selected AI systems and complied with any relevant regulations.

Results and Discussions

The interviews with participants (i.e. AI bots) were conducted on 14 May 2023. In order to mitigate the potential influence of prior conversations with AI bots on the responses, each interview was administered subsequent to ensuring that the preceding interactions with the respective bot were devoid of content or upon the establishment of a fresh chat session. Interested parties can contact the authors for access to the complete dataset.

Based on the responses of the interviews, this section presents the findings and analysis of a thematic analysis that was conducted to explore the views from participants regarding the use of AI in business hotels.

Participant Perspectives on Business Hotels reports the knowledge background of participants from three perspectives i) what were the understandings of business hotels among participants, ii) what were their viewpoints on using AI on business hotels, and iii) how they developed their views. Themes emerged constitutes the substantive portion of the thematic analysis, wherein our findings indicate the emergence of three discernible themes, namely personalisation, automation, and efficiency, as derived from the responses provided by the participants. Lastly, Additional views of using AI in business hotels provides a concise summary of the participants' responses to question 9 of the interviews. This particular question not only afforded par-

ticipants the opportunity to share any supplementary points regarding the utilisation of AI but also allowed for an assessment of the consistency of viewpoints expressed in previous inquiries.

Participant Perspectives on Business Hotels

Three inquiries were utilised to investigate the knowledge background of the participants. Initially, the participants were prompted to articulate their comprehension of a business hotel. Despite variations in the terminologies employed by the different participants, they exhibited a convergence of understanding regarding the defining characteristics of a business hotel. For example, when elucidating the concept of location, participants expressed similar notions despite employing diverse wordings as below:

- A01 : These hotels are typically located in or near major business districts.
- A02 : They are typically located in the city center or near business districts.
- A03 : Business hotels are facilities located in the central or business districts of cities.
- A04 : The hotel's location often places it near businesses, malls, and transportation hubs for ease of access.
- A05 : These hotels are typically located in central business districts or near major transportation hubs.

In general, a consensus emerged among the participants, leading to a shared conclusion that business hotels are specifically designed to cater to the needs of business travelers. They are strategically located, offer a range of amenities and services tailored to professionals, and create an atmosphere that promotes efficiency and convenience. These hotels aim to provide a comfortable and productive environment for business travelers ensuring their stay is optimised for their work-related activities.

Furthermore, as per the responses from the second question, it was observed that participants shared a range of common viewpoints regarding the utilisation of AI technology in business hotels to enhance guest experience. In brief, these viewpoints concluded that AI technology in business hotels can cater the unique needs of business travelers, enhancing their experience through automation, personalisation, efficiency, and tailored services. They also highlighted the specific requirements and preferences of business travelers.

Importantly, the shared understanding is significant because it indicates that the participants were based on a common foundation to develop their perspectives on how AI can be used in business hotels.

By incorporating question 3 into our interview protocol, we were able to gain a deeper understanding of how participants had acquired their knowledge and formulated their viewpoints in response to our interview. In other words, this question provided insights into the specific ways in which participants developed their understanding and perspectives on the subject matter.

Based on the gathered responses, it was found that, excluding participant A02, all other participants expressed their inability to stay at a hotel due to their nature as AI language models. Conversely, participant A02 provided a positive response affirming their capability to stay at a hotel and saying 'Yes, I have stayed at a business hotel that uses AI technology. The hotel was the Hilton McLean Tysons Corner in Virginia. The hotel uses a robot named Connie as a concierge.' Through analysis of these responses, it is evident that the participants adopted different standpoints in their approach to answering the questions. Participant A02 utilised a roleplay approach, drawing upon a specific case (i.e. Hilton Mclean Tyson Corner In Virginia), to provide the responses. In contrast, the remaining participants sought to answer the questions based on the knowledge they had acquired from the training. It is worth noting that these differences among the participants do not imply right or wrong answers, but rather reflect variations in their individual standpoints when responding to the interview questions.

Themes emerged

The analysis of participants' responses emerged three prominent themes, namely personalisation, automation, and efficiency.

Theme 1: Personalisation

A prominent theme that emerged from the data is the significant role of AI in enhancing personalisation in business hotels. The importance of personalisation had been discussed in previous studies (Baloglu & Bai, 2023; Gupta et al., 2022).

In brief, personalisation aims to tailor experiences to individual preferences and needs. According to the responses, many discussions across questions 4 to question 8 were also directly or indirectly pointed to personalisation perspective. For examples, when participants had been asked their views on i) what AI-powered amenities should be offered to enhance the guest experience (question 4) and ii) what are potential benefits of using AI in business hotels (question 5), A05 suggested that 'Machine learning algorithms can suggest personalised services and amenities based on guest preferences.' In addition, A01 and A04 mentioned that AI-powered smart room technology can enable guests to control various aspects of their room environment, such as temperature, lighting, and entertainment options. Besides, A02 noted that 'AI can suggest restaurants to guests based on their past dining habits'. Moreover, a frequently mentioned example is that chatbots and virtual assistants can assist guests with bookings and provide information about hotel amenities according to guest's preferences. (A01, A03, A04, A05). In overall, there were collective view that using AI can greatly enhance personalisation in business hotels through collecting and analysing data about guests' preferences, behaviors, and past interactions to offer tailored services and recommendation.

However, from the perspective using AI to provide personalised service in business hotels, a shared concern found in question 6 is that the use of AI may lead to a loss of the human touch that guests expect. A04 pointed out that AI systems, although capable of analysing guest data and preferences, may lack the ability to handle complex requests or unexpected situations that require human intervention. Moreover, some guests may feel uneasy or distrustful of AI systems, preferring traditional, face-to-face interactions with staff (A04, A05). Additionally, A05 further suggested that there is a risk of AI systems providing inaccurate information or making mistakes, which could further impact the personalisation aspect of guest interactions.

The responses from question 7 provided further elaboration on the view of personalisation perspective. In overall, a consensus among the participants is that the human touch is important in a business hotel because it allows for tailored and customised experiences for guests. As per A01, A02 and A04, the human touch provides a warmth and level of personalisation that AI cannot replicate, with guests appreciating the friendly greetings, assistance, and dedicated efforts made by human employees. Furthermore, human employees can establish an emotional connection with guests, making them feel valued, understood, and cared for and this connection fosters a sense of loyalty and enhances the overall guest experience. However, AI systems lack the emotional intelligence to form these connections and provide the same level of personalised care (A01, A04). Other than emotional intelligence point of view, A04 further raised a point that human employees are more adept at handling complex or non-routine requests and situations. They can offer creative solutions and adapt on the spot to meet guest needs, even in unexpected circumstances. This flexibility and adaptability contribute to a personalised experience that is difficult for AI systems to replicate.

Despite these concerns, according to the responses from question 8, a positive view exists regarding the use of AI in business hotels on perceived value. The common ground from the participants is that AI-driven personalisation can justify higher rates because the ability to offer customised experience and enhance guest satisfaction are significant advantages that AI can provide.

Theme 2: Automation

The hotel industry, by its very nature, relies heavily on human-driven efforts, where individuals play a crucial role in executing various tasks and processes. However, AI technologies present the potential to automate numerous traditionally human-performed functions. In fact, another prominent theme that surfaced during the analysis is the pivotal role of artificial intelligence (AI) in automating diverse hotel operations and facilitating guest interactions. This theme is also echoed by previous studies (Jabeen et al., 2021; Lukanova & Ilieva, 2019; Schemmer et al., 2022).

On AI-powered amenities and related benefits, considerable discussions have been observed surrounding the concepts of i) automating routine tasks, ii) allowing hotels to streamline their operations or iii) improving financial performance. For examples, A01, A02, and A04 mentioned that AI can automate tasks such as check-in and check-out, room service orders, and cleaning, and these automated processes save time for both guests and staff, providing a seamless and hassle-free experience (A01, A02, A03). Moreover, A03 highlighted that AI-powered automating revenue technology can help business hotel to understand demand more accurately and operate more intelligently. More specifically, the participants suggested many AI technologies that can be employed to attain the benefits, such as chatbots, virtual assistants, data analysis technologies, etc. In overall, the suggested AI technologies are not overly advanced or far-fetched, but rather realistic.

Notwithstanding the potential mentioned, the responses also highlighted several concerns regarding the AI-power automation capabilities, these concerns include i) risk of malfunctioning and inaccurate information, ii) bias and lack of common sense understanding and iii) potential for errors and lack of common sense. For examples, A01, A02 and A04 worried that AI systems may have errors or provide incorrect information, which could negatively impact the guest experience. A03 and A04 mentioned without human monitored automaton may be prone to biases and may lack the ability to handle complex requests or unexpected situations that require human intervention. Moreover, automated AI systems may lack common sense understanding and may occasionally provide incorrect information or fail to perform tasks properly (A04).

The analysis of participant responses to question 7, which inquired about the significance of the human touch in the business hotel experience despite the utilisation of AI, has revealed an inclination towards adopting a balanced viewpoint on AI-powered automation. For examples, A03 first highlighted that AI automation can contribute to creating a seamless and continuous guest experience by enhancing personalisation, efficiency, and convenience throughout the journey, while the response also emphasised human employees can also provide a level of empathy and emotional support that AI automation is not yet capable of. A04 emphasises that While AI and automation offer many benefits, the human touch remains essential for creating an exceptional experience at business hotels.

The potential effects of AI-power automation on price point or perceived value had also been a subject of discussion. For examples, responses considered that AI can improve efficiency, automate tasks, and reduce costs, which can potentially lead to lower prices for guests (A02, A04 and A05). In addition, A03 suggested that AI can assist in setting dynamic pricing based on demand, occupancy, and other factors, allowing hotels to charge more during peak periods and less during off-peak periods.

In conclusion, the utilisation of AI-powered automation presents numerous advantages for business hotels, including the optimisation of operations, heightened efficiency, and prompt responses to guest inquiries. Nevertheless, apprehensions arise regarding potential malfunctions, provision of inaccurate information, biases, and the absence of common-sense comprehension, which necessitate careful considerations. Moreover, it is crucial to acknowledge that the human element remains indispensable in establishing a personalised, empathetic, and welcoming hospitality atmosphere. From a pricing standpoint, AI automation contributes to improved efficiency, cost reduction, and the facilitation of dynamic pricing strategies driven by demand and occupancy levels.

Theme 3: Efficiency

Efficiency is an important issue for guest experience in the hotel industry (Ehimen et al., 2021; Kim & Chung, 2022). The third theme that emerged from the analysis is the significant impact of AI on improving operational efficiency in business hotels. The implementation of automation has the potential to enhance operational efficiency; however, automation is not the sole means to achieve efficiency.

Within the context of theme 3, participants provided noteworthy insights that shed light on the intricate connection between artificial intelligence (AI) and efficiency in the realm of business hotels.

The common view among the participants is that by leveraging AI, hotels can effectively optimise various operations to reduce costs and improve overall efficiency. For examples, as highlighted by A03, smart technology can sense which lights and appliances are being used in a room and automatically turn off those that aren't, contributing to energy management and cost reduction. Additionally, as stated in A02, AI has the potential to enhance maintenance processes through continuous monitoring and predictive analysis of equipment performance. This capability enables proactive maintenance measures to be implemented, thereby minimising downtime, and optimising operational efficiency. Moreover, the integration of AI can streamline various tasks such as check-in, check-out, room controls, and housekeeping, leading to increased efficiency and reduced costs (A02, A04).

In addition to the efficiency gains facilitated by the integration of AI, participants expressed concerns regarding the costs associated with implementation and maintenance. For examples, A02 and A03 indicated that implementing and maintaining AI systems can be expensive for hotels. Besides, A03 mentioned that AI technology may require significant investment in training staff to use it effectively. Furthermore, A04 suggested a unique and valuable point that 'proper training should emphasise the importance of both efficiency and creating an emotional connection to cater to technology-weary travelers'.

There was a prevailing consensus among participants regarding the positive impact of AI on financial results, primarily attributed to its ability to enhance operational efficiency. For examples, A03 and A04 also mentioned that AI-driven predictive analytics and cost savings from AI systems can help hotels maintain profitability while offering a wider range of price points. Another view was that AI can improve efficiency, automate tasks, and reduce costs, which can potentially lead to lower prices for guests (A02, A04, A05).

In overall, from efficiency point of view, participants agree that AI implementation can optimise operations, reduce costs, and improve efficiency. Examples include energy management through smart technology, predictive maintenance, and streamlining tasks such as check-in and housekeeping. However, concerns were raised about the costs of implementation and staff training. Despite the potential costs, participants generally agreed on the positive impact of AI on financial results, including predictive analytics, cost savings, and potential price reductions for guests.

Additional views of using AI in business hotels

The last question allows participants to add any points about the use of AI in business hotels. According to a widely held perspective among participants, the utilisation of AI in the context of business hotels is an emerging domain that is evolving swiftly and exhibits significant prospects for enhancing personalisation, automation, and efficiency. Nevertheless, it is imperative for hotels to adopt a responsible approach towards implementing AI, which entails ensuring ethical use, safeguarding guest privacy, and preserving the indispensable human element. On the whole, despite the participants being invited to provide open-ended responses, their answers demonstrated a considerable level of consistency with previous responses.

Summary of results

Figure 1 presents the findings of this study, focusing on the application of AI in business hotels, based on the views of five AI bots: ChatGPT, Microsoft Bing, Google Bard, Claude-Instant, and Poe Sage. Interviews were conducted with these bots using nine questions, and the responses were subjected to Braun & Clarke's six-step thematic analysis process. This methodology helped in identifying three principal themes around AI's contributions and associated concerns in the business hotels context: Personalization, Automation, and Efficiency.

Personalization through AI includes tailoring services to individual preferences and enhancing experiences via smart technology and chatbots, but concerns arise over the loss of human interaction and AI's inability to manage complex situations. Automation facilitates routine tasks like check-ins and housekeeping, improving operational efficiency, although risks include malfunctions and biases. Efficiency focuses on cost reduction through optimized operations and predictive maintenance, but it also brings challenges like high initial costs and the

need for extensive staff training. Together, these themes highlight the nuanced benefits and potential drawbacks of integrating AI into business hotels, suggesting that a carefully balanced approach is essential.

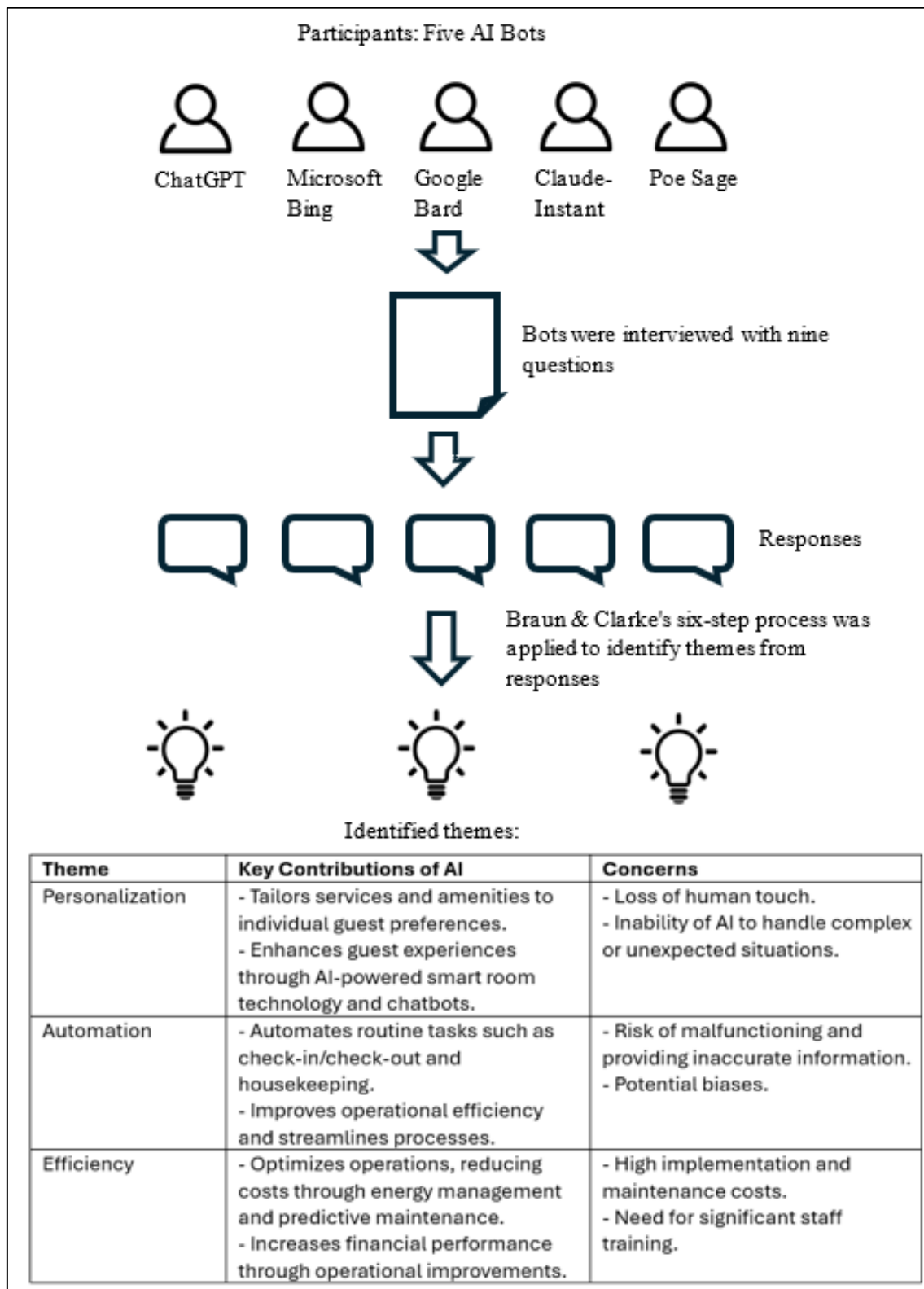


Figure 1. Overview of AI Bots' perspectives on AI application in business hotels

Conclusions

The present study aimed to explore the views of AI bots on using AI in the business hotel industry through thematic analysis. The analysis revealed three prominent themes: personalisation, automation, and efficiency. In practice, these three themes always construct a dynamic framework. Personalisation and automation work hand in hand to deliver tailored experiences at scale, while automation enhances efficiency by reducing manual effort and streamlining processes. Furthermore, personalisation can be optimised for efficiency, ensuring that the allocation of resources aligns with individual user preferences and maximising the value generated from personalised interactions.

Nonetheless, the participants reached a consensus that artificial intelligence (AI) cannot fully replace human touch, which is crucial in establishing a personalised, empathetic and warm hospitality experience. This consensus, which states that the human touch cannot be replaced by AI, is undeniably rational and widely acknowledged. However, this viewpoint prompts a deeper reflection on its underlying foundation.

Specifically, this foundation is based on certain ideal assumptions. These assumptions propose that humans can adapt and think creatively when faced with unexpected situations, showing cleverness in solving problems. It also assumes that humans can grasp complex social, cultural, and contextual cues, enabling them to give suitable responses. Moreover, it suggests that humans have emotional intelligence, empathy, and intuition—qualities that artificial intelligence systems may not have. Additionally, there are concerns that AI systems might make decisions that go against ethical standards.

However, it's important to recognize that these assumptions aren't always true. Humans, despite their abilities, can make mistakes, behave impolitely, lack sensitivity, and sometimes act unethically.

From an axiological perspective, integrating AI with human intelligence in business hotels brings clear advantages. As per this study, we demonstrate that AI bots can offer a synthesized viewpoint based on extensive data exposure, providing insights and recommendations that complement human expertise. Therefore, we suggest that AI's ability to analyze large datasets in real-time enables predictive analytics, improving resource allocation and decision-making processes in business hotels. This research highlights the potential for AI bots to serve as valuable expert companions, supporting better decision-making. However, it's crucial to integrate these AI tools effectively with human intelligence to ensure decisions reflect both AI insights and critical human perspectives.

In fact, the introduction of AI represents a noticeable trend, not limited solely to the hotel industry. Consequently, a pressing and increasingly relevant question arises: how can AI be effectively and appropriately utilised? In light of this, we argue that the provision of adequate training assumes utmost importance. It is imperative for business hotel management to diligently equip their staff with the necessary professionalism that aligns with human expectations. Additionally, the implementation of a robust monitoring mechanism, such as the effective use of Key Performance Indicators (KPIs) or a balanced scorecard framework, assumes equal importance. Such measures enable hotels to diligently ensure that their efforts remain aligned with the desired course of action.

Limitations

Despite the valuable insights gained from the thematic analysis on AI bots' views about using AI in business hotels, it's important to acknowledge several limitations in this study. Firstly, the study used a sample of five general-purpose AI bots. These bots' knowledge is shaped by the specific methods used to train them during development. However, details about these training methods and the datasets used are complex and not fully disclosed, which means the knowledge they possess could be somewhat subjective. Secondly, like human subjects, the responses given by AI bots may change over time. Therefore, the viewpoints identified in this study might also vary as time goes on. Thirdly, it's worth noting that the interviews were only conducted in English. This means that findings from interviews conducted in other languages

may show different results. Therefore, it's important to be careful and thoughtful when trying to apply these findings to a broader linguistic and cultural context.

Future research directions

This study highlights several directions for future research. Future studies could expand beyond human participants and include individuals from various backgrounds. This broader approach would provide a more thorough understanding of how AI can be effectively implemented in business hotels. Additionally, future research could examine the ethical issues related to using AI in hotels, such as data privacy, transparency, fairness, and the impact on employment. By exploring these ethical concerns, researchers can identify challenges and offer guidelines for the responsible use of AI in the hotel industry. Moreover, given the rapid development of new AI bots, future studies should include more of these newer AI versions in interviews. This would provide further insights and help evaluate the progress in improving AI bot capabilities.

Contributions and Values

The innovative study we conducted encompasses several notable contributions and values. Primarily, through our thematic analysis, we have unearthed crucial themes that offer invaluable insights to both industry participants and policy makers. These insights empower them to make well-informed decisions, formulate targeted strategies, and develop policies that align with prevailing industry trends and stakeholder perspectives regarding the utilisation of artificial intelligence (AI) in the context of business hotels.

Secondly, our study has significantly contributed to the expansion of existing literature by generating novel knowledge and fostering a comprehensive understanding, with a particular emphasis on the chosen subject matter. By delving deep into this area, we have shed light on previously unexplored facets, thus enriching the scholarly discourse.

Furthermore, there has been limited prior research on using AI bots as subjects in interviews. Our study has pioneered this approach by including AI bots as participants in interviews, supported by a well-founded rationale. This innovative method creates new opportunities for future research efforts, setting a strong example for interview practices and sparking ideas for new exploratory studies. Additionally, it prompts discussions and debates about the use of AI bots as participants, leading to various potential implications to be explored in future investigations.

In summary, our research encompasses diverse merits, including the provision of practical insights for industry and policy makers, the expansion of existing literature, and the establishment of a new and ground-breaking approach that stimulates further academic discourse and future investigations.

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A model of religiosity integration in sustainable tourism development (The case of Tenganan Pagringsingan Village, Bali, Indonesia)

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Abstract: The research in Tenganan Pegringsingan village in Bali, Indonesia examines the relationship between religiosity, convention (awig-awig) environmental sustainability, and sustainable tourism development. The study explores how the village's cultural practices and social structures impact its ecological balance. The method used is descriptive qualitative to examine potential challenges faced by the village. The findings emphasize the importance of preserving traditional practices in maintaining the ecological health of the region. The village's commitment to cultural preservation and environmental sustainability is crucial for its sustainability and resilience. The research also identifies five challenges faced by the village, including tourism governance, friction between customs and tourism, preservation of local wisdom, economic life and cultural-based tourism, and informal education for endogamous marriages. To address these challenges, a comprehensive model is proposed that integrates religiosity, traditional conventions, tourism governance, local wisdom, informal education, cultural tourism-based economy, cultural friction, and integration. This model ensures that tourism development aligns with the village's religiosity and traditional practices, maintains cultural integrity, and promotes sustainable economic growth while preserving the community's way of life.

Keywords: cultural preservation, environmental sustainability, religiosity, sustainable tourism development, tourism governance

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Introduction

The village of Tenganan Pegringsingan, Bali, Indonesia, is a treasure trove of ancient beliefs and spiritual practices that have been woven into the fabric of its culture. As the world of tourism increasingly seeks to engage with the spiritual aspects of destinations, Tenganan offers a unique opportunity to explore the integration of religiosity into sustainable tourism development. However, this integration poses significant challenges, as the village must balance the preservation of its cultural and environmental heritage with the demands of tourism, ensuring that the exposure of its ancient beliefs does not compromise the integrity of its traditions and the ecological balance of the region.

Tenganan Pegringsingan Village, located in Karangasem Regency, East Bali, is a significant cultural and historical site known for its unique traditions and sustainable practices. The village is renowned as a Bali Aga village, preserving ancient customs and rituals that predate the Majapahit kingdom. The village's traditional architecture, including its building layouts and the positioning of Hindu shrines, reflects the influence of generations of ruling families. Despite its rich cultural heritage, Tenganan Pegringsingan Village has successfully integrated tourism into its community, providing the necessary facilities and skilled human resources to attract visitors. The local government is actively involved in the village's development, ensuring that tourism benefits the community while maintaining the integrity of the cultural heritage.

The objective of the research on the integration of religiosity in sustainable tourism development in Tenganan Pegringsingan Village, Bali, Indonesia, is to understand how the unique cultural and religious practices of the village can be effectively incorporated into tourism activities without compromising the village's cultural integrity and the sustainability of its natural and social environments. Religiosity is the capacity to practice the teaching of religion in daily life (Song & Conner, 2015). This research aims to identify strategies that balance the economic benefits of tourism with the preservation of the village's traditional customs and beliefs, ensuring that tourism development does not undermine the village's cultural identity and ecological balance. The study will involve empirical research, thematic observations, and interviews with local stakeholders to assess the feasibility and impact of integrating religiosity into sustainable tourism practices in Tenganan Pegringsingan Village. The research proposes an integration model to ensure the viability of the culture, environment and economy of the village. The research elaborates on literature pertaining to the relationship between religiosity and its contribution to sustainability. The literature as the foundation for the data analysis collected during the research period. The result of the analysis will be synthesized and the foundation of the model construction.

Sustainable tourism theory focusing on a tourism development integrating socio-cultural and environment sustainability as the capital of the development. This research integrated sustainable tourism theory into the concept of religiosity, the practice of the faith of the community. Sustainable tourism development driven by religiosity will be very strong, since it is not just ethical and legal but it is a call of faith. This approach applied to question the phenomenon in the village of Tenganan, since there is a gap between the conventions of the traditional village with the actual condition of the tourism practices. Some studies have pointed out that there are some challenges faced by the village amid the modernization and globalization era (Joniarta et al., 2019).

The research on religiosity and tourism sustainability explored the intersection of religious practices and tourism development using sustainable tourism theory and concept of religiosity, emphasizing the importance of understanding the distinctions between religiosity and spirituality in the context of tourism. Previous researches focus on the culture studies (Dwijendra, 2019; Joniarta et al., 2019; Suci et al., 2023), non-specifically examines the intersection between religiosity and sustainable tourism. This nuanced perspective is vital for constructing a comprehensive model that integrates the cultural, economic, and environmental aspects of tourism development, ensuring that cultural heritage is preserved, economic development is fostered, and environmental sustainability is maintained.

Religious beliefs and cultural traditions play a crucial role in shaping communities' perception and attitudes towards environmental conservation, ethical consumption, and social responsibility (Barro & McCleary, 2019; Kakooza, 2019). Aligning these perspectives in sustainable tourism development strategies, overlooks a vast resource of wisdom, holistic and inclusive approach necessary for effective global change. UNDP and UNWTO start turning to the importance of integration between religiosity and sustainability in tourism development (Geng et al., 2017).

Singh & Clark (2017), indicates the need for deeper exploration into why these valuable perspectives have not been fully integrated. Possible reasons could include cultural biases, lack of understanding, or insufficient collaboration between religious leaders, policymakers, and the scientific community. Addressing this gap requires fostering meaningful dialogue between these stakeholders, acknowledging the significance of religious and indigenous knowledge, and actively incorporating these perspectives into policy-making processes. Only through such comprehensive integration can sustainable tourism development truly become inclusive and representative of the diverse beliefs and traditions that constitute our global society (Dimock, 2019).

This research examined the values of religiosity, analyze aspects that are relevant to the principles of sustainable tourism. The result of the analysis used to develop a model of religiosity integration in sustainable tourism. The efficacy and challenges of the religiosity emanating from the religious and traditional culture integrated in the village. Religiosity can be the catalyst of sustainable tourism as McNamara et al. (2011), deeply elaborate that religious teaching transforms the brain and behavior of its followers.



Figure 1. Map of Tenganan Village

The study of the village as a living cultural heritage site enables the exploration of the complex interplay between cultural preservation and sustainable tourism development. By investigating the impact of tourism on the village's economy, social structure, and traditions, it is possible to generate data that can guide the development of policies and strategies aimed at supporting the conservation of cultural heritage while promoting the wellbeing of the local community (Joniarta et al., 2019).

The data collected from the stakeholders of the village demonstrated that 85% of the village members still strongly adhere the traditional rules and regulations of the village, 15% of the members leave the village due to marriage or occupation. The village has been officially inaugurated as tourism village. The living traditions of the villagers provide an authentic experience for the visitors.

This research focuses on the power of religiosity integration in sustainable tourism development, taking the case of Tenganan Pagringsingan Village. The Tenganan Pagringsingan Village map's can be seen in Figure 1. The religiosity aspects examined and analyzed their efficacy in making tourism more sustainable and resilient. The challenges faced by the village in balancing tradition preservation and tourist demand. The research done through observation, interview, focus group discussion and literature studies.

Methodology

The research method is descriptive qualitative, involving the detailed, comprehensive, and systematic analysis of phenomenon in their natural context context (Dwyer et al., 2012), it aims to understand the underlying meanings, patterns, and themes within a specific phenomenon in the village of Tenganan. The data collected by interviewing the elders of the village. They are chief of customary village, chief of official village and head of eco-tourism development, three members of Gringsing double ikat traditional cloth association. Besides the interview, the focus group discussion was held in the village hall attended by the elders and the representative of the community (Gringsing association). The research was carried out for three months, from April to June 2024. The data collected from the stakeholders was condensed and qualitatively described.

Results and Discussions

Results

The result of the research analyzed by elaborating the theory of sustainable tourism, focusing on the environmental and cultural viability to improve the holistic welfare of the village community. The concept of religiosity examines the cross-section between the practice of indigenous traditional beliefs in the community's daily life as the capital of the village's unique living culture. Sustainable tourism involves balancing the needs of visitors, the tourism industry, the environment, and the host communities to ensure long-term sustainability. This approach ensures that tourism development respects the economic well-being and social and cultural concerns of

host communities, while also reducing its impact on the environment and providing meaningful experiences for visitors.

Tenganan village as one of original Balinese traditional villages in Bali elaborates its traditional conventions called awig-awig rooted in their ancient cultures to lead the community of the village live sustainably. The leadership model in the village based on seniority called Ulu-Upad enables the flow of the teaching and religiosity sustainable from generation to generation. Awig-awig in the village controlled and enforced by the village management led by Bendesa Adat (chief of the village). As Dharmika (2009), explores the traditional laws and customs of the Tenganan Pegringsingan village focuses on the relationship between the traditions and environmental sustainability, examining how the village's cultural practices and social structures impact its ecological balance. The study is significant because it provides a comprehensive understanding of the interplay between cultural heritage and environmental conservation in Tenganan Pegringsingan. By analyzing the village's customs, the study highlights the importance of preserving traditional practices in maintaining the ecological health of the region (Veldman et al., 2013).

The village of Tenganan has maintained its traditional character by focusing on cultural preservation and environmental sustainability, rather than developing as a tourist attraction for financial gain. This approach is evident in the community's priorities, as demonstrated through focus group discussions and observations. The villagers prioritize preserving their cultural heritage and maintaining their traditional way of life, which is reflected in the unique architecture and customs they practice. For instance, the Pandanus War, or Mekare-kare, is a ritual that involves men fighting with thorny pandanus leaves to ward off evil spirits and bring prosperity to the village. Similarly, the double ikat weaving technique, used to create the sacred Geringsing cloth, is a complex and time-consuming process that reflects the villagers' dedication to their traditional crafts. Moreover, the village's management has implemented a donation-based system, where visitors are not required to pay entrance fees but are encouraged to contribute to the village's upkeep through donations placed in boxes provided by the village. This approach ensures that the village remains authentic and commercialized, allowing tourists to enjoy a genuine experience of local life (Ives & Kidwell, 2019). The villagers' commitment to environmental sustainability is also evident, as they have worked to restore the local forest after it was damaged by the construction of a paved parking area during the surge in tourism in 2016.

The result during the Focus group discussion with the village management, they are committed to make the village sustainable by enforcing 8 important prohibitions for the village community. Those who are not compliance, traditional sanctions will be imposed.

Table 1. Eight prohibitions mandated by tradition convention (awig-awig) for the community members

No.	Heading	Explanation
1	Prohibition of Cutting Down Trees Without Consent	Ensures sustainable management of the village's forests, preserving cultural heritage and essential resources by requiring community consent before cutting down trees.
2	Prohibition of Cutting Down Living Trees	Prevents the destruction of the forest ecosystem and ensures natural growth and maturation of trees, preserving diverse plant and animal species.
3	Rules for Cutting Down Trees for Building and Firewood	Allows cutting down only dead trees for building materials and firewood, ensuring environmental sustainability and forest regeneration.
4	Prohibition of Cutting Certain Trees	Prohibits cutting down sacred trees such as cempaka, durian, and nangka while alive, preserving their cultural significance.
5	Reporting Dead Trees for Cutting	Requires reporting to the head of the traditional village before cutting down dead trees, ensuring responsible environmental management.
6	Exception for Newlywed Families	Allows newlywed families to cut down living trees for building materials, supporting social and cultural practices during their transition into married life.
7	Prohibition of Selling Land Outside the Village	Ensures that the village's land remains within the community, preserving cultural heritage and responsible land use.

8	Prohibition of Picking Fruit from Trees	Only fallen fruit can be picked, ensuring the preservation of fruit trees and natural growth while meeting the community's needs responsibly.
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Table 1 shows the 8 elements outlined above are crucial for the sustainability of Tenganan village, reflecting the principles of sustainable tourism and ensuring that the village's environment, economy, and social fabric are protected for future generations. These elements are not only important for the current generation but also for the future ones, as they ensure the preservation of natural resources, cultural heritage, and community well-being. The prohibition is no longer ethical but spiritual, the teaching of the religion mandates the follower to behave and act accordingly, this is relevant with the research done by Geng et al. (2017). The first four elements focus on the sustainable management of the village's forests. The prohibition of cutting down trees without consent ensures that the community's natural resources are managed responsibly, preserving cultural heritage and essential resources. The prohibition of cutting down living trees prevents the destruction of the forest ecosystem, allowing for natural growth and maturation of trees, which is essential for maintaining biodiversity. The rules for cutting down trees for building and firewood allow for the responsible use of dead trees, ensuring environmental sustainability and forest regeneration. The prohibition of cutting certain trees, such as sacred trees like cem-paka, durian, and nangka, preserves their cultural significance and ensures that they are not destroyed, as pointed out by Song & Conner (2015).

The remaining elements address economic and social sustainability. The requirement to report dead trees for cutting ensures responsible environmental management and prevents the unnecessary destruction of natural resources. The exception for newlywed families to cut down living trees for building materials supports social and cultural practices during their transition into married life. The prohibition of selling land outside the village ensures that the village's land remains within the community, preserving cultural heritage and responsible land use. The prohibition of picking fruit from trees ensures the preservation of fruit trees and natural growth while meeting the community's needs responsibly. These 8 elements reflect the intergenerational aspect of sustainable tourism development, as they ensure that the village is not only sustainable for the current generation but also for future ones. The principles of sustainable tourism, as discussed by (Edgell, 2019), in his research, emphasize the importance of considering the environment as one of the capitals in development. By adhering to these elements, Tenganan village can ensure that its natural resources, cultural heritage, and community well-being are preserved for future generations, creating a legacy of sustainability (Wijana et al., 2020).

The existence of the village amid modernity and globalization, challenges for its preservation is inevitable. The result of the interview, focus group discussion and literature review 5 challenges are identified. The five challenges faced by the village of Tenganan Pagringsingan can be seen in Table 2.

Table 2. Five challenges faced by the village of Tenganan Pagringsingan

No.	Challenges	Description
1	Tourism Governance	The village lacks optimal governance for tourism, with no careful planning or clear tourism management organization, leading to inefficiencies and potential cultural erosion.
2	Friction Between Customs and Tourism	Rapid tourism growth has created friction between traditional customs and modern influences, undermining the village's cultural identity and social structure.
3	Preservation of Local Wisdom	Continuous effort is needed to package and promote local traditions effectively to maintain their relevance and attractiveness to tourists.
4	Economic Life and Cultural-Based Tourism	The village's economic life is tied to its cultural heritage, requiring careful management to develop cultural-based tourism without altering the traditional way of life.
5	Informal Education for Endogamous Marriages	Informal education preserves endogamous marriages, essential for maintaining the village's social structure and cultural heritage.

While the immediate adverse impacts of tourism on the village may not be significant, proactive anticipation and prevention are crucial for ensuring the village's sustainable and resilient development. The village confronts several challenges related to tourism governance, cultural identity, and economic sustainability. Effective management of these issues is essential to maintain the village's cultural heritage, economic viability, and social cohesion.

The village's lack of optimal governance for tourism has led to inefficiencies and potential cultural erosion. Without careful planning and a clear tourism management organization, the village is unable to effectively manage the influx of tourists, which can lead to the erosion of its cultural heritage (Gohar, 2022). This is particularly concerning as tourism growth can bring about significant changes to the village's social structure and cultural identity. Rapid tourism growth has created friction between traditional customs and modern influences, undermining the village's cultural identity and social structure. As more tourists visit the village, they may not understand or respect the local customs and traditions, leading to a loss of cultural identity. This friction can also lead to changes in the village's social structure, as traditional customs and practices may no longer be followed.

To maintain the relevance and attractiveness of local traditions, continuous efforts are needed to package and promote them effectively. This involves understanding the needs and interests of tourists while also preserving the authenticity of the traditions. Effective packaging and promotion can help maintain the cultural heritage of the village and ensure that tourists gain a deeper understanding and appreciation of the local culture. The village's economic life is closely tied to its cultural heritage, requiring careful management to develop cultural-based tourism without altering the traditional way of life. This involves striking a balance between economic development and cultural preservation. If not managed carefully, cultural-based tourism can lead to the erosion of traditional customs and practices (Aritama et al., 2022). Informal education, such as preserving endogamous marriages, is essential for maintaining the village's social structure and cultural heritage. By preserving these traditions, the village can ensure that its cultural identity remains intact and that its economic development is sustainable (Nezlek, 2021).

The finding of the research obviously demonstrates that Tenganan Village has a great potential and opportunity to be developed as a sustainable tourism destination based on religiosity. The traditional teaching and belief structurally accommodated in the tradition convention and executed by the head of Ulu Upad or Bendesa Adat. At the same time challenges take place when a traditional village enveloped by modern and global ecosystem. A model need to be develop to anticipate the deterioration of the village performance.

Discussions

A model of Religiosity integration in Sustainable Tourism Development (The Case of Tenganan Pagringsingan Village, Bali, Indonesia)

Tenganan Pegringsingan village in Bali faces significant challenges in balancing its cultural heritage with the demands of tourism. To minimize the adverse impacts, a comprehensive model is necessary that integrates various aspects such as religion, traditional conventions, tourism governance, local wisdom, informal education, cultural tourism-based economy, cultural friction, and integration. This model should ensure that tourism development aligns with the village's religious and traditional practices, maintains cultural integrity, and promotes sustainable economic growth while preserving the community's way of life. The model can be seen in Figure 2 below.

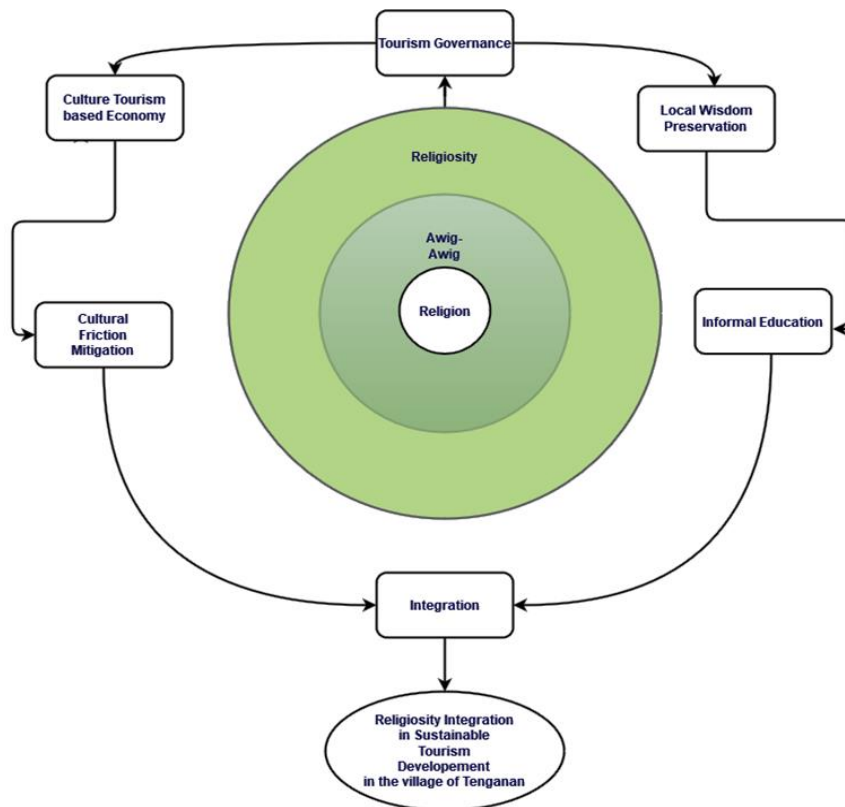


Figure 2. A model of religiosity integration in sustainable tourism development (The case of Tenganan Pagringsingan Village, Bali, Indonesia).

Religion and religiosity play a significant role in shaping various aspects of society, including tourism. It can inspire the creation of awig-awig (convention) that govern tourism practices and promote religiosity among tourists and local communities. This religious aspect can bring about a unique charm and authenticity to tourist destinations. The role of religion and religiosity has become an important issue in sustainable development, the term back to religion indicating that sustainable practices emanate from religious aspect is stronger as it is part of the call of faith (Singh & Clark, 2017).

Tourism governance aims to manage and regulate the tourism activities in the village and ensure that they align with religious values and traditions. This involves preserving the sanctity of religious sites, promoting responsible tourism, and respecting local customs and practices. The research found that the village is not specifically design as tourism destination, the people just live on their culture. The interest of visitors and travel agents to visit the village is inevitable, thus governance is paramount to manage the culturally rich destination (Dredge, 2018).

Local wisdom, deeply rooted in religious beliefs and traditions, guides the development and management of tourism. Local communities often possess rich cultural knowledge and practices that can enhance tourist experiences. Tourism practitioners need to collaborate with locals, learn from their wisdom, and involve them in decision-making processes (Veldman et al., 2013).

Informal education also plays a role in religiosity and tourism. Local communities often share their religious knowledge and practices through storytelling, festivals, or cultural performances. This informal education helps visitors understand and appreciate the religious significance of the destinations they visit. The tradition of Materuna Nyoman, where young generations have to make a strong commitment to study and practice their culture and religiosity for a certain period of time is a model that need to be well integrated with sustainable tourism principles (Dwijendra, 2019; Puglisi & Buitendag, 2022; Suci et al., 2023).

Cultural-based tourism economy is closely linked to religion, as many destinations attract tourists due to their religious heritage. This type of tourism can contribute to the local economy, providing income and job opportunities for the communities while preserving their cultural identity. Culture friction and integration can occur in religious tourism when different cultural and religious beliefs interact. This can lead to a better understanding and appreciation of diverse cultures or, in some cases, challenges due to conflicting values. Achieving cultural integration requires respect, open dialogue, and the willingness to learn from one another. Religious integration and sustainable tourism development involve creating a harmonious relationship between religious practices and tourism activities. This requires a careful balance, where tourism respects and contributes to the preservation of religious sites and traditions, while also benefiting local communities and ensuring the long-term Global Code of Ethics in Tourism

of the destination (Aritama et al., 2022; Song & Conner, 2015; Weaver, 2011; World Trade Organization, World Travel and Tourism & Earth Council (Costa Rica), 1997), they agree that harmonious intersection between religion, religiosity and sustainable tourism are crucial, especially in a village culturally and environmentally sensitive. Overall, religion plays a multifaceted role in the context of tourism, inspiring governance, local wisdom, cultural exchange, and sustainable development (Sherma & Bilimoria, 2022). It is important to approach religious tourism with respect, sensitivity, and a commitment to preserving cultural heritage while fostering positive experiences for both tourists and local communities. The discussion should explore the significance of the results of the work, not repeat them. Comment on the data, referring to the literature (compare it to previous research) and pointing out similarities and differences, explaining these if possible. Return to the aim and research question and show how the aims have been met, and the research question answered.

Conclusions

Tenganan Pegringsingan village in Bali, Indonesia has successfully maintained its traditional character by prioritizing cultural preservation and environmental sustainability by practicing the community religiosity. The village's unique customs and reservoir of their ancient culture in their conventions reflect the community's dedication to their cultural heritage. The village's management has implemented a donation-based system, ensuring that visitors can enjoy a genuine experience of local life without commercializing the village. The villagers' commitment to environmental sustainability is evident in their efforts to restore the local forest by enforcing the principles stipulated in the traditional convention or *awig-awig*. The indigenous belief and practices have become a significant contribution for sustainable tourism development in the village.

However, the village faces several challenges related to tourism governance, cultural identity, and economic sustainability. The lack of optimal governance for tourism can lead to inefficiencies and cultural erosion. Continuous efforts are needed to package and promote local traditions effectively to maintain their relevance and attractiveness to tourists. The village's economic life is closely tied to its cultural heritage, requiring careful management to develop cultural-based tourism without altering the traditional way of life. Informal education, such as preserving endogamous marriages, *Metrana Nyoman* are essential for maintaining the village's social structure and cultural heritage. A comprehensive model integrating religion, religiosity, traditional conventions, tourism governance, local wisdom, and cultural tourism-based economy is necessary to balance cultural heritage with the demands of tourism, ensuring sustainable economic growth while preserving the community's way of life.

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Exploring satisfaction of amusement parks in Indonesia

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Abstract: The rapid growth of amusement parks in Indonesia has elevated them to significant tourist hubs, prompting a detailed examination of visitor satisfaction within these settings. This study aims to analyze the satisfaction trends among tourists visiting top 11 amusement parks in Indonesia and assess whether their ratings accurately reflect their satisfaction. Moreover, it investigates the factors influencing satisfaction levels, employing an adjusted rating method to dissect tourists' ratings and compare them with sentiment analysis results derived from provided reviews. While acknowledging the fluctuating performance of these destinations, with most showing signs of improvement, the study highlights that only 5 destinations within the sample exhibit comovement between adjusted ratings and sentiment analysis results. Furthermore, a closer inspection reveals that some destinations have successfully minimized the prevalence of negative sentiments expressed in reviews. However, there is still 1 destination that is of concern because it has decreased customer satisfaction as indicated by a decrease in score and the addition of negative sentiment.

Keywords: amusement parks, rating, review, satisfaction, sentiment

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Introduction

Amusement parks have become an important part of the recreational industry around the world. In recent years, the amusement park industry has boomed, providing an increasing variety of attractions and activities for visitors every day (Anton Clavé et al., 2023; Rodríguez-Díaz & Pulido-Fernández, 2018). In general core characteristic of amusement park is a park that has closed space in permanent site with controlled access and hybrid consumption which consists of ride, show, or games together with shopping, food, or beverages (Liang & Li, 2023). In Indonesia, amusement parks have a long history and continue to grow along with cultural and economic changes. Initially, theme parks in Indonesia may have focused on the simple aspects of games and shows, but over time, they evolved into more complex recreation centers, encompassing a variety of attractions and facilities that attract visitors of different ages (Nuryanti, 1996).

The growth of amusement parks in Indonesia can be attributed to increasing urbanization and increasing people's purchasing power. This is due to theme parks have been historically regarded as hedonistic consumption destinations, which drives economic development (Milman & Tasci, 2018). Several big cities such as Jakarta, Bandung, and Bali have become the centre of some of the largest amusement parks in Indonesia. The theme park has become a popular culture icon, attracting local and international tourists, as well as being a source of income for the surrounding area.

In addition to the economic aspect, amusement parks also have a significant social impact. They become a gathering place for family and friends to have fun and relax, as well to increase social interaction. In a cultural context, amusement parks often reflect local values and traditions, through themes and attractions (Choi et al., 2020). That showcase elements of Indonesian culture.

Because theme parks transform their locations into focal points of tourism, it's essential to examine visitors' perspectives. (Başarangil, 2018). However, despite its growing popularity,

there's still a scarcity of research in the tourism field that utilizes 'big data' extracted from online reviews to analyze amusement parks e.g.(Albayrak et al., 2021) and (Guo et al., 2017)). In specific as far as our knowledge, there is no study yet to examine this issue in scope of Indonesia. That made this research become frontier to see the pattern of tourist satisfaction with amusement parks in Indonesia, especially because consumer satisfaction is the goal of every business (Kim et al., 2016). In more detail, there are 3 (three) research questions from this study to be explored:

1. How is the trend of tourist satisfaction with amusement parks in Indonesia?
2. Whether the rating given has reflected the satisfaction of the traveler.
3. What factors hinder the satisfaction of tourists.

Methodology

This study used data sources from Google Reviews, which have potential to act as interactive feedback system between users and management (Khan & Loan, 2022). The study was limited to amusement parks in Indonesia based on 4 main categories, namely:

1. The highest popularity, where all samples are the top 20 favorite destinations for tourists according to TripAdvisor in the category of water park and theme park attractions.
2. Available period, for which data is available daily from 2017 to 2023. There is destination that officially opened in early 2017 still included.
3. Adequacy of the number of reviews at least 50 reviews per month per destination.
4. Representing various categories from the type and owners.

Based on the criteria, 11 amusement parks were chosen as sampled and elaborated in Table 1.

Table 1. Selected amusement parks as sample

No	Name of Amusement Park	Location	Year Opened	Land
1	Taman Mini Indonesia Indah	Jakarta Timur, DKI Jakarta	1975	147 ha
2	Dunia Fantasi	Jakarta Utara, DKI Jakarta	1985	21 ha
3	JungleLand Adventure Theme Park	Bogor, West Java	2016	35 ha
4	Taman Safari Indonesia Bogor	Bogor, West Java	1981	55 ha
5	Jawa Timur Park 1	Batu, East Java	2001	22 ha
6	Jawa Timur Park 2	Batu, East Java	2010	22 ha
7	Dino Park - Jawa Timur Park 3	Batu, East Java	2017	5 ha
8	Batu Night Spectacular	Batu, East Java	2008	3 ha
9	Bali Safari and Marine Park	Gianyar, Bali	2007	40 ha
10	Taman Safari Prigen	Pasuruan, East Java	1997	340 ha
11	Waterbom Bali	Badung, Bali	1993	5 ha

(Source: various source, mainly from the official website)

Data collection for this research gathered using scraping rating and review data from Google for the entire available data, which is done using web scraping via Python with the Beautiful Soup package. Total of 365.202 reviews were gathered for this study. Then data processing with limit the period since January 2017 to December 2023. For data cleaning, several processes are carried out such as:

1. Duplicate rating or review from the same user in the same day.
2. Incomplete data is omitted, including users who give ratings without giving review.
3. Limitation on the review of the attraction and amenities in the area of the amusement park.
4. To maintain the quality of the reviews provided, a rating and review data is used only from users who have reached the level of from Google (Bhandari & Noone, 2023). The selection of local guides is carried out using the criteria set by Google, namely having a valid Google Account, meeting the age of over 18 years, and signed up to participate (Google, 2024b).

After cleaning process, there were 174.587 reviews left for further analysis as followed in the Table 2.

Table 2. Data gathered for research

No	Amusement Park Name	Raw Data	Clean Data
1	Taman Mini Indonesia Indah	16.167	8.662
2	Dunia Fantasi	74.081	20.732
3	JungleLand Adventure Theme Park	23.571	13.580
4	Taman Safari Indonesia Bogor	62.021	21.922
5	Jawa Timur Park 1	13.357	8.193
6	Jawa Timur Park 2	48.115	25.016
7	Dino Park - Jawa Timur Park 3	33.362	19.649
8	Batu Night Spectacular	35.867	21.860
9	Bali Safari and Marine Park	20.035	11.827
10	Taman Safari Prigen	28.041	16.774
11	Waterbom Bali	10.585	6.372
Total		365.202	174.587

(Source: Researcher's findings)

Adjusted Rating Analysis

When a person searches Google, they will see star ratings in the results. Google uses an algorithm and an average to determine how many stars are displayed on different review properties. Google generate review score for the place is form the average of all ratings published on Google Maps. All scores are rated on a scale from 1 to 5 stars, with 5 as the highest rating (Google, 2024a).

With the algorithm used, the rating that appears in Google Maps is an accumulation of all ratings given by the user. This has the disadvantage that changes made by tourist destinations are not directly reflected in the rating, especially for destinations that have had many reviews before.

To see the increase or decrease in performance represented by the rating given by travelers, the rating will be broken down based on performance over time. The rating will be based on data entered over the last 365 days, so it will represent the current performance at that time. The adjusted rating will be generated in the moving average, use the Equation 1.

$$\text{adjusted rating} = \sum_{i=0}^n \frac{\text{rating score} \times \text{number of rating}}{\text{total number of rating}} \quad (1)$$

Social Sentiment Analysis

The content shared on social media has also become an essential source of information for travelers deciding amongst destinations (Chung & Koo, 2015). To gauge customer perceptions of the amusement park, this research applied sentiment analysis. Sentiment analysis is a natural language processing technique that evaluates opinions and sentiments through computational text analysis. Before processing the analysis, the review data is processed through several stages, including:

1. Adjustments to abbreviations and typos become standard words.
2. Uniformity of the language used into English. Translate is done using Google Translate, considering several studies show that Google Translate is considered quite comprehensive in translating (de Vries et al., 2018; Groves & Mundt, 2015)

The sentiment of each review was analyzed using model called VADER (Valence Aware Dictionary for Sentiment Reasoning). VADER is a lexicon and rule-based sentiment analysis tools developed by (Hutto & Gilbert, 2014). VADER stands out because it can determine whether a sentence is positive, neutral, or negative, as well as gauge its intensity. Additionally, it considers punctuation, capitalization, degree modifiers, contrastive conjunctions, and negations (Mathayomchan & Taecharungroj, 2020). VADER has been applied in much research including tourism (Alaei et al., 2019).

An example of the use of VADER in comments from amusement park visitors in Indonesia as Table 3. Review 1 shows that the text has a positive score of 0.184 and a neutral score of 0.816, resulting in a compound score of 0.402 which tends to be positive. In contrast review 2

shows the opposite, which compound score become -0,953 and tend to be negative. Additionally, review 3 shows that sentiment analysis has a negative score (0.245) which is higher than a positive score (0.242) so that the compound score produces a number of -0.263 which in general sentiment becomes negative.

Table 3. Examples of VADER sentiment analysis of reviews

Review	Text	Negative Score	Positive Score	Neutral Score	Compound Score	Sentiment
1	One of the family favorite holiday destinations because of its many choices of rides	0,000	0,184	0,816	0,402	Positive
2	Very disappointing all the visitors were photographed when they were about to enter but when our group wasn't photographed. It was confirmed that the camera was broken, then the group behind us was photographed	0,245	0,000	0,755	-0,953	Negative
3	very exciting holiday place but quite tired walking around on foot	0,245	0,242	0,514	-0,263	Negative

(Source: Researcher's findings)

To compare the results from VADER, sentiment analysis also employs TextBlob. TextBlob is a Python library designed for processing text data, offering a straightforward API for various natural language processing tasks like part-of-speech tagging, noun phrase extraction, sentiment analysis, classification, and more (Loria, 2018). TextBlob is fundamentally a construct of the comparison of positive versus negative posts. The sentiment score presented throughout this analysis is the result of the total percent of positive posts less the percent of negative posts, thus resulting in a sentiment score that is necessarily bounded between -1 and +1 (Widmar et al., 2020).

An example of the use analysis of TextBlob as Table 4. The review 1 shows sentiment score 0.342857, which means the score of the review is positive. Conversely, review 2 shows a score of -0.01111 which indicates a negative score. Meanwhile, if the score is 0.00000, it shows the results of a neutral analysis.

Table 4. Examples of TextBlob sentiment analysis of reviews

Review	Text	Sentiment Score	Subjectivity	Overall Sentiment
1	the right place to play and learn science and culture at de bagong there are free blood and eye examination services	0,343	0,668	Positive
2	we went there on january 5 2024 many of the rides were closed and paid 130k. the employees there were busy with themselves and gossiping. if the reason is rain at least there is ticket refund or half price return.	-0,011	0,261	Negative
3	there is lot of education that we can learn there	0,000	0,000	Neutral

(Source: Researcher's findings)

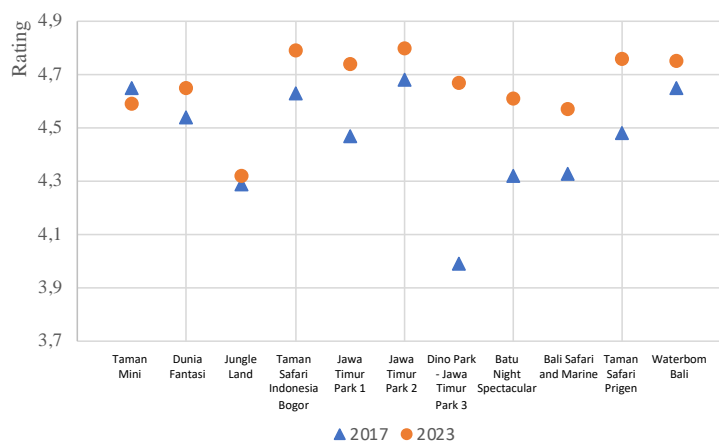
Pearson correlations (Pearson & Filon, 1898) were estimated to investigate the potential of a relationship between the sentiment measures of review and rating given. This is necessary to confirm whether the rating given is in line with the reviews written by visitors.

Results and Discussions

Trend of Tourist Satisfaction with Amusement Parks in Indonesia

In general, almost all amusement parks have shown an improvement in rating score in the past seven years. When looking at the rating improvement, the highest increase was in the Jawa Timur Park 3 destination which jumped 0.68 points to 4.67 by the end of 2023. It followed by Batu Night Spectacular with an increase of 0.29 points, Taman Safari Prigen which rose 0.28 points, and Jawa Timur Park 1 which increased 0.27 points. Taman Mini Indonesia Indah is the only amusement park that experienced a slight decrease in rating 0.06 points.

With this improvement, in short, amusement parks in Indonesia have had a good rating with a score above 4.50. The exception is the Jungle Land destination, which, although undergoing improvements, still has a score of 4.32 at the end of 2023. As for Taman Mini Indonesia Indah despite experiencing a decrease in score, it still has a good rating reaching 4.59. This shows that amusement parks in Indonesia in general are still maintained and continue to make improvements to improve customer satisfaction.



(Source: Researcher's findings)

Figure 1. Comparison end of year adjusted rating between 2017 and 2023

When looking at trends in more detail from year to year at Table 5, there are several interesting things that can be explored. First, there are changes in tourist satisfaction which are reflected in the increase or decrease in the rating given per year. This can be seen from the relatively high standard deviation, especially in Jawa Timur Park 3, JungleLand, and Jawa Timur Park 1. On the other hand, some destinations tend to have low standard deviations, such as Dunia Fantasi and Taman Safari Indonesia Bogor. This shows that the amusement parks tend to have ratings that do not change significantly in the measurement period.

Second, the peak of tourist satisfaction with amusement parks mostly was at the end of 2021, when the tourism sector is reopened after pandemic Covid-19. Several destinations continue to make improvements, so that tourist satisfaction will continue to increase until 2023 such as what happened in Jawa Timur Park 1, Jawa Timur Park 2, and Taman Safari Prigen. Meanwhile, if latter there is a decrease in tourist satisfaction, it is slightly lower from the peak in 2021. In this case, further research is needed both from the aspect of improvement conducted by business actors and from the behavioral aspect of tourists that occur in the pandemic conditions which encourages an increase in tourist satisfaction.

Third, all time data published in Google has not captured the improvements that occurred in the last three years, so it tends to be understated. For example, the all-time rating of East Java Park 1 in Google has a rating of 4.54, but nevertheless the amusement park has made quite positive improvements so that the rating given by tourists throughout 2023 which is reflected in the adjusted rating reaches 4.74. Different gap between the adjusted rating and all-time rating values published also occurred in several other destinations such as Jawa Timur Park 2, Jawa Timur Park 3, Batu Night Spectacular, Bali Safari and Marine Park, and Taman Safari Prigen with

a score difference of more than 0.1 point. This shows that the all-time rating published on the web tend to be bias.

This shows that customer satisfaction continues to move dynamically, so it needs to be measured periodically. The all-time rating published in Google Review is quite relevant in describing tourist satisfaction with the destination, but it not fully reflects customer satisfaction in the current satisfaction from customer of amusement parks.

Table 5. Trend of adjusted rating compared to all-time rating

No	Amusement Park Name	End of Year Adjusted Rating								All time Rating
		2017	2018	2019	2020	2021	2022	2023	Standard Deviation	
1	Taman Mini Indonesia Indah	4.65	4.61	4.62	4.53	4.59	4.30	4.59	0.12	4.51
2	Dunia Fantasi	4.54	4.62	4.66	4.70	4.71	4.67	4.65	0.06	4.62
3	JungleLand Adventure Theme Park	4.29	4.44	4.48	4.40	4.01	4.25	4.32	0.16	4.35
4	Taman Safari Indonesia Bogor	4.63	4.65	4.71	4.75	4.81	4.79	4.79	0.07	4.72
5	Jawa Timur Park 1	4.47	4.57	4.63	4.66	4.73	4.74	4.74	0.10	4.54
6	Jawa Timur Park 2	4.68	4.68	4.72	4.77	4.78	4.80	4.80	0.05	4.69
7	Dino Park - Jawa Timur Park 3	3.99	4.43	4.59	4.67	4.70	4.68	4.67	0.26	4.49
8	Batu Night Spectacular	4.32	4.54	4.52	4.54	4.61	4.58	4.61	0.10	4.47
9	Bali Safari and Marine Park	4.33	4.46	4.49	4.55	4.67	4.62	4.57	0.11	4.46
10	Taman Safari Prigen	4.48	4.62	4.67	4.67	4.69	4.72	4.76	0.09	4.64
11	Waterbom Bali	4.65	4.65	4.72	4.74	4.89	4.83	4.75	0.09	4.69

(Source: Researcher's findings)

Remarks: Bold number indicate the peak of the rating. All-time ratings published in Google Maps use a 1-digit decimal round number.

Satisfaction of the Traveller Based on Rating Given

Furthermore, when looking at the given rating, it is necessary to check further whether it has reflected the satisfaction of the traveler. Using sentiment analysis, a score has been obtained between -1 and +1 from each review given. The score is then aggregated into a trend to do comparison between the adjusted rating results and the sentiment analysis results. In general, results show varying variations between destinations. The results of the sentiment analysis are then compared using correlations as shown in Table 6.

Based on the correlation results obtained, comovement between rating and review It is divided into 2 groups, namely positive correlation and negative correlation. The first group for positive correlations is shown by 5 main destinations, namely Taman Mini Indonesia Indah, Jawa Timur Park 1, Jawa Timur Park 2, Jawa Timur Park 3, and Waterbom Bali. This shows that the comments given by tourists are in line with the reviews given, in tourists who give high ratings are accompanied by positive comments. So that 5 destinations can be confirmed that the ratings and reviews given can reflect customer satisfaction.

Furthermore, in the second group, destinations such as Dunia Fantasi, Taman Safari Indonesia Bogor, Batu Night Spectacular, and Taman Safari Prigen showed the opposite results shown by negative correlation results. The opposite comovements shows that customer satisfaction cannot be fully reflected in the ratings and reviews given. This can be affected by subjectivity of the rating. Some visitor give the highest rating even though they have complaints written in reviews, as well as some sample in Table 7.

Table 6. Correlation of adjusted rating compared to sentiment analysis

No	Amusement Park Name	Sentiment with TextBlob			Sentiment with VADER		
		2017	2023	Correlation with Adj Rating	2017	2023	Correlation with Adj Rating
1	Taman Mini Indonesia Indah	0.279	0.158	0.760	0.410	0.205	0.720
2	Dunia Fantasi	0.200	0.197	-0.510	0.411	0.395	-0.640
3	JungleLand Adventure Theme Park	0.179	0.230	-0.170	0.225	0.338	-0.110
4	Taman Safari Indonesia Bogor	0.233	0.161	-0.760	0.358	0.249	-0.510
5	Jawa Timur Park 1	0.208	0.224	0.570	0.251	0.295	0.040
6	Jawa Timur Park 2	0.131	0.193	0.820	0.179	0.455	0.820
7	Dino Park - Jawa Timur Park 3	0.158	0.292	0.630	0.206	0.420	0.630
8	Batu Night Spectacular	0.186	0.149	-0.700	0.231	0.214	-0.430
9	Bali Safari and Marine Park	0.212	0.195	-0.500	0.260	0.284	0.220
10	Taman Safari Prigen	0.207	0.174	-0.830	0.259	0.278	-0.570
11	Waterbom Bali	0.267	0.360	0.750	0.377	0.600	0.810

(Source: Researcher's findings)

As a part of the discussion, that not all ratings given can fully reflect satisfaction from the community. The comovement only reflects the similarity of patterns between positive ratings and sentiment from reviews. In the event that there are differences, this is a space for business actors to further evaluate what negative things are covered in the review so that it hinders tourist satisfaction.

Table 7. Sample of the inconsistency rating given

No	Review	Rating Given	Sentiment VADER	Sentiment TextBlob
1	Visited December 25, 2021 after PPKM. Sorry I am disappointed that all the games haven't been opened yet. With ticket price of 175k for just few games it feels too expensive.	5	-0,625	-0,638
2	Unfortunately, the game hasn't been fully opened after covid 19 and not all the rides are still functioning.	5	-0,450	-0,340
3	I was going to try riding the windmill but unfortunately it rained until the afternoon	5	-0,500	-0,477

(Source: Researcher's findings)

Factors Hinder the Satisfaction of Tourists

Furthermore, as a review to see the factors hinder the satisfaction of tourists, a more in-depth analysis of the review given. For this reason, a mapping of negative sentiments given by tourists is carried out to be further compiled in the form of wordcloud, especially for negative sentence to extract what word that appear most often.

In general, the main negative factors that hold back visitor satisfaction in all amusement parks are the factor of ticket prices and queues to attractions. This is reflected in the words "price", "ticket", "expensive", and "queue" which dominate the frequency of negative words appearing in the reviews given, as presented at Table 8.

If you look in more detail for amusement parks that have experienced an increase in ratings in the last 7 years, the majority have managed to reduce complaints from tourists about price and queue issues. Destinations that experienced the highest score improvements such as East

Java Park 3 and East Java Park 1 made improvements to reduce visitor disappointment since 2017. In East Java, Park 3 has succeeded in reducing negative comments related to "expensive" which is no longer dominant in 2023. In addition, East Java Park 1 also succeeded in reducing negative comments, namely "damaged" and "bored". East Java Park 2 also reducing negative comments "bad". The same thing with Waterbom Bali which dropped negative comments "queue" which dominated in 2017.

Table 8. Top of negative comment per amusement parks

No	Amusement Park Name	Change in Adjusted Rating 2017 vs 2023	Top of Word Negative Comment by Frequency	
			2017	2023
1	Taman Mini Indonesia Indah	-0,06	Ticket (23) Parking (22) Queue (20)	Queue (134) Time (115) Ticket (108)
2	Dunia Fantasi	0,11	Ticket (34) Expensive (28) Price (16)	Ticket (40) Price (13) Expensive (13)
3	JungleLand Adventure Theme Park	0,03	Hot (15) Parking (11) Queue (12)	Ticket (18) Queue (16) Closed (16)
4	Taman Safari Indonesia Bogor	0,16	Time (6) Price (6) Expensive (6)	Time (35) Parking (25) Expensive (24)
5	Jawa Timur Park 1	0,27	Tired (6) Damaged (4) Bored (4)	Service (9) Ticket (8) Time (6)
6	Jawa Timur Park 2	0,12	Bad (21) Queue (23) Tired (13)	Long (59) Ticket (57) Queue (52)
7	Dino Park - Jawa Timur Park 3	0,68	Expensive (9) Finished (9) Queue (7)	Ticket (15) Service (15) Tired (8)
8	Batu Night Spectacular	0,29	Ticket (34) Expensive (28) Price (16)	Ticket (40) Price (13) Expensive (13)
9	Bali Safari and Marine Park	0,24	Expensive (12) Time (11) Price (8)	Price (27) Ticket (25) Expensive (23)
10	Taman Safari Prigen	0,28	Ticket (31) Unfortunately (29) Expensive (15)	Expensive (13) Time (9) Tired (8)
11	Waterbom Bali	0,10	Expensive (11) Queue (9) Price (9)	Time (16) Price (14) Scary (10)

(Source: Researcher's findings)

Conversely, the Taman Mini Indonesia Indah destination which experienced a decrease in score was also reflected in the increase in negative comments in its reviews. This can be seen from the emergence of negative words "queue" which has experienced an increase in the frequency of reviews from 30 times used in 2017 to 134 times in 2023. It's a basic flaw that parks usually involve significantly longer wait times compared to other tourist spots, which exacerbates the feeling of overcrowding for visitors, especially during busy times (Zhang et al., 2017). This needs to be the attention of the amusement park manager to immediately mitigate so as not to reduce customer satisfaction scores further. Several strategies can be done to reduce queues, such as to consider adopting crowds' management by using differential pricing based on peak and off-peak times. Furthermore, management can also implement an exclusive reduced-wait queue line for higher-paying customers (Milman et al., 2020).

The persistence of negative comments that appear in the reviews given can hold back the improvement of the amusement park's score. This makes customer satisfaction not optimal, because there are negative things that are the catalyst. For this reason, it is necessary for tourist destination managers to focus on several main issues that tourists often complain about related to ticket prices and long queues.

Limitations and Future Research

This research has several limitations that become room for future improvement. First, the study was limited to 11 of the most popular amusement parks in Indonesia, which were concentrated in a few locations. As for its development, several new amusement parks have emerged in Indonesia. In addition, the conglomerate group that owns Amusement Park is currently also continuing to expand in other areas. These developments can be further analyzed regarding the comparison of tourist responses to new amusement parks compared to existing amusement parks.

Second, this study has room for further analysis by looking more granularly at the responses of travelers based on age generation. This can provide insight for theme park operators to analyze market response to the intended segment. In addition, this study does not include the implementation of technology which based on several studies has an impact on customer satisfaction (Hu et al., 2021; Wei et al., 2019).

Finally, this study passed through the COVID-19 pandemic period from 2019 to 2022, where human movement was severely restricted, which had implications for activities in tourist destinations. Several studies show that there has been a shift in tourist preferences during the pandemic period (Bhinadi et al., 2021). It needs to be further investigated whether the post-pandemic era will again change tourist preferences, especially in amusement parks in Indonesia.

Conclusions

The results of the analysis show that there have been fluctuations in amusement parks customer satisfaction during 2017 to 2023, but almost all amusement parks have shown an improvement in rating score. This is a positive thing, where tourist destination managers continue to make improvements to increase customer satisfaction. However, from 11 amusement parks samples, there was 1 destination that experienced a slight decrease in score, namely Taman Mini Indonesia Indah. Even so, the rating score of these destinations is still quite high with an average of above 4.5 out of a scale of 5.0.

In addition, to check whether the rating reflects customer satisfaction, an analysis was carried out to see the comovement between the rating score given and the sentiment analysis of reviews written by visitors. As a result, 5 out of 11 destinations have a high correlation between the results of sentiment analysis and rating score. This shows that customers have alignment in the assessment in the form of reviews and rating scores.

To complete the analysis in looking at the satisfaction factor in more depth by dissecting negative comments to see what words are most conveyed by visitors. In general, some destinations have managed to reduce negative words that appeared in 2017 such as "expensive", "bad", and "queue". In some destinations, although the negative sentiment does not really disappear, but at least it can be minimized so that it can increase the tourist satisfaction score. As for the Taman Mini Indonesia Indah destination, which has decreased scores, it needs more attention to negative sentiment from the "queue" and "difficult" aspects which strengthen in 2023.

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Model of resilience strategies of small and medium-sized tourism enterprises post pandemic crises in marine-based destination

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Abstract: This study investigates the resilience strategies employed by small and medium-sized tourism enterprises (SMTEs) in Tanjung Bira, a marine-based destination in South Sulawesi, Indonesia, to cope with the impact of the COVID-19 pandemic. Duchek's Model of resilience, which conceptualizes resilience as a meta-capability composed of three stages (anticipation, coping, and adaptation), is used as a key framework. An exploratory qualitative approach was employed, involving in-depth semi-structured interviews with seven informants representing various tourism stakeholders. Thematic analysis revealed several main strategies for SMTE resilience: collaboration with stakeholders, government intervention, implementation of digital marketing, strengthening SMTEs legality, and strengthening/diversification of SMTE products. Mapping these strategies onto Duchek's Model, the anticipation stage included strategic planning, risk assessment, and building dynamic capabilities; the coping stage consisted of immediate financial measures and policy support; and the adaptation stage involved diversification, technology and innovation adoption, and collaboration and networking. A key implication is that destination management organizations should create innovative products and leverage online platforms for marketing to increase visitor arrivals and boost SMTE product sales. The findings contribute to understanding SMTE resilience in the context of a marine-based destination in Eastern Indonesia and provide insights for policymakers and practitioners to support SMTE recovery and long-term sustainability post-pandemic.

Keywords: COVID-19 pandemic, Duchek's model of resilience, marine-based destination, resilience strategies, SMTEs, stakeholder collaboration

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Introduction

The COVID-19 pandemic has significantly impacted the tourism sector, specifically the people's economy at the lowest level (Ghaderi et al., 2022; Ghorbani et al., 2023; Munawar et al., 2021). Since the lockdown period, business activities have been in disarray with a policy prohibiting each country from conducting direct transactions. Specifically in Indonesia, PPKM (lockdown) has become a policy that has significantly impacted access to individual businesses, including Small and Medium Enterprises (SMEs). On the other hand, the tourism sector requires the SME sector as one of the driving forces of the tourism business in every destination in Indonesia (Fauzi & Sheng, 2022; Mardiatmi et al., 2023; Saputera et al., 2021).

Existing tourism SMEs or SMTEs can be in the form of business activities that are included in the tourism business: providing transportation, accommodation, food and beverage services as well as tourism activities at tourist attractions (Harchandani & Shome, 2021; Tarapuez et al., 2016). This business activity has provided an opportunity for the community to contribute money-wise so that it becomes a source of income for the community itself. It cannot be denied that the tourism industry is one of the most promising business opportunities and

can continuously provide visitors when it is well managed because the need for recreation will never end. However, a crisis such as COVID-19 can disrupt business continuity for the community. Furthermore, most tourism-related services are impacted by the regulations intended to prevent viral spread (mobility limits and social segregation), which produce supply shocks; tourism appears to be particularly susceptible to a health crisis (Arbulú et al., 2021).

The tourism business based on the Tourism Law Number 10 of 2009 regulated in Indonesia consists of the business of tourist attractions; tourism resorts; tourist transportation services; tourism travel services; food and beverage services; accommodation; organising entertainment and recreation activities; organising meetings; incentive trips, conferences, and exhibitions; tourism information services, tourism consulting services; tour guide services; water-based tourism; and spa. The community can also develop these types of businesses as SMEs in tourist destinations, which serve as their source of income. In this case, the SME sector has the potential to contribute to national and regional economies. It can become part of the backbone for the recovery of the national and regional tourism sector after the COVID-19 pandemic. SMEs and tourism have an intertwined relationship because the business activities of SMEs in the tourism sector can also lead to the quality of destinations. SMEs enhance the tourism experience with diversity, innovation, and a personal touch, and tourism offers SMEs a platform for development, business prospects, and exposure to a global market (Tolstoy et al., 2021).

In the context of the business resilience of SMEs in maritime-based destinations, further exploration is still needed through in-depth studies specifically for sustainable economic development in the tourism sector (Williams et al., 2020). It is undeniable that tourism, as one of the driving forces of the economy, has the potential to reach communities at the grassroots level. SMEs in the tourism sector have the potential to drive local economic growth, create employment opportunities, promote local culture and heritage, and enhance community well-being. Tourism businesses in destinations before COVID-19 had economic impacts on the local community (Mohammed Said Al-Mughairi et al., 2022), but these businesses require efforts to rebuild and sustain them after COVID-19, necessitating appropriate strategies for the continuity and resilience of SMEs in this sector (Widiastini et al., 2023).

The vulnerability of the tourism sector and its potential impact on the economy are caused by COVID-19. Tourism is one of the industries that COVID-19 has severely hit; every level of the tourism sector is exposed due to the host of imposed operational containments on SMEs. As one of the essential contributors to the countries' Gross Domestic Product (GDP), the tourism sector is suddenly facing the risk of imminent collapse as many businesses embrace themselves for the significant scales of retrenchment and total loss of income.

Arcese et al., (2021) assert that most companies in the tourism industry are characterised by small size and family ownership, indicating their status as small and medium enterprises (SMEs). The interplay between family and business represents an exclusive entrepreneurial culture that has the potential to evolve into transgenerational entrepreneurship, serving as a primary economic engine within the tourism sector. This kind of SME is more vulnerable and may need particular strategies to be resilient in times of crisis. The pandemic has significantly impacted the sustainability of SMEs, particularly in the tourism sector. Klein & Todesco (2021) argue that SMEs are frequently less secure, and their dire situation is made more difficult by traits including a lack of specialist knowledge and financial constraints. The ongoing pandemic has had a significant impact on most sectors globally. However, its effects on SME businesses have been severe, especially for those operating within the tourism and hospitality industries. These SMEs are particularly susceptible due to their reliance on government policies and regulations regarding travel. Therefore, it is essential to conduct further research focusing on the impact of COVID-19 on tourism SMEs and their workforce. Additionally, policymakers must implement targeted measures to support these enterprises and help them adapt and innovate.

Saad et al. (2021) address the need for further resilience research, specifically to enhance understanding from the perspective of SMEs. Kukanja et al. (2020) argue that different types of tourism SMEs may require tailored resilience strategies but there is limited research that differentiates the resilience needs and strategies among these various sectors. They also contend that most studies focus on immediate crisis management practices and short-term strategies and there is a need for research which explores long-term resilience strategies that

can sustain SMTEs beyond the immediate aftermath of a crisis. Furthermore, research on the role of policy and institutional support in fostering the resilience of SMTEs needs to identify effective policies and institutional frameworks can help in creating supportive environments for SMTEs (Badoc-Gonzales et al., 2022). Through the exploration of journal database (google scholar) research conducted in the context of SMTEs in Indonesia has been dominated by the Western Part of Indonesia, as the area is more developed economically than the Eastern Part of Indonesia (Hidayati & Permana, 2022; Aurelia et al., 2021). This study was conducted in South Sulawesi Province, located in the Eastern Part of Indonesia, which has several well-known marine-based tourist attractions, one of them is Tanjung Bira.

This study contributes significantly to both the hospitality industry and academia by providing insights into the resilience strategies of small and medium-sized tourism enterprises (SMTEs) in a marine-based destination in Eastern Indonesia, specifically Tanjung Bira in South Sulawesi. It applies Duchek's Model of resilience to analyze SMTE strategies, offering a structured framework for understanding how SMTEs build resilience before, during, and after crises. By mapping identified resilience strategies onto this model, the research provides a comprehensive view of how different strategies fit into the overall resilience process for SMTEs. The findings contribute to understanding SMTE resilience in the context of a marine-based destination, offering practical insights for policymakers and industry practitioners on supporting SMTE recovery and long-term sustainability post-pandemic. By focusing on SMTEs in Eastern Indonesia, the study helps address the imbalance in tourism research between more developed and less developed regions of the country. The qualitative, exploratory approach provides rich, contextual data that can inform future quantitative studies on SMTE resilience in similar destinations, bridging gaps between theory and practice and offering both academic insights and practical recommendations for building resilience in the vital SMTE sector of the tourism industry.

Context of SMEs in Indonesia

The regulation of SMEs in Indonesia is contained in Law Number 20 of 2008, which regulates the types and criteria of SMEs. Based on this law, the Indonesian government differentiates the definition of micro, small, and medium enterprises. MSMEs in Indonesia refer to Micro, Small, and Medium Enterprises. These enterprises play a crucial role in the Indonesian economy, contributing to employment generation, poverty reduction, and economic growth. The definition of MSMEs in Indonesia is based on two primary factors: assets and annual revenue.

Micro enterprises are the smallest category of MSMEs, with total assets worth up to 50 million Indonesian Rupiah (IDR) and annual revenue of up to 300 million IDR. Small enterprises are the next category in the MSME classification. A business is considered a small enterprise in Indonesia if it has total assets worth between 50 million and 500 million IDR and has annual revenue between 300 million and 2.5 billion IDR. Medium enterprises are the largest category within the MSME classification. They can be classified as medium enterprises in Indonesia if a business has total assets worth between 500 million and 10 billion IDR and annual revenue between 2.5 billion and 50 billion IDR. These definitions may be subject to change as per the policies and regulations of the Indonesian government. The government often revises these criteria to accommodate changes in the economic landscape and provide appropriate support to MSMEs.

SMEs in Tourism

SMEs are critical players in the tourism industry worldwide. They provide significant employment opportunities, promote regional economic development, and foster entrepreneurship. SMEs, however, have proven to support the economy mainly through employment (Al-fadly, 2020; Bouazza, 2015; Rotar et al., 2019), flexibility to operate, entrepreneurship (Lewandowska & Stopa, 2021), and holding subsidiary operations like supply chain to larger firms. However, SMEs face various challenges, such as limited financial resources, insufficient expertise, lack of access to international markets, and competition with larger firms. Despite these challenges facing tourism-related SMEs globally, entrepreneurs should capitalise on available opportunities when provided. For instance, fostering partnerships among different players in the value chain

(Selviaridis & Spring, 2022), such as governments at various levels working alongside private sector partnerships, would create an enabling environment for optimised, sustainable outcomes across all stakeholders.

Asthana (2022) notes that the relationship between small businesses and tourism is not commensalism but rather mutualism, as the tourism industry also benefits from the presence of small businesses, and small businesses play a crucial role in expanding policy effects to the micro level for the tourism industry. This mutualistic relationship implies that tourism businesses and tourists benefit from the relationship by creating mutually advantageous interactions. In other words, both parties gain advantages and engage in interactions. This relationship can also be linked to tourism products, which should provide experiences for tourists, as creating tourism products is inseparable from delivering services that offer experiences for tourists.

SMEs represent the tourism industry's backbone and provide high-quality services to increasingly sophisticated customers who desire an "all-in-one experience" (Maggioni et al., 2014). Despite their importance to the tourism industry, SMEs often need help with challenges that can hinder their resilience and longevity (Conz et al., 2017; DiBella et al., 2023), including limited resources, lack of access to financial and technological resources, lack of marketing expertise, and insufficient support from government agencies. However, to survive unexpected shocks like the recent COVID-19 crisis and be successful in the long run, SMEs need to demonstrate resilience by being adaptive, innovative, and strategic in their operations (Zighan et al., 2022). Developing a strategic plan for SMEs in the tourism industry is required to ensure business continuity (Fabeil et al., 2020; Lo & Sugiarto, 2021; Lehan & Kamarudin, 2023) despite disruptions and aid in post-pandemic recovery. In addition, collaboration with other SMEs within the industrial stakeholders and leveraging digital technologies can also aid in fostering resilience (Khurana et al., 2022; Kumar et al., 2023; Klein & Todesco, 2021).

SMEs Facing crisis to be resilient

Business resilience refers to an organisation's ability to effectively respond, adapt, and recover from various challenges, disruptions, or crises while maintaining its core functions and achieving long-term success (Sahebjamnia et al., 2015; Corrales-Estrada et al., 2021; Saad et al., 2021). To prevent prolonged decline within organisations and achieve strategic resilience, adopting a more comprehensive perspective on resilience is crucial (Duchek, 2020). Small businesses need more organisational development to cultivate resilience (Burnard & Bhamra, 2011). Ineffective leadership, absence of proper planning, and inflexible frameworks impede their capacity to adjust to market disturbances (Knight & Cavusgil, 2022; Khanzad & Gooyabadi, 2021; Pal et al., 2014).

The COVID-19 pandemic has significantly impacted the tourism industry. The crisis has been particularly devastating, especially for SMEs within the tourism sector. Most studies on the Impact of Covid 19 reveal that financial factors primarily impact SMEs worldwide. Next, SMEs could be more secure (Klein & Todesco, 2021). Their dire situation is made more difficult by traits including a lack of specialist knowledge and financial constraints. The pandemic has resulted in a trend of decreasing travel and tourism, pushing many SMEs within the industry to the verge of bankruptcy. Further, it highlighted that the impact of COVID-19 on SMEs, in general, is more severe than that on larger companies. This situation can be actual for SMEs in the tourism and hospitality industries, where SMTEs rely heavily on government regulations related to tourist travel. Furthermore, the COVID-19 pandemic has presented a significant crisis for small businesses, requiring them to reassess their strategies and develop proper crisis planning to survive and recover (GorjianKhanzad & Gooyabadi, 2021). Additionally, as Lashley & Rowson (2010) contend, the tourism industry comprises small and medium-sized enterprises. Therefore, the impact on SMEs is significant not only for the individual businesses themselves but also for the overall health of the tourism industry (Khlystova et al., 2022). SMTEs and the creative economy have been significantly impacted by COVID-19. The SMTEs rely heavily on government policies and regulations regarding travel, making them particularly vulnerable to the adverse effects of the pandemic. Furthermore, Bui & Ngo (2022) highlighted the economic, ecological, institutional, and social impact of COVID-19 on tourism resilience, emphasising that the crisis has significantly impacted tourism SMEs' ability to remain resilient in the face of adversity.

This notion highlights the need for a comprehensive approach to address SMEs' challenges in the tourism industry.

To help tourism SMEs adapt and innovate, Estiri et al. (2022) proposed a framework for selecting resilience policies during the pandemic. Governments increasingly prioritise promoting innovation within SMEs (Bertello et al., 2022). Additionally, more research must be done to support these enterprises affected by COVID-19, considering their unique characteristics and vulnerabilities (Ahmed et al., 2021). These findings imply that keeping SMEs with policy measures targeted explicitly towards them can help them sustain through an otherwise challenging time; as seen from evidence, few examples of good practices emerging around voucher schemes providing targeted liquidity support or loan guarantees designed and accessible to micro-enterprises exist.

Crises are inherent in business operations within every organisation. Each business entity employs its approach to overcome the crises it faces. According to Garcia-Haro et al. (2021), the most significant factor contributing to business failure is financial crisis. Financial failure is an internal factor within an organisation that arises due to poor investments made by SMEs. However, the onset of financial crises is also influenced by external factors, such as global health and economic crises. In dealing with crises Thorgren & Williams (2020) indicated that SMEs take immediate action by postponing investments, reducing labour costs, cutting expenses, and negotiating contracts and terms. Additionally, the data highlights how SMEs are reluctant to undertake actions that would increase their debt-to-equity ratio during ongoing crises (Thorgren & Williams, 2020). To further enhance the resilience of SMEs in the tourism industry, there needs to be an emphasis on building innovative and dynamic capabilities that will help them gain a competitive advantage in the face of unpredictable challenges (Seow et al., 2024). By drawing insights from scholars, it becomes evident that business resilience involves proactive measures such as strategic planning, risk assessment, and adaptability. It also encompasses a holistic approach that aligns various components and stakeholders and emphasises the role of leadership and effective crisis management. These factors collectively contribute to an SME's ability to navigate challenges, recover quickly from disruptions, and maintain long-term success in a dynamic and uncertain business environment.

SME strategies for resilience

Several authors have discussed strategies for business resilience in the SME sector, both at a global and local level. Gamage et al. (2020) developed strategies including expanding dynamic capabilities, R&D expenditure, technology innovations, new partnerships, being part of the international supply chain, social capital and flexible relationships with partners, internet and electronic commerce, credit grant schemes, SMEs database, and linkage formation. Nurunnabi (2020) claimed that renewal strategy or business transformation, cost-leadership strategy, financial sustainability, crisis management, and the government's continued support and stimulus package are other resilient strategies to cope with the crisis. Furthermore, Zutshi et al. (2021) include collaboration, openness, taking advantage of opportunities/ victory, and durability for resilience strategies. Collectively, this range of resilient strategies aims to enhance organisational resilience and enable businesses to cope effectively with crises.

Resilience strategies for small and medium-sized enterprises (SMEs) in the tourism sector have been explored by scholars, considering the specific challenges and characteristics of the industry. Diversification as a resilience strategy is vital for SMEs (Ahmed et al., 2021), especially for SMEs in tourism (Badoc-Gonzales et al., 2022). SMEs should consider diversifying their customer base, products, and markets. By offering a range of tourism experiences, targeting different customer segments, and exploring new markets, SMEs can reduce their vulnerability to disruptions in specific markets or customer segments. Next, the significance of innovation and technology adoption for enhancing SMEs' resilience must be considered a resilience strategy (Camisón & Monfort-mir, 2012; Hjalager, 2002; Türkes et al., 2021). SMEs should embrace technological advancements and innovative practices to improve operational efficiency, enhance the visitor experience, and adapt to changing customer preferences. This conception includes adopting digital marketing strategies, implementing online booking systems, and leveraging data analytics for better decision-making. Diem et al. (2021) highlighted the importance of col-

laboration and networking as resilience strategies for tourism SMEs. SMEs can strengthen their resilience by forming partnerships or cooperatives with other tourism businesses or organisations. Collaborative initiatives can lead to resource sharing, joint marketing efforts, knowledge exchange, and collective responses to challenges or disruptions. Asthana (2022) emphasises the importance of various strategies contributing to the resilience of small and medium-sized enterprises (SMEs) in the tourism industry. These strategies include enhancing the performance of SMEs, adopting transformational leadership, promoting resilience and sustainability within SMEs, fostering entrepreneurship, and improving competitiveness. In line with that, SMEs should adopt sustainable business practices that consider environmental, social, and economic dimensions (Yacob et al., 2022). By embracing sustainable tourism principles, SMEs can enhance their reputation, attract eco-conscious customers, and contribute to the long-term viability of the tourism destination.

Furthermore, destination management organisations play a substantial role in supporting the resilience of tourism SMEs (Bhaskara & Filimonau, 2021). SMEs can benefit from collaborating with DMOs, which provide digital marketing support (Zainal-Abidin et al., 2023), crisis management assistance (Jiang & Ritchie, 2017), access funding opportunities (Jones & Haven-Tang, 2005), and navigate challenges collectively (Abidin, 2021). These scholarly references suggest that resilience strategies for SMTEs involve diversification, innovation and technology adoption, collaboration and networking, sustainable practices, and engagement with destination management organisations. By implementing these strategies, tourism SMEs can enhance their ability to withstand disruptions, adapt to changing market conditions, and seize opportunities for growth and sustainability.

Duchek's Model of resilience

Duchek's model conceptualizes resilience as a meta-capability composed of three stages: anticipation, coping, and adaptation. This model emphasizes the importance of understanding the relationships and interactions between these stages to develop a comprehensive resilience strategy (Duchek, 2020). Business resilience is defined as the ability of an organization to sustain its value proposition despite unexpected current and future disruptions. This ability can manifest at various levels, including individual, team, organizational, and environmental levels (Radic et al., 2022). It involves both short-term adaptability and long-term strategic planning to return to a predefined starting position quickly after a disruption and to integrate long-term benefits from changing conditions. Business resilience is a holistic approach that combines risk management, business continuity planning, and organizational agility to ensure that an organization can maintain its value proposition despite disruptions.

Duchek (2020) came up with three key components in her model including anticipation, coping and adaptation. The anticipation stage involves identifying potential risks and preparing for them before they occur. It includes risk assessment and proactive planning to mitigate potential disruptions. The coping stage focuses on managing the crisis effectively. This includes crisis management strategies, clear action plans, and designated roles and responsibilities for team members. While the adaptation stage involves learning from the disruption and making necessary adjustments to improve future resilience. This can include innovation, process improvements, and strategic changes to better handle future disruptions. By understanding and implementing the stages of anticipation, coping, and adaptation, organizations can develop robust strategies to enhance their resilience and thrive in a Volatile, Uncertain, Complex, and Ambiguous (VUCA) World (Andersson & De Paula, 2022; Olano, 2022). Duchek's Model provides a comprehensive framework for SMTEs to build resilience by focusing on anticipation, coping, and adaptation stages. By adopting this model, SMTEs can enhance their ability to withstand, adapt, and thrive amidst adversity, ensuring long-term sustainability and success.

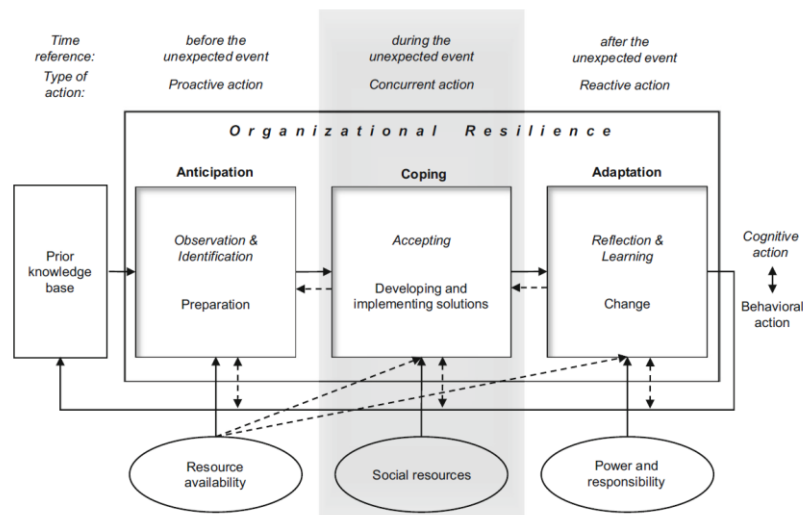


Figure 1. Duchek's Model of Resilience (Duchek, 2020)

Duchek's model was chosen as the guiding framework for this study because it provides a comprehensive approach by defining three successive resilience stages - anticipation, coping, and adaptation. This staged model allows for examining SMTEs' resilience strategies at different phases. Additionally, the model incorporates both proactive elements like anticipating potential crises in the anticipation stage, and reactive elements in the coping and adaptation stages. This aligns well with the study's aim to identify a range of strategies SMTEs used before, during and after the pandemic. Furthermore, by mapping the identified strategies to Duchek's three stages, the study is able to provide a structured and dynamic understanding of how the various strategies fit into the overall resilience process.

Methodology

This study is qualitative research that uses an exploratory approach. Qualitative research considers the overall locations and individuals involved to gather data on their encounters with a particular phenomenon or event (Bryman, 2016). The utilisation of qualitative methodology in this research provides an advantage as the researchers directly inquired with related stakeholders of SMEs in tourism about the actions and decisions that enabled their businesses to withstand the strategic challenges posed by the pandemic. It aims to find new conceptual problems to develop further the impact of COVID-19 and strategies that can be used based on the views of SMTE actors and other supporting stakeholders.

The study employed semi-structured interviews, guided by an interview protocol developed from the research objectives and a comprehensive literature review. The protocol was refined through pilot testing with academic peers to ensure clarity and relevance. Each interview, lasting 40 to 60 minutes, was conducted face-to-face and recorded with the informants' consent. Participants were recruited using purposive sampling techniques to ensure a diverse representation of stakeholders in the SMTE sector. Initial contacts were established through professional networks, industry associations, and local government agencies. The recruitment process involved identifying key stakeholders where potential informants were identified based on their roles and involvement in the SMTE sector, outreach and engagement where initial outreach was conducted via phone calls, explaining the study's purpose and inviting participation and screening and selection where informants were selected based on their willingness to participate and their relevance to the research objectives. Criteria included their experience and knowledge of SMTE resilience strategies. All participants provided informed consent before the interviews, ensuring they were fully aware of the study's aims and their rights as participants. This systematic recruitment process ensured that the selected informants were well-positioned to provide valuable insights into the resilience strategies of SMTEs.

To enhance the validity and credibility of the findings, the study employed methodological triangulation, combining multiple data sources and methods. Firstly, data triangulation was used by collecting data from different stakeholders to capture diverse perspectives on SMTE resilience strategies. Secondly, methodological triangulation was used interviews and document analysis to corroborate the findings and provide a comprehensive understanding of the resilience strategies employed by SMTEs. The study involved seven informants, a number deemed sufficient based on the principle of data saturation. Data saturation occurs when no new information or themes emerge from the data, indicating that the sample size is adequate to capture the full range of perspectives on the research topic. Given the exploratory nature of the study and the depth of the interviews, seven participants provided a comprehensive understanding of the resilience strategies employed by SMTEs in Tanjung Bira. This sample size aligns with qualitative research guidelines, which suggest that smaller, focused samples can yield rich, detailed data suitable for in-depth analysis.

The data were collected from seven informants representing various stakeholders in the SMTE sector: an academican (R1), a tourism office staff member (R2), the head of the hotel and restaurant association (R3), a souvenir shop owner (R4), a silk weaving center owner (R5), a street vendor (R6), and a water-based activities operator (R7). The interviews were transcribed verbatim, and the transcripts were analyzed using thematic analysis, following Braun & Clarke's (2006) six-phase guide: familiarization with the data, generating initial codes, searching for themes, reviewing themes, defining and naming themes, and producing the final report. Thematic analysis allowed for the systematic organization and categorization of data to identify recurring patterns and themes. This iterative and inductive process ensured that the analysis was flexible and adaptable to the unique characteristics of the dataset and research objectives. The coding process involved multiple rounds of review to ensure consistency and reliability, with themes being refined and validated through continuous comparison and discussion among the research team.

Results and Discussions

Key Business Types of SMEs in the Destination

In the Tanjung Bira area, there are 7 (seven) types of SMTEs related to the tourism sector. These types are based on the products and services provided by SMTEs actors. The first type of SMTEs is food/confectionary souvenirs. These SMTEs consist of businesses that sell cakes and traditional snacks. Enterprises managed by families nominate this business, and all are classified as micro businesses. Most products are sold on the street, and the sellers visit the accommodation when visitors check out. The second type of SMTEs is SMTEs of non-food souvenirs consisting of souvenir businesses that sell silk products, miniature Phinisi boats, miniature traditional houses, t-shirts, and other souvenirs. The types of SMTEs are still classified as micro businesses. The third one is SMTEs of entertainment providers, including businesses that provide karaoke and 5% alcoholic drinks. Local tourists mostly enjoy these entertainment services and belong to small businesses. Other SMTEs in the area are accommodation providers of hotels, inns, bungalows, and homestays. These MSMEs are classified as small to medium enterprises. Next, SMTEs are culinary and beverage providers, and they are businesses in the form of restaurants, bars, and cafes. Businesses in this field are generally classified as small to medium businesses. Furthermore, some SMTEs focus on water-based activities. These SMTEs include businesses providing facilities and activities such as banana boats, flying doughnuts, floating tubes, etc. Finally, SMTEs of travel service providers are also available in the destination, providing water transport services and marine-related tours around the area. Based on the types of SMTEs, the businesses are dominated by micro and small enterprises in the area.

SMTEs play a vital role in supporting and driving local economies in tourist destinations (Mxunyelwa et al., 2019; Ekechi et al., 2024). By providing employment opportunities, generating income, and encouraging the use of local resources and technology, SMTEs contribute significantly to poverty alleviation and economic development in the regions where they operate (Agupusi, 2007). The diverse range of SMTEs (like in Tanjung Bira) highlights the importance of these businesses in supporting and driving the local tourism economy, with their products and

services catering to the needs and preferences of both local and international visitors (Ramli et al., 2022; Serman & Sims, 2023; Iqbal et al., 2023; Tahir et al., 2023).

Strategies in Dealing with the Prolonged Impact of the Covid-19 Pandemic on SMTEs

The COVID-19 pandemic has wreaked havoc on small and medium enterprises (SMEs) in tourist destinations, particularly in the Tanjung Bira area. During the lockdown, SME owners were greatly affected. The initial three months of the government-imposed lockdown in 2020 were highly challenging for SMTEs as the entire area was closed off. Initially, there were visitors despite the lockdown period; however, the local community did not allow visitors to enter the area due to public fear and efforts to protect the area. Based on interviews with SME actors, they took several steps to survive during and after COVID-19, such as selling personal assets, adapting human resource management, and changing livelihoods. Several comments related to this:

"I had some gold savings, which I sold to survive. Thankfully, while operating and providing banana boat rides, we saved some of our earnings by buying gold. We sold our gold to face this situation. If the Covid-19 situation persists, we struggle and look for alternative ways to survive." (R7)

"The accommodation managers here implemented three approaches to manage their employees, depending on their financial situation. Some accommodation providers directly terminated their staff. Some reduced the number of employees, while others adjusted work shifts, resulting in partial salary payments. Some hotels continued paying their employees in full without any reduction." (R3)

"During Covid, we had to survive. So, my husband and I had to go fishing in the sea. We caught fish but could not sell them because our neighbours were fishing and could not sell their catch either." (R4)

After the aforementioned difficult period, the situation started to improve regarding people's mobility, as the restrictions on outdoor activities were dismissed, allowing tourism businesses in the SME sector to resume their operations. Creating and managing SMTEs takes work; it requires comprehensive strategic measures to ensure the sustainability of SME activities and their positive impact on the local economy. The strategic steps obtained from the interviews conducted in this research are as follows:

Collaboration with tourism stakeholders

SMTEs heavily rely on tourist visits to destinations because visitors are the ones who will purchase SMTE products. The more visitors come, the more opportunities SMTEs have to showcase their products. Therefore, it is essential to collaborate with all stakeholders in providing tourism products that can attract tourists to the destination, allowing them to stay and spend time there, ultimately leading to the purchase of SMTE products. Additionally, effective promotion of the destination will also attract tourists to visit. Collaboration with all stakeholders within the destination is crucial for the Tanjung Bira region so that visitor numbers, length of stay, and tourist expenditures can increase. Two representative statements related to this can be seen as follows:

"I have noticed that tourist visits to Tanjung Bira depend greatly on the quality of products and promotional efforts from the government, tourism business operators, and related parties. I believe the destination in Bulukumba Regency needs to be well-managed by working with all stakeholders in good governance. I also believe that stakeholders' involvement will positively impact increasing visitor numbers, later providing opportunities for small and medium enterprises to grow because visitors can purchase their products. Especially for us in the accommodation sector, we can also experience high occupancy rates when more tourists come" (R3)

"I think collaboration is needed in the destination because it is important. If collaboration occurs, it is easy for the destination to develop SMTEs. Every stakeholder can understand their role in doing whatever strategies they may implement" (R1)

Government Intervention

The government plays a crucial role in enhancing the growth and quality of SMEs in the tourism sector. To ensure the survival of SMTEs, they require financial and non-financial support. Financially, SMTEs need capital to support their operations in the Tanjung Bira area. This support can be primarily provided to microenterprises heavily impacted during the COVID-19 pandemic, as they faced a severe lack of capital. Financially, these businesses had to start from scratch because their income ceased entirely and was depleted during and after COVID-19. Expressly, support is provided for employee wages to sustain the operations of SMEs that employ workers in their businesses. Significant comments related to this are:

"Our business is small, and during Covid-19, we could only sustain ourselves with our previous income. We spent a lot of our money because there was no more revenue. To start our business, we need adequate capital. We sincerely hope for government assistance, such as initial capital, so that we can produce snacks to sell to visitors" (R6)

"We also hope the government can help us with funds for our operations. Our equipment has started to be broken when not in use, and we need to repair it" (R7)

"We want our business to survive and employ local people, but we need capital to pay their salaries so that they can also earn a decent income. We hope that the government can assist us by providing financial support, enabling us to re-employ local people" (R5)

The non-financial support expected to strengthen MSMEs includes technical guidance through training and mentoring. This non-financial support aims to improve product quality, management, and human resources. The training and mentoring encompass various aspects, such as creating higher-quality products, product marketing, financial management, service provision, and enhancing the skills of product makers. Additionally, assistance in the provision of tools is also provided. Statements related to this:

"We also need training to learn how to improve the quality of our products. We have already produced silk products, but we want to enhance their quality in the eyes of our customers." (R5)

"I feel good if the government can provide training on effective marketing for souvenir products. Perhaps I need guidance on online marketing strategies and how to generate online sales as well" (R2)

One of the desires of micro, small, and medium enterprises (MSMEs) in tourist destinations is to achieve high sales of their products and services. The sales of products and services are closely related to online and offline marketing efforts. The presence of technology provides opportunities for digital marketing of goods and services from MSMEs, and digital marketing has become one of the strategies to mitigate the impact of COVID-19. Particularly in digital marketing, using social media for promotion has been effective. Two representative comments are:

"I think I need online marketing. I want to introduce my souvenir products, and one way is to use Facebook to promote my Phinisi boat product. Alhamdulillah has yielded results, as several customers have placed orders before purchasing. I think internet marketing should focus more on creative means of using interesting content, especially social media. We need guidance to effectively utilise social media and create attractive websites for marketing purposes" (R4)

"I always deal with SMTEs, especially when I do community service. One of the weaknesses of most SMTEs is to deal with marketing. In this case, they do not consider digital marketing, especially using digital platforms for promotion. They also need some skills in developing content and managing the digital marketing of their products" (R1)

Furthermore, some MSMEs still rely on word-of-mouth promotion for their products and services within specific community circles. For example, a silk souvenir product only utilises a community of mothers to generate sales for silk fabric. These MSMEs are aware of their weak utilisation of digital promotion, thus requiring additional efforts to promote their products through suitable digital platforms. One of the statements related to this:

"Now, my customers are mostly mothers or women from different towns and regencies who know my product through their friends. I do not even have an Instagram account, especially managing it to create promotional content. My younger sibling is willing to handle it, and she needs good skills to make good content" (R5).

Strengthening products and diversification of Products

SMTEs require high-quality products, necessitating production processes supported by adequate equipment and quality product packaging. Currently, the existing product quality requires diversification to provide customers with a range of product choices offered by SMTEs, and thus, it needs product development. Tourists have diverse preferences towards the products shown; innovation is required to create quality goods to attract them. A fundamental aspect of product enhancement also lies in considering the specific hygiene aspects, particularly the proper packaging of food items. Furthermore, the products refer to authentic products with characteristics aligned with the local wisdom of the Tanjung Bira region. Several representative comments include:

"We sell our products as they are, but sometimes our customers comment that the small food items we sell must be properly packaged to ensure hygiene and prevent damage. Therefore, we need guidance to package our products effectively" (R6)

"We always encourage existing SMEs to prioritise the quality of their products. Naturally, these products should embody local wisdom and be representative of the distinctive features of the region." (R1)

"Our sales include marine tourism packages in the surrounding area. Hence, we need to be innovative in offering attractive programs. The creation of captivating tourist attractions and activities must also support our innovations. This responsibility also lies with the government and academia to explore the potential of the marine environment and develop it into appealing products for tourists" (R7)

Tourism products that incorporate attractive attractions and activities should be more innovative, which can attract more visitors. If the products are of high quality, the number of visitors will undoubtedly increase. Many people come to stay and also purchase souvenirs here." (R2)

Strengthening SMTEs Legality

The legality of SMTEs is the main factor for the government to assist them because registering their businesses will make it easier for the government to facilitate assistance and support their business development. Assistance can be provided by the government both in financial and non-financial support, such as improving the quality of human resources, improving product quality, and training in marketing efforts. However, most MSMEs, especially businesses run by families classified as small businesses, rarely have a Business Permit because they avoid

taxes on their business. MSMEs will be free from business taxes by regulations in force in Indonesia, which are still poorly understood by MSMEs. One of the informants, an academic researcher studying micro, small, and medium enterprises (MSMEs), stated:

"In 2021, after the onset of the COVID-19 pandemic, I conducted a study, and the findings revealed that, on average, SME owners require financial assistance. However, when the government intended to assist them, they encountered various constraints related to the legality of their businesses. Most family-run small businesses are reluctant to register their businesses as they aim to evade taxes. This impediment prevents them from receiving the assistance since one of the requirements for eligibility to have government support is to be registered as a legal business enterprise" (R1).

This viewpoint was further reinforced by a government staff member from the Tourism Department, who remarked:

"We face difficulties assisting because many MSMEs do not meet the eligibility criteria due to a lack of permits. Most MSME owners complain about the challenges of requesting aid, but the process becomes complicated when they lack a business permit. I believe they fear taxation, although it is unrelated" (R2).

In this study, SMEs in the tourism sector consisted of 7 (seven) types and were dominated by small-scale businesses in the study area. In line with the view of Arcese et al. (2021), the characteristics of companies in the tourism sector are small-scale and family-owned businesses. This view shows that the tourism sector touches the grassroots level in supporting the economy of a destination. Concerning strategy, this study found 5 (five) main strategies that need to be implemented to deal with and strengthen the existence of SMTEs in the post-COVID-19 situation. First, collaboration between stakeholders in destinations is crucial because SMTEs depend on destination management. This strategy implies that a well-managed destination will attract more tourists, and the impact is that purchases of products and services from MSMEs in that destination will also increase. Second, digital marketing is becoming urgent due to technological advances in business destinations. The third is a strategy related to government intervention that can strengthen MSMEs' financial and non-financial capabilities. The fourth is a strategy related to product strengthening and diversification of MSME products, where this strategy is more related to the MSME capabilities of competitive products. Finally, there is a need to strengthen the legality of MSMEs, and this strategy is fundamental to creating a protected and recognised business in terms of product quality.

Collaboration in managing destinations with multi-stakeholders is essential according to their specific role in developing SMEs in a destination (Yunita, 2022; Supriyanto et al., 2024; Rubio-Mozos et al., 2020). In line with that notion, this study also emphasises that the need for collaboration at destinations can have a good impact on the quality of destinations so that they can increase the number of visits, length of stay, and high spending levels and, in the end, will contribute to SMTEs through consumption of these SMTEs products. Collaboration will generate innovation for SMTEs because each stakeholder will play a role and contribute. For example, academics will produce research that can develop innovative products according to the market, the government will be able to strengthen facilitation in product research and development, and other stakeholders will provide support for both marketing and production processes. Thus, Kuščer et al. (2021) stress that destination management organisations (DMOs) are essential in assisting tourism SMEs with resilience.

Business expansion is needed for SMEs through stakeholder collaboration that leads to value cooperation with stakeholders regarding new capabilities, technologies, and processes (Robert et al., 2020). The success of a destination as a whole is becoming increasingly dependent on the growth of collaborative ties among businesses at the same level of the value chain (Maggioni et al., 2014). In the context of destination governance, collaboration to create innovative tourism products (Cehan et al., 2021) and marketing of attractive destinations (Soteriades, 2012; Pansiri, 2013) can improve the quality of destinations so that the number of visits and visitor spending increases in the destination. On the other hand, quality tourism SMEs will also be able to strengthen the competitiveness of destinations (Jones & Haven-Tang, 2005) because by catering to tourists' most particular needs and demands, SMEs play a critical role in offering suitable goods and services to them (Novelli et al., 2006).

In this study, the term government intervention combines government efforts desired by SMTE actors, academics, and the government itself so that the policy directions for developing the business carried out by the SMTEs themselves are clear. Even though government intervention can hinder MSMEs in the form of investment (Ye et al., 2022), government intervention is one of the expected steps. It can be effective in encouraging and maintaining SMTEs in the area. COVID-19 has an impact on finances, and the results of this study also reinforce that the financial factor is the main impact of Covid 19, specifically on layoffs and temporary and permanent closures of existing SMTEs. The study by Klein & Todesco (2021) also found that finance is the main factor impacting layoffs and business closures.

Furthermore, enterprises, mainly small-scale businesses, must be given prompt assistance from government officials and policymakers to survive the pandemic and recover if required (Kyung & Whitney, 2020). Governments have recognised that providing financial assistance through loans, grants, and subsidies is the most impactful way to help small and medium-sized enterprises (SMEs) in the tourism industry recover after a disaster (Estiri et al., 2022). One of the policies for intervention is the convenience in granting credit to SMEs because Kusumaningrum et al. (2019) found that the ratio of SMEs credit to GRDP in Indonesia has a national impact on inclusive economic growth. Therefore, one effort to overcome this is the intervention from the government to support SMTEs financially for capital to strengthen their business in reopening or enhancing their business capital in the form of initial operational funds as expected by SMTEs' actors based on the suitable stimulus scheme which should be in line with the regulations. Although measures taken by countries to support small businesses have improved their financial conditions, more is needed for long-term resilience (Khanzad & Gooyabadi, 2021). Thus, future government economic interventions should be planned to increase expansion (Adegoke et al., 2022). Furthermore, government policies can pose challenges in implementing interventions as they may need to target the intended beneficiaries accurately, necessitating robust considerations through appropriate studies regarding the type of interventions for SMEs.

In this condition, SMEs should integrate digital-based marketing by internalising knowledge and technology (He et al., 2023; Sharma et al., 2021). This strategy enables SMEs to sell online and target tourists. Luh & Mahyuni (2021) recommend enhancing digitalisation support for SMEs' marketing processes. SMEs can configure digital marketing by expanding their market to tourist destinations, such as hotels, restaurants, tourist attractions, and villages. Furthermore, it is essential to note that the SMTE marketing model requires integration with the tourism industry and impacts destinations' competitiveness (Jones & Haven-Tang, 2005). The study's results demonstrate that digital marketing is a strategic tool for SME practitioners to compete with their rivals and ultimately survive. Digital transformation aims to ensure survival in the face of technological changes and developments (Fitriasari, 2020).

The existence of SMTEs is one of the main pillars of the national economy because it has a vital role in absorbing employment, equitable distribution, increasing people's income, boosting economic growth, and realising national stability (Yáñez-Araque et al., 2021). Thus, the government must provide support through ease of capital, tax facilities, and legal protection. However, the government has sought support, but the legality of the situation presents a challenge to the government's efforts to assist, as state finances are subject to strict requirements for administration and accountability to prevent the misuse of public funds. The legality of SMEs (Anggraeni, 2021) emphasises that SMEs must fulfil these requirements to compete in the free market era. Legality impacts protected businesses, certainty in doing business, and enjoying the convenience and security they deserve so that they can contribute more significantly to increasing the added value of production, supplying goods and services needed by the community, absorbing labour, and disseminating entrepreneurial growth. In the context of comfort, businesses can enjoy government-provided facilities, such as proper assistance for SMEs. Furthermore, Primadhita & Budiningsih (2020) also emphasise that the legality factor greatly influences access to government financing and facilities in assisting SME businesses. However, Humphries et al. (2020) reported that the need for knowledge of government aid programs was most significant among the smallest enterprises. The results of this study emphasise that the legality

aspect is the main obstacle so that the benefits from SMEs presented in this research cannot be facilitated by SME actors in the Tanjung Bira area.

The findings of this study reveal that strengthening the products of SMTEs is crucial in tourist destinations. This strengthening is associated with product innovation, adequate packaging, and product diversification aligned with customer preferences. Benur & Bramwell (2015) argue that packaging to produce new bundles or combinations of items in destinations, which then become extra new products, is one strategy for product diversification in destinations. Product innovation is related to high-quality marine tourism activities, souvenir products, small food items, and appealing tourist attractions. This study also emphasises that product development is an integral part of product strengthening and diversification, aligned with market demands and competitiveness, as conveyed by Iglesias-sánchez et al. (2017), stating that innovation in tourism products leads to competitiveness for SMEs.

Furthermore, tourism businesses that effectively employed diversification strategies within their sector and expanded their reach across the broader tourism industry were the ones that demonstrated the highest level of sustainability (Dahles, 2018). However, product development is not easy, as SMEs must conduct market research, identify customer needs, and incorporate feedback to enhance product features, performance, and functionality. Collaborating with universities is one characteristic of the product innovation process for SMEs in the context of product development for SMEs, as highlighted by Angelo et al., (2019).

Mapping Strategies into Duchek's Model of Resilience

Focusing in the three stages of Duchek Model's including anticipation, coping and adaptation, the mapping can be seen in Figure 2.

Anticipation Strategies	Coping Strategies	Adaptation Strategies
<ul style="list-style-type: none"> • Strategic Planning • Risk Assessment • Building Dynamic Capabilities 	<ul style="list-style-type: none"> • Immediate Financial Measures • Policy Support 	<ul style="list-style-type: none"> • Diversification • Technology and Innovation Adoption, • Collaboration and Networking

Figure 2. SMTEs model of resilience strategies

In Duchek's Model, the anticipation stage involves recognizing potential threats and preparing for them. The findings of the study highlight anticipation strategies employed by SMTEs including strategic planning and risk assessment and building dynamic capabilities. Business resilience involves proactive measures like strategic planning and risk assessment. This aligns with the anticipation stage, where enterprises foresee potential crises and develop plans to mitigate their impact. On the other hand, the need to build innovative and dynamic capabilities to gain a competitive advantage is emphasized by allowing SMTEs to be better equipped for future uncertainties.

The coping stage of the model refers to the immediate responses and actions taken to manage and mitigate the impacts of a crisis. The findings outline various coping strategies that SMTEs employed during the COVID-19 pandemic including immediate financial measures and policy support. SMTEs took immediate actions such as postponing investments, reducing labor costs, cutting expenses, and negotiating contracts and terms for instant financial measures. These measures helped manage cash flow and reduce financial strain during the crisis. On the other hand the importance of policy measures like targeted liquidity support or loan guarantees designed for micro-enterprises is highlighted as critical in helping SMTEs cope with the immediate impacts of the pandemic.

The adaptation stage of the model involves long-term changes and transformations that enable organizations to thrive post-crisis including diversification, technology and innovation adoption and collaboration and networking. Diversifying customer bases, products, and markets to reduce vulnerability to specific disruptions is a key strategy found. This diversification helps SMTEs adapt to changing market conditions and enhances resilience. Furthermore, embracing technological advancements and innovative practices, such as adopting digital marketing strategies and online booking systems, is crucial for improving operational efficiency and adapting to new customer preferences. Finally, partnerships or cooperatives with other tourism businesses or organizations for resource sharing and collective responses to challenges is another adaptation strategy.

Conclusions

This research has identified five strategies employed by the seven SMTEs in Bulukumba Regency's Bira Beach destination to survive and thrive during and after the COVID-19 pandemic. The resilience strategies include collaboration between stakeholders in the destinations applying digital marketing as a response to current business trends related to technological development, government intervention related to financial and non-financial support product strengthening and product diversification of SMTEs products, and consolidation of the legality of SMTEs. Collaboration between stakeholders is the most significant strategy. Once a firm collaboration in destination to develop SMTEs is well established, it would be easier to enhance other strategies because all stakeholders have a mutual understanding to develop SMTEs in the same direction. This strategy aims to stimulate growth and enhance competitiveness. The research is limited to informants; therefore, future studies should involve visitors to Bira Beach, Bulukumba Regency, to provide insight and input on the role of SMEs in meeting tourist needs.

Collaboration between stakeholders is the most significant strategy. Once a firm collaboration in destination to develop SMTEs is well established, it would be easier to enhance other strategies because all stakeholders have a mutual understanding to develop SMTEs in the same direction. The study provides recommendations for the government, Tourism Office, and SME Office of Bulukumba Regency to consider in the financial assistance package scheme for SMEs. Additionally, it can serve as input for preparing a sustainable SME development program roadmap. SMEs should also demonstrate willingness and initiative to design innovative products, such as using attractive packaging and product enrichment. SMEs must also consider the health and safety implications of their products throughout the production process, from manufacturing and packaging to sales, to ensure they are clean and safe. Additionally, it is essential to foster collaboration between stakeholders, including the private sector, government, SMEs, tourists, and local communities, to carry out their respective roles and responsibilities effectively.

The Duchek's Model of resilience provides a comprehensive framework for SMTEs to build resilience by focusing on three key stages: anticipation, coping, and adaptation. The anticipation stage involves strategic planning, risk assessment, and building dynamic capabilities to prepare for potential crises. The coping stage includes immediate financial measures and policy support to manage the impacts of a crisis. Finally, the adaptation stage involves long-term changes such as diversification, technology and innovation adoption, and collaboration and networking to enable SMTEs to thrive post-crisis. By adopting this model, SMTEs can enhance their ability to withstand, adapt, and succeed amidst adversity, ensuring long-term sustainability and success in the face of challenges of crises in the future. The practical implications for hospitality managers in the anticipation stage is that they need to develop comprehensive crisis management plans and conduct regular scenario planning exercises, invest in employee training on crisis preparedness and response and establish early warning systems to detect potential threats such as creating a crisis response team and run quarterly simulations of different crisis scenarios. In the coping stage they need to implement flexible operational strategies to quickly adapt to changing conditions, leverage technology to maintain operations and guest services remotely when needed and prioritize clear and frequent communication with staff and guests such as developing a mobile app for contactless check-in/out and in-room services. In the adaptation stage they need to redesign spaces and services to accommodate new health and safety

requirements, diversify revenue streams by exploring new markets or business models and foster a culture of continuous learning and innovation such as converting unused meeting spaces into co-working areas to attract remote workers. The implication for local government in the anticipation stage is that they need to develop destination-wide crisis management protocols in collaboration with industry stakeholders and invest in infrastructure to improve destination resilience such as healthcare and digital connectivity. In the coping stage, they need to provide clear guidelines and support for businesses during crises and facilitate coordination between different sectors such as collaboration in hospitality, healthcare, transportation. In the adaptation stage, the government needs to implement policies to support industry recovery and transformation and invest in destination marketing to rebuild traveler confidence. The implication for marketers in the anticipation stage is that they need to develop crisis communication plans and establish trusted information channels and build strong relationships with media and influencers to aid in crisis messaging. In the coping stage, they need to pivot marketing messages to address traveler concerns and highlight safety measures and leverage digital and social media platforms for real-time updates and engagement. In the adaptation stage, they need to develop campaigns to attract new market segments (e.g. domestic travelers, digital nomads) and emphasize unique local experiences and sustainability initiatives in marketing efforts.

The research was limited to informants who were observed and interviewed. It only focused on SMEs and did not involve visitors. To obtain more accurate and varied information in future research, visitors should be included to provide feedback on the role of SMEs. The research location was also limited to the Tanjung Bira tourist area in Bulukumba Regency, South Sulawesi Province. Therefore, it cannot be used as a general conclusion about the role of SMEs in marine based and coastal regions. Research is needed to involve several leading marine based and coastal tourism areas in Indonesia, such as Bunaken dan Likupang in North Sulawesi, Wakatobi Islands in South East Sulawesi, Raja Ampat in Southwest Papua, Labuang Bajo in Flores (East Nusa Tenggara), Togean Islands in Central Sulawesi and other destinations. Finally, future research could improve crisis management for SMEs resilience by providing more specific and detailed guidelines and standard operating procedures for implementing resilience strategies. Case studies demonstrating the successful implementation of these strategies would allow SMEs to learn from real-life examples and customise strategies according to their context.

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Utilization of Lake Toba culinary identity for gastronomic tourism development

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Abstract: This research explores the potential of gastronomic tourism in the Lake Toba region of Indonesia, focusing on the unique culinary identity and traditions of the Batak tribe. Batak culinary practices are firmly rooted in local traditions and environmental conditions, with major traditional foods and drinks such as Tuak, Na Niura, and Mie Gomak having strong cultural values. Currently, Lake Toba gastronomic tourism has not become a leading tourism destination. The purpose of this study is to examine how environmental and cultural factors affect local cuisine and beverages in the Lake Toba region and to identify challenges and opportunities in promoting these gastronomic assets effectively. This qualitative research uses interviews, observations, and documentation to collect data. Key stakeholders, including local business owners and Batak cultural experts were interviewed using non-probability snowball sampling to gain comprehensive insights into the region's culinary identity. The results of the study highlight the cultural significance and potential tourist attraction of traditional Batak food and beverages. However, challenges such as tourists' lack of knowledge about local cuisine were identified. The study shows that a more structured and strategic approach, including annual food festivals and culinary tours, is needed to increase the demand for Lake Toba's Gastronomic tourism. This study underscores the need for an annual Lake Toba Gastronomy festival to utilize local culinary heritage, thereby increasing cultural preservation and tourism development in the Lake Toba region.

Keywords: Batak tribe, culinary identity, cultural heritage, development tour, gastronomic tourism, Lake Toba

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Introduction

Gastronomy is a study of the relationship between culture and food that examines various components of culture and food in culinary arts centers (Mayasari, 2018; Sormaz et al., 2016; Fields, 2002). Identity in gastronomy is a concept often referenced in specialized articles and informal settings to illustrate how this discipline affirms who we are. However, this concept is rarely analyzed from a philosophical or anthropological perspective to understand its full implications (Del Pozo & Miranda, 2022). Culinary identity refers to the unique food culture and traditions associated with a specific region, country, or community. It encompasses not only the flavors, ingredients, and cooking techniques but also the historical, social, and cultural context in which food is prepared and consumed (Danhi, 2003).

The concept of cuisine identity tries to make the cultures self-identified with cuisine, determine use of local material and the effect of various cultures upon foods and beverages. Local products are one of the components of gastronomical identity (Güleç & Yılmaz, 2024). The development of local food products is an outcome of the external conditions, including climate, fauna, flora and, naturally, the cultural background (Dias, 2022). In contemporary times, gastronomic experiences have evolved into creative tourism assets, enabling destinations to enhance their promotional efforts and cultivate distinct brand identities (Lin et al., 2011; Zhu & Yasami, 2021). Although there is already an inventory of local food, gastronomic identity does

not support the development of tourism. Food and drinks served in a destination have not been able to become a special attraction for tourists (du Rand et al., 2003; Okumus et al., 2013).

The Lake Toba region in North Sumatra, Indonesia, offers a vivid example of a culinary identity shaped by geographical and cultural elements. The culinary practices of the Batak tribe reflect their unique interpretation and practices of culinary identity, which are deeply rooted in local traditions and environmental conditions. For example, the preparation and consumption of Tuak (palm wine) and Na Niura (fermented goldfish) are integral parts of social and ceremonial events, highlighting the community's reliance on local ingredients and traditional methods.

Tuak, a fermented drink made from the sap of the enau tree, is a staple food at social gatherings and cultural ceremonies, realizing people's connection with their environment. The enau tree thrives in the volcanic soil and cool climate of the area, producing the fermented sap into a drink with a distinctive flavor, unique to Lake Toba. Similarly, Na Niura, a raw goldfish dish soaked in Batak spices, depicts the community's use of local fish and traditional preservation techniques passed down from generation to generation.

The concept of culinary identity for the Batak people is intertwined with their daily lives and cultural expressions. Local products such as andaliman (a type of pepper), candlenuts, and other native spices are not only culinary ingredients but also cultural symbols that represent the heritage and biodiversity of the region. These elements of local cuisine play an important role in defining the Batak identity and preserving their cultural heritage.

Interest in gastronomic tourism has grown significantly in recent years, acknowledging the deep connection between tourism and gastronomy (Wijaya et al., 2023). Culinary experiences are increasingly recognized as an essential component of travel, increasing the attractiveness and success of destinations (Chang & Mak, 2018; du Rand et al., 2003; Leng & Badarulzaman, 2014; Rachão et al., 2019; Seyitoğlu & Ivanov, 2020). In Lake Toba, the potential for gastronomic tourism is huge, given the rich culinary traditions and unique culinary identity of the region.

Culinary identity supports tourism by providing unique and authentic experiences that can attract both domestic and international tourists. For example, the Gastronomic eCircuit on Lake Toba aims to promote traditional food and beverages by creating a platform that connects local stakeholders with tourists. The circuit features local and national chefs, traditional dishes and culinary practices through food festivals and street food tours, thus enhancing the region's tourism appeal (Serdar, 2018; Zhu & Yasami, 2021). Numerous tourist destinations have started to recognize their local food and cuisine as a vital market niche and an attractive element in promoting their location to visitors (du Rand et al., 2003; du Rand & Heath, 2006; Hashimoto & Telfer, 2006; Henderson, 2004; Horng & Tsai, 2012; Kivela & Crofts, 2005; McKercher et al., 2008; Okumus et al., 2007; Tussyadiah, 2008).

By integrating culinary identity into tourism strategies, destinations like Lake Toba can offer tourists a richer and more immersive experience. Food tours that include visits to local farms, cooking classes, and tastings of traditional dishes allow tourists to deeply engage with the local culture. This not only enriches their travel experience but also fosters a greater appreciation and preservation of local culinary heritage. The interpretation and practices of the Lake Toba community of culinary identity are deeply rooted in their environment and cultural traditions. By highlighting these unique aspects and integrating them into tourism strategies, Lake Toba can enhance its appeal as a gastronomic destination, offering tourists an authentic and enriching experience that celebrates the region's rich culinary heritage. The culinary diversity of Batak, especially around the Lake Toba area, has not been fully documented due to time and resource limitations. Many traditional dishes remain unrecorded, which is a significant weakness that future research needs to address. Inventory efforts often focus on documentation and data collection without concrete steps to promote and integrate gastronomy into the tourism industry. This results in local food and beverages being consumed mainly by locals and not packaged as attractive tourism products. The cold mountainous environment in the Batak region limits the consumption of vegetables, which affects the diversity of food. In addition, cultural beliefs result in vegetables being rarely used in traditional ceremonial menus, which has an impact on the overall culinary offerings for tourists. This article highlights the need for bet-

ter documentation and integration of local culinary traditions into the tourism industry to fully harness the gastronomic potential of the Lake Toba region.

Culinary identity supports the development of gastronomic tourism by providing unique and authentic experiences that can attract domestic and international tourists. For example, the existence of the Gastronomic Fest in Lake Toba aims to promote traditional food and beverages by creating a platform that connects local stakeholders with tourists. The festival features local and national chefs, traditional dishes and culinary practices through food cooking demonstrations and street food tours, thus enhancing the region's tourism appeal (Serdar, 2018; Zhu & Yasami, 2021).

By integrating culinary identity into gastronomic tourism development strategies, destinations such as Lake Toba can offer tourists a richer and more immersive experience. Gastronomic tours that include visits to local farms, cooking classes, and tastings of traditional dishes allow tourists to engage deeply with the local culture. This not only enriches their travel experience but also fosters a greater appreciation and preservation of local culinary heritage. The interpretation and practices of the Lake Toba community of culinary identity are deeply rooted in their environment and cultural traditions. By highlighting these unique aspects and integrating them into tourism development strategies, Lake Toba can enhance its appeal as a gastronomic tourism destination that offers tourists an authentic experience of experiencing the region's rich culinary heritage.

Methodology

In September 2023, the authors began researching the potential and challenges in the development of gastronomic tourism in the Lake Toba area. The purpose of this research can be achieved by exploring primary and secondary sources of information to be able to provide an explanation of the culinary identity of Lake Toba in the Batak Tribe that can be used for the development of gastronomic tourism.

Primary data is collected through interviews, which play an important role in conducting preliminary studies, identifying research problems, and gaining in-depth insights from informants (Sugiyono, 2015). This method is directly aligned with the goal of understanding cultural and environmental influences on local cuisine by providing detailed qualitative data from key stakeholders. Secondary data were collected through observation and documentation studies. A variety of media, including photographs, interview recordings, research notes, and documents obtained from the internet, are utilized. This approach supports the research objectives by providing contextual and empirical evidence that complements the primary data, ensuring a comprehensive understanding of culinary practices and their significance.

Informants were selected using non-probability sampling techniques, especially the snowball sampling method. This approach was chosen because the initial data collection of one or two subjects proved insufficient, requiring additional subjects to complete the sample. This method is aligned with the research objectives by ensuring a broad and representative sample of informants, including business owners and culinary culture specialists, thus capturing diverse perspectives on the culinary identity of the Batak tribe.

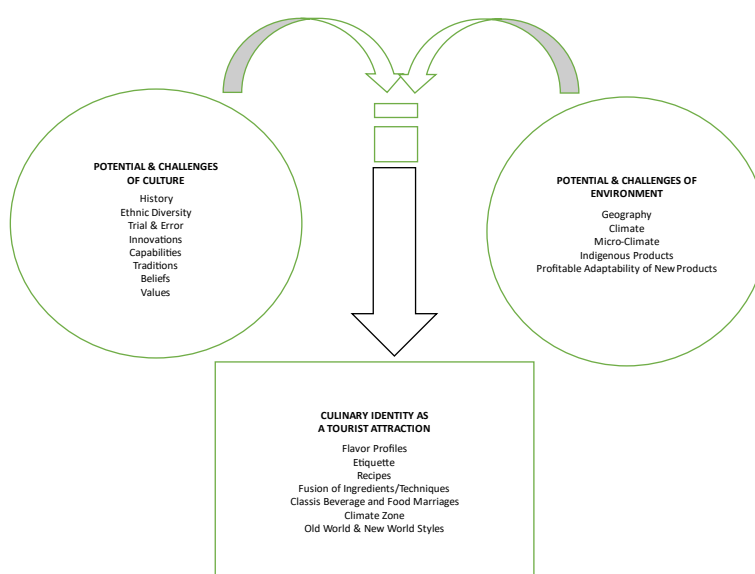
The method and design of this research are very much aligned with the research objectives. Using a combination of interviews, observations, and documentation studies, this study effectively addresses the potential and challenges of gastronomic tourism in the Lake Toba region. The use of snowball sampling ensures a comprehensive and representative sample, providing a solid foundation for understanding the unique culinary identity of the Batak tribe and its implications for tourism development.

The field activity in September 2023 involved comprehensive data collection, starting with meetings with key speakers such as the Toba Regency Culture and Tourism Office and the Samosir Regency Culture and Tourism Office. A total of nine people were interviewed, seven of whom were selected through snowball sampling. This structured approach ensures that research objectives are met by systematically gathering recommendations and insights from relevant stakeholders. Nine informants were interviewed, seven of whom were selected through snowball sampling. The list of nine informants can be seen in Table 1.

Table 1. List of informants (self-research)

Informant	Name	Agency/Business	Information
1	Patar Silalahi	Toba Regency Culture and Tourism Office	Head of Culture
2	Wati	Gomak Ma'Renny Noodle Shop, Toba Regency	Official
3	Suheri Napitupulu	Lapet & Tipa-tipa Shop Toba Regency	Owner
4	Silitonga	RM Fly Over Laguboti Regency Toba	Owner
5	Johnson	RM Manuk Napinadar Toba Regency	Owner
6	Irayana Simbolon	Samosir Regency Culture and Tourism Office	Head of Culture
7	Renta Siahaan	Sampean Uli Restaurant, Samosir Regency	Owner
8	Luker Sidabutar	Sekapur Sirih Restaurant, Samosir Regency	Owner
9	Sepwan Naibaho	Arts and Culture Teachers in Samosir Regency	Batak Cultural Scholars

To address this problem through case studies and achieve a comprehensive and detailed understanding of the nature of gastronomic tourism, qualitative methods combined with descriptive analysis are used. The conceptual framework of this study is illustrated in Figure 1 (Danhi, 2003).



(Source: Modified from Danhi, 2003)

Figure 1. Conceptual framework

Results and Discussions

Potential and Challenges of Geography and Climate to Food and Beverage

The Lake Toba region, located in North Sumatra, Indonesia, is one of the most amazing natural and cultural tourism destinations in the world. The Lake Toba area has a cool climate with an average temperature between 17 to 22 degrees Celsius and fairly high rainfall throughout the year. This largest volcanic lake is not only famous for its stunning scenery, but also for

its rich culture and traditions, including when it comes to traditional food and drinks of the Batak tribe.

The geography and climate in the Lake Toba area affect the traditional food and drinks of the Batak tribe. The culinary culture of the Batak tribe is one of Indonesia's cultural treasures that should be preserved. This culinary tradition has developed for hundreds of years, influenced by various geographical conditions, traditions, and beliefs of the Batak people. One of the advantages of Batak cuisine is the abundant use of spices. Spices commonly used in Batak cuisine include andaliman, hazelnuts, garlic, onion, and chili, which add a distinctive flavor and aroma to the dish. Based on the results of the interview with Wati, Silitinga, Sidabutar, and observations know that one of the most widely used spices is andaliman. The following is the form of the andaliman that can be seen in Figure 2.



(Source: Documentation, 2023)

Figure 2. Andaliman

The culinary culture of the Batak tribe is also shaped by the geographical conditions of the region. The Batak people who live in mountainous areas take advantage of ingredients available in nature, such as meat and fish. The cold mountainous environment, especially in Samosir, limits the consumption of vegetables among the Batak people. Geography and climate present opportunities and challenges for the culinary traditions of the Batak tribe. The fertile volcanic soil and mild climate are conducive to growing a variety of spices that are an integral part of Batak cuisine. However, the same cold climate can be a challenge to grow a wide variety of vegetables, which affects the food diversity of the Batak people.

The culinary culture of the Batak tribe is greatly influenced by the geography and cultural traditions of the region. The extensive use of spices such as andaliman, hazelnut, garlic, and chili peppers is a hallmark of Batak cuisine, which relies on local ingredients and traditional cooking methods. The Batak tribe consumes more meat and fish than vegetables, which are often eaten raw due to cultural beliefs and practices.

In Batak culture, vegetables are usually not included in the traditional ceremonial menu. This is in accordance with the statement of Naibaho, when interviewed explaining that "vegetables are rarely provided by Batak people; At the ceremony there are only cucumbers, the rest are fruits and meat. There are many vegetables themselves but they are never included in the menu of traditional ceremonies. Vegetables are usually eaten raw every day. For example, Scales are eaten raw because they are considered good for eye health, so Halosi is also eaten raw. In Batak ceremonies, the important thing is rice, many side dishes, and empty vegetables because there is indeed a kind of ancient statement that the king should not provide vegetables. For them, eating vegetables was like a goat eating grass, so if the vegetables were served in front of the king, the king would usually be angry. "We are not goats." That's why there are a lot of goats. There is a term, 'Rice must have a lot of side dishes, it must be delicious. There are a lot of groups of meat here, flour probably because here in the mountainous areas if you eat vegetables, you will lack energy.'" This perspective highlights the cultural beliefs and traditions that shape the culinary practices of the Batak people, emphasizing the importance of meat and rice in their ceremonial dishes.

Tradition and plays an important role in the culinary culture of the Batak tribe. For example, Batak people have the habit of serving certain foods on certain occasions. Arsik, a yellow-spiced goldfish dish, is traditionally served at weddings and other ceremonial gatherings. These cultural practices ensure that culinary traditions are not only preserved but also celebrated during important social events.

Batak cuisine has a slice with the original cooking tradition of the Austronesian tribe. For example, cooking pork with its blood, a practice seen in Batak cuisine, is also found in a Filipino culinary tradition called dinuguan. However, because many tribes in the archipelago have embraced Islam, non-halal cooking practices, such as the use of pork, dog meat, or blood, have largely been. These practices now only survive in non-Muslim cultural areas, such as in Manado and Batak lands. Batak cuisine has several basic ingredient terms that are an integral part of its culinary specialties. These include: Itak (rice), Manuk (chicken), dekke (fish), B2 (pork), B1 (dog). In addition, Batak culinary traditions include various seeds, such as Tipa-tipa, Sinao, and Sasagun. The history and ethnic diversity of Batak cuisine reflects its rich cultural heritage that maintains its unique culinary practices despite external influences and religious changes in the region. The name of Batak culinary based on the raw materials can be seen in Table 2.

Table 2. Batak culinary names based on raw materials

No	Itak (Rice)	Chicken	Buffalo	Fish
1	Itak nanihopingan	Manuk binolgang	Naniarsik	Dali ni horbo/ nanielhotan
2	Itak gurgur	Manuk na niatur	Nanisorbuk	Saksang
3	Itak nihintang ni andalu	Manuk sira pege	Nanitombur	Tanggo-tanggo
4	Itak gabur gabu	Manuk nilomang	Naniura	
5	Itak sipitu barimbing	Manuk situjuh dai		
6	Sago sago	Manuk Napinadar		
7	Rabbit			

Table 2 presents the typical culinary names of Batak, featuring a variety of dishes made from the main ingredients such as rice, chicken, fish, and buffalo. This data is justified by the rich culinary traditions of the Batak people, which are greatly influenced by the geographical conditions, cultural practices, and historical context of the region. The Batak tribe living in the Lake Toba area has developed a unique culinary identity that combines local ingredients and traditional cooking methods. The geographical setting of the mountainous terrain and proximity to the lake provide access to certain ingredients such as freshwater fish and buffalo, which are central to their cuisine. The preparation methods and ingredients listed in Table 2 reflect traditional Batak culinary practices. For example, dishes such as Naniura (fermented fish) and Saksang (buffalo meat cooked with spices) are prepared using original techniques that have been passed down from generation to generation. The preservation of this traditional method ensures the authenticity of the culinary identity. Many of the dishes listed in Table 2 have significant ritual and social significance. For example, Arsik (spicy fish) and Dali ni Horbo (buffalo milk) are often prepared for special occasions and ceremonies, demonstrating their integral role in Batak culture. This reinforces the idea that culinary practices are not only about sustenance but also about cultural expression and social cohesion.

The use of certain ingredients such as andaliman (a type of pepper), candlenuts, and various local spices in the dish highlights the Batak tribe's adaptation to its environment. These ingredients are not only locally available but also perfectly suited to the climatic and soil conditions of the region, further justifying their prevalence in cuisine. The data in Table 2 are well supported by the historical, cultural, and geographical context of the Lake Toba region. It provides a comprehensive overview of the distinctive dishes that are the culinary identity of the Batak people, emphasizing the deep connection between their food practices and their environment. This table serves as a valuable reference for understanding the gastronomic heritage of the area and underscores the potential of this culinary tradition as an attraction in gastronomic tourism.

Samosir food is one of the cultural treasures owned by the local community, featuring various types and unique variations, each with its own meaning and symbol. Flour is the basic

ingredient in Samosir's typical cuisine, and can be processed into various foods, such as paitak, itak, dulung-dulung, lapet, puhul-puhul, ombus-ombus, and rabbit. Paitak is a staple food made from rice flour cooked with coconut milk and spices. Sasagun is a food made from rice flour that is fried, shaken, or compacted. Dulung-dulung is itak (rice) wrapped in bamboo leaves. Lapet is itak wrapped in banana leaves. Puhul-puhul is itak that is steamed. Ombus-ombus is an itak made from glutinous rice flour and wrapped in sukik leaves. Rabbit is an itak that is equipped with buffalo milk, jackfruit, and bananas.

In addition to flour, chicken meat is another important ingredient in Samosir cuisine, used in various dishes such as manuk binolgang, manuk pinadar, manuk sirapege, manuk sipitu daik, manuk nangiringringan, manuk naniatur, and manuk naliloming, and so on. Buffalo meat also plays an important role and is used in dishes such as nanilapian, saksang, and tanggo-tanggo. Nanilapian is buffalo meat cooked with rice crumbs and caterpillars found in buffaloes. Saksang is buffalo meat cooked with spices and coconut milk. Tanggo-tanggo is buffalo meat cooked with spices and coconut milk, then cut into small pieces. Fish is another important ingredient in Samosir cuisine, and it is used in various dishes such as arsik, ura, sorbuk, and tombur. Arsik is a fish cooked with spices, including andaliman. Ura is a fried fish. Sorbuk is fish cooked with spices and coconut milk. Tombur is fish cooked with spices and coconut milk, then mashed.

Based on the results of observations while in the Toba Caldera Geopark Information Center Area, it is known that the positive impact of the volcanic eruption in the Lake Toba area produces a source of spring water for agriculture, livestock, and other living needs, including in the manufacture of traditional drinks. The cool climate and fertile soil support the growth of various plants used as raw materials for traditional drinks. The mild climate and unique geographical conditions around Lake Toba create an ideal environment for the growth of plants used in traditional beverages, such as enau trees and various herbaceous plants.

The Lake Toba region, located in North Sumatra, Indonesia, is known for its unique geographical and climatic conditions, which significantly influence the production and taste of different traditional beverages such as Tuak (palm grapes), Nira (unfermented palm sap), as well as local tea and coffee. Tuak is produced from the sap of the enau tree, which thrives in the mountainous area around Lake Toba. The region's cool climate facilitates the fermentation process, resulting in drinks with a unique and refreshing taste. Nira comes from the same sap as Tuak but is consumed before fermentation, offering a natural sweet and fresh taste. Batak Tea and Coffee benefits from the region's mineral-rich volcanic soils and mild climate, which contribute to its distinctive, high-quality taste.

The uniqueness of the geography and climate of the Lake Toba area gives special characteristics to the traditional drinks of the Batak tribe. Clean, mineral-rich mountain water, cold temperatures, and fertile volcanic soils give this drink a distinctive and authentic flavor. The distinctive taste of traditional Batak drinks, such as tuak, comes not only from the raw materials, but also from the fermentation process that occurs at consistently low temperatures in the Lake Toba area.

The geography and climate in the Lake Toba area have a great influence on the traditional drinks of the Batak tribe. Unique natural conditions, with lush volcanic mountains and lakes, as well as a mild climate, support the growth of plants that are the raw materials for traditional drinks. This influence is evident in the type of raw materials used, as well as the taste and quality of the drinks produced. Traditional drinks such as tuak, nira, and the Batak coffee are the result of a harmonious interaction between nature and culture of the Batak people which continues to be maintained and inherited from generation to generation.

Cultural Potential and Challenges

History and Ethnic Diversity

The history and ethnic diversity of the Batak in the Lake Toba area has very deep and complex roots. The Toba Batak ethnic group has inhabited the region for thousands of years, with a rich history of local culture, traditions, and wisdom. The Batak Toba ethnicity is recognized as one of the earliest indigenous tribes to inhabit the area around Lake Toba. According to archaeological research, the region experienced a supervolcanic eruption about 73,000-

75,000 years ago, which formed Lake Toba as we know it today (Napitu et al., 2022; Sitanggang et al., 2022; Sihombing, 2023). In Batak mythology, this lake is considered a supernatural creation that is the source of life for them. For centuries, the Batak Toba tribe remained isolated from outside influences until the mid-19th century. The Italian explorer, Dr. Elio Modigliani, in 1890 was one of the first Westerners to interact with the Toba Batak and document their culture and traditions (Sihombing, 2023).

The Batak Toba culture is very rich and diverse, with a significant contribution to local wisdom and biodiversity conservation around Lake Toba. The ethnobotany of Batak Toba shows the use of more than 146 plant species from 53 families for food, medicine, and traditional rituals (Sitanggang et al., 2022). For example, plants such as ginger, rice, garlic, and turmeric have high cultural value and also significant economic potential.

The local wisdom of Batak Toba also plays an important role in conservation efforts in the Lake Toba area. The Batak Toba people have long adopted sustainable agricultural practices and wise methods of using natural resources. They are also actively involved in environmental conservation efforts and the revitalization of their cultural identity through the use of language and traditions that are maintained in their communities (Napitu et al., 2022; Sitanggang et al., 2022). Overall, the history and ethnic diversity of the Batak in the Lake Toba area reflects the harmonious relationship between humans and nature, as well as the importance of preserving local wisdom to maintain the sustainability of their environment and culture in the future.

Traditions, Beliefs, and Values

The cultural heritage of the Batak tribe, including its culinary practices, plays an important role in the identity of the region. However, modernization poses challenges to the preservation of some traditional practices, such as the Mangebang tradition, underscoring the need for concerted efforts to preserve these cultural elements. Batak traditional ceremonies are closely related to culinary practices that reflect the values and cultural heritage of the Batak people. This ceremony emphasizes the unique cooking methods and stages of culinary consumption that distinguish Batak cuisine. The menu Na Niura (fermented goldfish) and Ikan Arsik (spicy goldfish) exemplify traditional dishes that utilize local ingredients and reflect Batak cultural practices. The menus of Manuk Napinadar (grilled chicken with blood sauce) and Dali Ni Horbo (buffalo milk dish) further illustrate the unique culinary traditions of the Batak tribe.

The Batak people have a distinctive approach to cooking, especially favoring methods such as grilling, steaming, or serving raw food. This preference is rooted in historical practices where cooking oil has traditionally been used for medicinal purposes rather than for food preparation. From an interview with Naibaho, it is known that "There is one uniqueness: Lake Toba food does not know the frying system; All of them are eaten raw, steamed, or baked. That's how it's processed, nothing is fried. Because cooking oil used to be used in Batak land only for medicine, not for food."

From the results of observations in several restaurants/restaurants visited directly by the research team, Naibaho's statement as one of the informants is in accordance with the findings in the field. Restaurant owners in processing their dishes hardly use cooking oil. Thus, it is rare to find Batak culinary dishes that are cooked in oil or fried. This method of preparation underscores the importance of preserving traditional cooking techniques that have been passed down from generation to generation.

In an interview with Naibaho, it is known that under the Batak custom, the first to be eaten is Pinasa. He used to eat jackfruit. After eating Pinasa, which tastes sweet, then he will eat what is called Sago-sago, which tastes a little bland. After that, he would consume the spicy one; After he finished eating, he would drink, then he would chew on the sugarcane. So in food dishes, there is always that. For example, there is sago next to Openg, then next to fish, next to Goljang Chicken, then there is Pinadar Chicken. The last stage is that he will drink, then chew the sugarcane. The sweet ones are saved last.

Unfortunately, modernization has led to the loss of some culinary traditions, such as the 'Mangebang' tradition. Mangebang, which means 'to show', involves transporting one-month-old babies to the market. The decline in practices is partly due to changes in societal norms. Based on an interview with Naibaho, it is known that "When a child comes to our house, the custom of

the ancient Batak people is to immediately take Sitonggo-tonggi. Sitonggi-tonggi is honey, because honey is difficult to replace with sugar. Every child who comes will immediately feel sugar in his mouth. In the case of the royal family, what is tasted is not sugar but salt. Sugar is meant so that he can get a very sweet life in the future. The royal family is given salt so he knows how to survive."

Batak culinary culture is also rich in beliefs and values. One important belief is encapsulated in the "eat first and then converse" adage, which underscores the importance of sharing food before discussing a problem. This practice ensures that guests feel respected and in a good mood to discuss. In an interview, Naibaho explained that, "There will be no Batak custom without food, because the Batak people say 'Eat first, then we talk'. It's best not to have a conversation first and then eat because that's the principle. So, in the Batak custom, eat first and then be asked, 'what is the need'. It's also a strategy because when you're already eating, you won't be denied a conversation. Taboo for the Batak betrays what he has eaten. In Batak, before the traditional ceremony, eat first. After the meal, the ceremony was held. All such ceremonies. We can't do anything before our stomachs are full."

According to Silitonga, in the interview, it is known that there are foreign tourists such as from the United States who eat at the RM Flyover Laguboti, Toba Regency. Of course, these tourists are accompanied by their guides. Meanwhile, from the observation results, it is known that there are still few tourists who come to the Lake Toba area with the main purpose of gastronomic tourism. This is in accordance with the statements of the two heads of the cultural sector, both from the Culture and Tourism Office of Toba Regency and from Samosir Regency (Silalahi & Simbolon) which stated that the majority of tourists who come to the Lake Toba area are not because of the attraction of cultural tourism and especially gastronomic tourism, but because of the attraction of natural tourism. This is due to several things, including the lack of information and promotions carried out. The Culture and Tourism Office of Toba Regency and Samosir Regency can develop and disseminate interesting narratives that emphasize the historical and cultural significance of traditional Batak dishes and drinks. Digital platforms and social media can be used to share these stories and visuals, thus attracting a wider audience (Serdar, 2018; Zhu & Yasami, 2021).

Culinary Identity as a Tourist Attraction

Tipa-tipa

From the results of the interview with Napitupulu, it is known that Tipa-tipa is a traditional snack of the Batak people, often referred to as the Seralnya of the Batak people. The main ingredient used is rice. The process begins with harvesting young rice, which is then soaked for approximately two nights. After soaking, the rice is dried and ground until it reaches a certain level of maturity. The name "Tipa-tipa" comes from the repetitive pounding process involved in the manufacture of this snack. After being pounded, the rice is winched to remove the skin. The shape and appearance of Tipa-tipa can be seen in Figure 3.

Tipa-Tipa is referred to as Seralnya the Batak people are firmly embedded in the cultural practices and traditions of the Batak tribe. The process of using young rice and the meticulous steps involved in soaking, pounding, and cleaning the rice reflect an ancient tradition that has been preserved for generations. This shows a strong cultural identity that is unique to the Batak people. The detailed preparation process of Tipa-Tipa, including a two-night soaking period and repeated collisions, highlights the unique traditional culinary techniques of Batak culture. This method not only enhances the flavor and texture of the dish but also signals the importance of maintaining traditional practices, which are an integral part of the Batak culinary identity. The main ingredient, young rice, is locally sourced, which links this dish directly to the agricultural practices of the region. This emphasizes the connection between the Batak people and their environment, showing how local resources are utilized in their cuisine, further strengthening their culinary identity.

For tourists, experiencing Tipa-Tipa offers a unique opportunity to get involved with the authentic culinary practices of the Batak people. The traditional preparation methods and stories behind the dishes provide a rich cultural experience that is likely to attract tourists interest-

ed in local gastronomy and traditions. The process of making Tipa-Tipa can be exhibited as an educational attraction. Tourists can learn about the importance of every step in the preparation process, the cultural history behind the dish, and the importance of rice in Batak culture. This aspect of education can enhance the tourist experience, making it more meaningful and memorable. By promoting Tipa-Tipa as a tourist attraction, there is an opportunity to preserve and celebrate Batak culinary traditions. Culinary festivals, culinary tours, and live cooking classes centered around Tipa-Tipa can attract both domestic and international tourists, contributing to cultural preservation while boosting the local economy. The unique appearance and taste of Tipa-Tipa, as described in the preparation process, can be a visual and sensory delight for tourists. Traditional preparation methods and the use of fresh local ingredients can provide an authentic taste of Batak cuisine, appealing to food enthusiasts and culinary tourists alike.

Tipa-Tipa serves as a strong representation of Batak's culinary identity through traditional preparation methods, cultural significance, and the use of local ingredients. As a tourist attraction, it offers an authentic and educational experience that can increase cultural appreciation and promote tourism in the Lake Toba region. The combination of cultural heritage and unique culinary practices makes Tipa-Tipa an excellent candidate for the development of gastronomic tourism.



(Source: Documentation, 2023)

Figure 3. Tipa-tipa

Gomak Noodles

In an interview with Wati, it was known that Mie Gomak is a typical dish of Batak Toba and Batak Mandailing originating from the North Sumatra region. This cuisine is a typical dish of the area around Lake Toba, ranging from Porsea, Balige, Laguboti, Tarutung, to South Tapanuli. Gomak noodles can also be found in various areas in North Sumatra, ranging from Medan, Siantar, Parapat, Labuhan Batu, Sibolga, to Deli Serdang (Damanik et al., 2021). The name "mi gomak" comes from the word "gomak" in the Toba Batak language which means "to take" or "squeeze". This is because gomak noodles were originally served in a "gomak" way, i.e. the noodles were held or squeezed with bare hands before being served on a plate. However, currently some gomak noodle sellers have used spoons or forks to serve it.

The main ingredients of gomak noodles are skewer noodles, coconut milk sauce, andaliman, onion, garlic, chili, and salt. Noodles sticks are usually used because they have a chewy texture and are not easily broken. The coconut milk sauce gives a savory taste, while andaliman gives a spicy and distinctive taste that is the hallmark of gomak noodles. The typical taste of gomak noodles is a combination of spicy taste from andaliman, savory from coconut milk sauce, and sweet from sugar. The spicy taste of andaliman is the most dominant in gomak noodles. Andaliman is a typical North Sumatran spice that has a spicy and slightly sour taste. The appearance of a bowl of Gomak Noodles can be seen in Figure 4.



(Source: Documentation, 2023)

Figure 4. Gomak noodles

Na Niura

From the results of the interview with Silitonga, it is known that Na Niura Goldfish is a typical Batak Toba dish made from goldfish fermented with typical Batak spices. The word "dekke" in Batak means fish, while "mas" means gold (Sahni, n.d.). Na Niura carp is a traditional food that originated from the Batak Country, especially in the Toba area, Samosir Island, Lake Toba, North Tapanuli, and Humbang Hasundutan. In the past, Na Niura Goldfish was only served to kings and other important people. However, due to its delicious taste, this dish later became popular and can be enjoyed by everyone. Na Niura goldfish initially used mujair fish, but later goldfish also began to be used because goldfish are easier to find in Lake Toba. Na Niura goldfish is known as a food that is not cooked, boiled, or fried. The term "na niura" in the Batak language means "fish that is not cooked over fire but is tasty and tasty to eat". Na Niura goldfish is cooked by spreading it with typical Batak spices, such as asam batak (utta sira or asam jungga), kecombrang, andaliman, onion, garlic, and chili. The spices are fermented for several days to produce a distinctive flavor. Na Niura goldfish is usually served with white rice and chili sauce. The appearance of the Na Niura goldfish can be seen in Figure 5.



(Source: Documentation, 2023)

Figure 5. Na niura

Arsik Fish

Arsik is a typical dish of the Batak community made from goldfish cooked with yellow spices (Munthe et al., 2023). The word "arsik" comes from the word "mangarsik", which means "to water" or "pour". This is because this dish is made by dousing goldfish with seasoning sauce during the cooking process. Arsik is thought to have existed since ancient times. In the beginning, this dish was only served to kings and other important people. This is because Arsik is considered a luxurious dish and can only be enjoyed by certain people. As time went by, Arsik became more popular and could be enjoyed by everyone. This is because of its delicious taste and ease of manufacture. Arsik is a symbol of bounty for the Batak people, and is usually presented at traditional events, such as weddings and births (Damanik et al., 2021) This dish is served in the hope that the person who receives it can have a clean heart and behavior. In an interview with Silitonga, it was known that Goldfish is the main ingredient and the scales are

usually not removed. Arsik spices consist of various spices typical of North Sumatra, such as andaliman, sour cikala, galangal, and lemongrass. The display of the Arsik Fish can be seen in Figure 6.



(Source: Documentation, 2023)

Figure 6. Arsik fish

Dali Horbo

Dali ni Horbo is a food that has existed since ancient times and is a tradition of the Batak people from generation to generation. This food is usually served as the main menu in every Batak traditional event. Dali ni Horbo has a high nutritional content, such as fat, carbohydrates, and protein (Girsang et al., 2023). In addition, Dali ni Horbo can also be processed using various kinds of typical Batak spices, such as turmeric, ginger, andaliman, chili, onion, and garlic. In an interview with Silitonga, it was known that the process of making Dali ni Horbo was fairly simple and used traditional equipment. From the observation of Silitonga's statement, this statement is in accordance with the fact that they used simple tools in making Dali ni Horbo. Buffalo milk is boiled for 10 minutes in a sterile container by adding pineapple water or papaya leaf juice to help thicken the milk and reduce the fishy aroma. Foam that appears on the surface of the milk should be removed periodically until the milk thickens. The Dali Ni Horbo can be seen in Figure 7.



(Source: Documentation, 2023)

Figure 7. Dali ni horbo

Manuk Napinadar

Manuk Napinadar is a typical Batak Toba dish made from grilled chicken. The word "manuk" in Indonesian means chicken, while "napinadar" comes from the root word "padar" which means to burn (Sihombing & Pandiangan, 2018). In an interview with Johnson, he stated that Manuk Napinadar is a typical food of the Batak Toba people spread on the outskirts of Lake Toba, Tapanuli, especially in North Tapanuli, Toba, Humbang Hasundutan, and Samosir Regencies. How to process it When chickens are slaughtered, chicken blood or commonly called "gota" is stored in a container that has been given lime juice so that it does not clump. The process of grilling Manuk Napinadar is done by burning the chicken and feathers on coals. Once the chicken feathers are burned, the fire is turned off and the chicken meat is grilled again on the

coals. In addition to unique baking, Manuk Napinadar's signature is also found in the spices and sauces. Manuk Napinadar seasoning consists of makeup (young shoots of the combrang tree), gambiri (candlenut), onion, garlic, andaliman, and cayenne pepper. The spices are first roasted until they emit aroma, then finely ground and mixed with gota lime juice that has been mixed with spices and then cooked on a tin plate over low heat until cooked. The grilled chicken is then cut into pieces according to taste and mixed with cooked spices. After the spices are well mixed, the gotha that is still hot is then sprinkled on top of the chicken and mixed until smooth. The appearance of Manuk Napinadar can be seen in Figure 8.



(Source: Documentation, 2023)

Figure 8. Manuk Napinadar

Itak Gurgur

Itak Gurgur is a typical Toba Batak food made from rice cooked until boiling (Ven, 2020). In Toba, "itak" means rice and "gurgur" means boiling (Rajagukguk & Sinulingga, 2021). Itak Gurgur has a philosophical meaning, namely so that the person who eats it has a boiling and burning spirit. In the past, Itak Gurgur was only cooked, not steamed. However, as time goes by, there are also people who steam Itak Gurgur with hygienic and taste considerations. Itak Gurgur is usually served at prayer events on special occasions, such as during the long dry season or during the harvest season. During the long dry season, Itak Gurgur is offered to God in the traditional Batak understanding, as a request for rain to fall and plants to grow well. During the harvest, Itak Gurgur is offered as a form of gratitude to God for a bountiful harvest (Ven, 2020).

It needs to be re-instilled in its meaning, Itak Gurgur is a typical Batak food that is usually served at weddings, condolences, and about to go abroad. Prayer and Itak Gurgur even started construction (church construction, and other important events), they hoped that the overseas would remain enthusiastic and strong and avoid all bad things. The meaning that strengthens the body and spirit, for the Batak people, the rice that is the basic ingredient of Itak Gurgur is a symbol of basic needs that strengthen a person's body and spirit. Likewise, the sweet sugar content is a symbol of life. Re-instilling a sense of togetherness from local wisdom values. Something from simple things to achieve goals and ideals, the simplicity of "Itak Gurgur", an awareness that may have begun to be forgotten. The appearance of Itak Gurgur can be seen in Figure 9.



Source: Ven (2020)

Figure 9. Itak Gurgur

Lapet

Based on an interview with Napitupulu, it is known that Lapet Cake is a typical snack of the Batak community, especially in the Siborong wholesale area, North Tapanuli. This cake is made from rice flour, grated coconut, and brown or white sugar. The grated coconut is mixed with brown sugar or white sugar, then becomes a filling for the cake wrapped in banana leaves and steamed. Lapet cake is believed to have originated from the Tapanuli area, North Sumatra. Tapanuli is an area dominated by the Batak tribe. This cake has become an important part of various traditional events and ceremonies in the life of the Batak people. Kue Lapet has a symbolic meaning in various events in the life of the Batak people. In the Batak tradition, the lapet cake has a deep meaning. The rectangular shape of the cake symbolizes stability and sturdiness, depicting the unity and integrity of family and society. Ketan contains the meaning of unity and brotherhood, describing harmony and togetherness between members of the Batak community. Kue Lapet is also considered a symbol of prosperity and good luck in Batak traditional celebrations. Therefore, these cakes are often served in large quantities and given to guests as a form of generosity and respect. Lapet cakes are often served on certain occasions in Batak culture, including weddings, traditional parties, and holidays. The shape and appearance of the Lapet can be seen in Figure 10.



(Source: Documentation, 2023)

Figure 10. Lapet

Regarding the culinary diversity in the Lake Toba area, due to limited time in the field and resources, in addition to the food that has been mentioned in figures 3 to 9, there are still variations of Batak culinary, especially around the Lake Toba area, which have not been recorded. This is one of the weaknesses of studies that need to be completed in other studies. The existence of this research adds to the wealth of research on gastronomy, especially culinary identity in the Lake Toba area.

The Lake Toba area has culinary richness, but has not been able to raise it as the main attraction that can attract tourists. The area has rich and unique culinary traditions, such as traditional tuak drinks and Batak specialties, but not many tourists are interested in coming just to explore the gastronomy. This shows that despite the potential, without the right strategy, local food and beverages cannot be a major attraction for tourists.

Results of interviews with representatives of the Culture and Tourism Office of Toba Regency and Samosir Regency, Silalahi & Simbolon stated that so far these two districts have had training programs to improve local culinary skills. This is in accordance with the results of interviews with two restaurant owners (Silitonga & Sidabutar) which stated that from the local government there is a local culinary training program. This is in accordance with the results of previous research which stated that one way to develop gastronomic tourism is to implement a training program for local chefs and food sellers to improve culinary skills and service standards. Conduct workshops on effective marketing and customer engagement for local businesses (Harrington, 2006).

According to Silalahi and Simbolon from the results of interviews, the two districts rarely make annual food festival activities in their respective districts. This is very unfortunate because with food festival activities every year can attract domestic and foreign tourists. The annual food festival featuring traditional Batak cuisine provides tourists with an immersive cultural experience. Collaborate with local chefs and food bloggers to create excitement and draw attention to these events (Horng & Tsai, 2012).

Although in Lake Toba there has been an inventory of local foods, such as saksang and naniura, efforts to elevate it as part of tourism identity are still minimal. Culinary identities that are supposed to be unique and competitive advantage, are often not well exposed. Local food and beverages in the Lake Toba area are often only part of the daily consumption of local people and are not seen as potential tourism assets. Traditional food and beverages are more often consumed by the local community without any effort to package them into attractive tourist products. For example, the tradition of drinking tuak that is usually carried out in traditional ceremonies and social gatherings can be packaged into educational and interesting tourist attractions. Tourists can be invited to learn the process of making tuak, taste various variants of tuak, and understand the role of this drink in Batak culture.

The abundant gastronomic potential needs to be integrated with a comprehensive tourism strategy in order to provide added value to destinations (Okumus et al., 2007). This includes the development of culinary-based tourism products, improving the quality of service in restaurants and restaurants, as well as effective promotions to attract tourists.

Many tourist destinations have gastronomic potential but have not been able to utilize them optimally due to the lack of effective strategies and promotions (Zhu and Yasami, 2021). From the results of interviews with Silalahi and Simbolon as representatives from the Culture and Tourism Office of Toba Regency and Samosir Regency, it is known that the rich gastronomic potential in the Lake Toba area has not been fully utilized as a tourist attraction. Many tourists come to Lake Toba just to enjoy the natural and cultural scenery, without realizing the culinary richness that exists. In addition, there is no information center that provides comprehensive details about local cuisine. This is not in accordance with previous research that states that to develop gastronomic tourism then we must increase access to culinary destinations by ensuring that roads, signs, and tourist-friendly facilities and built visitor centres and information booths that provide comprehensive details on local cuisine and cultural practices (du Rand et al., 2003).

In an interview with Sidabutar as the owner of the Sekapur Sirih Restaurant, he stated that so far the support from the local government has not been significant in raising the image and development of gastronomic tourism in Samosir Regency. This is of course very contrary to the results of previous research which stated that by encouraging collaboration between local governments, tourism boards, culinary associations, and community groups to create a cohesive strategy to promote gastronomic tourism. Building networks and partnerships with other regions and countries to share best practices and attract international tourists (Rachão et al., 2019).

From the results of interviews with Silalahi and Simbolon as representatives of the Culture and Tourism Office of Toba Regency and Samosir Regency, so far there has been no comprehensive gastronomic tourism special package in Toba Regency and Samosir Regency. This is not in accordance with the results of previous research which stated that there must be cooperation between the gastronomic community, hotels, restaurants, and tour operators to create a comprehensive gastronomic tour package. These packages can include cooking classes, food tastings, and visits to local markets, thus enhancing the tourist experience and promoting local cuisine (Chang & Mak, 2018). And before making a special package of gastronomic tours, it is best to hold culinary workshops and interactive experiences where tourists can learn to prepare traditional Batak dishes. In addition, offer guided tours of local farms and food production sites to educate tourists about the ingredients and processes involved in Batak cuisine (Leng & Badarulzaman, 2014).

The gastronomic potential in the Lake Toba area has a very high value to be developed as a tourist attraction. However, more serious and directed efforts are needed to elevate this local culinary wealth to a higher level. With the right strategy, the gastronomic experience in

Lake Toba can be one of the main attractions that attract tourists from all over the world. The development of gastronomy-based tourism should include effective promotion, improvement of service quality, and attractive presentation to attract tourists (du Rand & Heath, 2006).

Conclusions

This research provides a detailed exploration of the culinary identity of the Batak tribe and the potential for gastronomic tourism in the Lake Toba area. The importance of preserving and promoting traditional culinary practices as a means of cultural preservation and tourism development. Research reveals that Lake Toba's rich culinary heritage, which is characterized by unique beverage and food dishes such as Tuak, Na Niura, and Mie Gomak, offers significant potential for gastronomic tourism. There are several challenges, including inadequate promotion, lack of travelers' knowledge of local cuisine, and inadequate facilities and services to support a satisfying gastronomic experience.

To address these challenges, the study suggests several strategic initiatives, namely (1) Organizing an Annual Food Festival. The festival can showcase traditional Batak dishes, attracting both domestic and international tourists; (2) Making Culinary Tour Packages. Tour packages that explore various restaurants and culinary traditions around Lake Toba can provide tourists with an immersive cultural experience; (3) Increase Collaboration. Cooperation between local governments, tourism actors, and local communities is essential to create comprehensive gastronomic tour packages and improve the tourist experience. The integration of culinary identity into tourism strategies will not only enrich the tourist experience, but also foster greater appreciation and preservation of local culinary heritage.

Future research should focus on evaluating the long-term impact of these initiatives on local economic development and community well-being. Combining quantitative data and a broader context will further advance the understanding and development of gastronomic tourism in the Lake Toba region.

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Survival strategies of informal sector workers in Bali's tourism industry

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Abstract: The informal tourism sector plays a vital role in the local economies, particularly in destinations such as Bali. This aligns with the United Nations Sustainable Development Goal 8, which focuses on promoting decent work and economic growth. These workers, who are often ignored, greatly enrich the experience of tourism but encounter distinct obstacles on a daily basis. Gaining insight into their methods for staying alive is crucial. Informal workers face distinct limits compared to formal sector employees, resulting in less defined sustainability and growth strategies. A thorough investigation was carried out in nine regencies in Bali, utilizing observations and interviews, in order to examine these tactics. This method facilitated a comprehensive comprehension of their day-to-day routines and difficulties. The study identified four crucial survival strategies: implementing prudent financial management to sustain businesses and meet daily needs, utilizing communication skills to maintain income and continuity, enhancing social capital through positive relationships with fellow workers, and comprehending government policies. Out of these factors, effectively managing economic capital is crucial for maintaining livelihoods in the fiercely competitive tourism business. The results of this study provide a basis for future policies or interventions aimed at supporting and enhancing the lives of informal sector workers in tourist areas such as Bali.

Keywords: Bali, informal workers, SDG 8, survival strategies, tourism

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Introduction

The COVID-19 epidemic, which has endured for almost two years, has had a significant and disruptive impact on the tourism industry, causing serious consequences for both the formal and informal sectors (Atmojo & Fridayani, 2021; Collins-kreiner & Ram, 2021; Škare et al., 2021; Yeh, 2021). Due to worldwide travel restrictions and the closure of borders, both international and domestic tourism came to a standstill, resulting in a significant decline in tourism earnings (Gössling et al., 2020; Păvăluc et al., 2020; Škare et al., 2021). Income in the informal sector, which encompasses souvenir vendors, local tour guides, food sellers, bicycle rental businesses, and other small-scale operators, experienced a drastic decline of up to 80% (De Villiers, 2022; Tilaki et al., 2021; Widiastini et al., 2022). A significant number of individuals who relied on tourism for their sustenance were compelled to pursue alternative methods of subsistence. Moreover, the significant decrease in tourist numbers had a negative impact on local ecosystems, which usually derive advantages from tourism activities. This research is supported by multiple fundamental theories.

This paper cites several theories, namely social practice theory, deconstruction theory, moral economic theory of farmers, tourism area life cycle, and social capital theory (Adib, 2012; Akintimehin et al., 2019; Barry, 2010; Darbi & Knott, 2016; Lahiri-Dutt, 2018; Lunt, 2020; Siregar, 2019). The theory of disruptive innovation highlights the influence of the pandemic on well-

established tourism practices, creating opportunities for innovation and adaptation within the sector (Christensen, 2013). The vulnerability and resilience theory provides a conceptual framework for understanding the vulnerabilities that workers in the informal sector encounter and the actions needed to enhance their capacity to endure and recover from these shocks (Adger, 2000). This work is highly significant, both in terms of its academic and practical ramifications. This research contributes to the current body of knowledge regarding the impact of global crises on tourism, with a specific emphasis on the informal sector. Additionally, it offers significant perspectives on the practical implementation of vulnerability and resilience theories within this particular context. The report clearly highlights the urgent need for joint efforts between the government and the tourism industry to strengthen the recovery of informal sector operators. To effectively address the impact of the pandemic and support the recovery of small businesses, it is crucial for individuals to understand the scale of the problem and identify effective strategies. This will enable them to develop policies and programs that help these organizations resume their activities. Consequently, this will enhance the local economy and strengthen community resilience.

The local economy suffered significant repercussions throughout the Covid-19 recovery phase. Workers in the informal sector of the tourism industry implemented diverse survival tactics to mitigate the effects of the pandemic. Initially, a significant number of individuals transitioned to online enterprises, leveraging social media platforms and e-commerce to promote and sell their goods and services (Bai et al., 2021; Gunadi et al., 2022; Silva et al., 2020). Furthermore, it was imperative to adapt to new health protocols, which involved implementing hygienic practices and social distancing measures in order to restore consumer confidence (Makoni & Tichaawa, 2021; Pitoyo et al., 2021). Furthermore, it became crucial to diversify income sources by creating and expanding businesses or initiatives that could contribute to their financial stability (Eddyono, 2023; Orie, 2023; Sari et al., 2023). In addition, the cooperation with other participants in the tourist industry contributed to the development of innovative and secure travel packages that are more attractive to travelers (Anggarini, 2021; Khamung & Hsu, 2023). Ultimately, numerous workers relied on state help and relief programs provided by non-governmental organizations to sustain their commercial operations amidst these difficult circumstances.

Government and institutional support are essential for assisting workers in the informal tourism sector, especially during and after the pandemic. Several governments worldwide have implemented diverse financial support initiatives and direct cash transfers to reduce the economic strain on workers in the informal sector who have been impacted by the pandemic (Komin et al., 2021; Maryanto et al., 2022; Suryadi, 2018; Harb et al., 2022). In addition, individuals are offered training and instruction in new skills, particularly in the areas of digitization and health protocols, to help them adjust to changes in the market. International institutions and non-governmental organizations (NGOs) contribute by offering technical assistance and advocating for policies that prioritize the need of informal workers (Komin et al., 2021; Power, 2020). The partnership among the government, commercial sector, and local communities is enhanced to establish a comprehensive and enduring tourist ecosystem that is inclusive and sustainable. The aforementioned endeavors illustrate the crucial function played by the government and other institutions in bolstering the well-being and advancement of workers in the informal tourist industry, despite the presence of various obstacles (Gaffar et al., 2022; Komin et al., 2021; Ali et al., 2023).

Prior studies on informal sector workers in the tourism industry have yielded valuable knowledge regarding the dynamics and difficulties encountered in this sector (Biggs et al., 2012; Çakmak et al., 2018; Darbi & Knott, 2016; Ranasinghe et al., 2020; Thomas et al., 2011; Widiastini et al., 2018). These studies emphasize the attributes of informal work, including its flexibility, limited job security, and frequent absence of official acknowledgment from authorities. Informal workers in the tourism sector are recognized for their substantial economic impact, which includes job creation, revenue generation, and support for local economies. Nevertheless, the primary difficulties encountered by these individuals are the instability of their income, the absence of adequate social safety nets, and their susceptibility to changes in market conditions (Arsa et al., 2021; Farraz & Fathiah, 2021; Gururaja & Ranjitha, 2022; Hastuti et al., 2020; Makoni & Tichaawa, 2021; Sari & Zufar, 2021). The Covid-19 outbreak has worsened these problems, as travel restrictions and temporary closures of tourism locations have directly decreased their

revenue. This scenario emphasizes the pressing necessity for efficient survival tactics that encompass not just economic factors but also offer social and psychological assistance to the workers. Hence, additional investigation is required to cultivate groundbreaking strategies that may effectively tackle the susceptibilities of the informal sector in tourism, particularly when confronted with global emergencies such as the pandemic.

Extensive research on the effects of the pandemic on the tourism industry has revealed a notable lack of understanding about how informal sector workers have responded to this crisis. While numerous studies examine the general economic consequences (Akuoko et al., 2021; Komin et al., 2021; Rasul et al., 2021; Rogerson & Rogerson, 2021; Soliku et al., 2021), there is often a dearth of comprehensive comprehension regarding the reactions and adjustments of informal sector workers, including souvenir vendors, local tour guides, food sellers, bicycle rental services, tattoo services, manicure, pedicure, and others, to the pandemic circumstances. Moreover, there is a dearth of precise data regarding the adaptation tactics employed by workers in the informal sector, a crucial aspect for comprehending the efficacy and shortcomings of different approaches. This gap also encompasses a deficiency in policy guidance expressly targeted at efficiently assisting this group, both in the immediate and extended periods. Frequently, current policies prioritize the formal sector within the tourism industry, taking into account regional economic concerns. This circumstance necessitates further research that is specifically targeted towards data collecting and analysis regarding how informal workers adjust to changes in the business environment. Further extensive and focused research is necessary to formulate more efficient policy suggestions that can assist workers in the informal tourism industry to not only endure but also prosper after the pandemic.

It is imperative to secure the long-term viability of the informal tourism industry workforce during the Covid-19 recovery phase in order to uphold the national economy and protect the rights of workers. To develop this approach, it is essential to consider various theories, including social practice theory, deconstruction theory, moral economic theory of farmers, and social capital theory (Adib, 2012; Akintimehin et al., 2019; Barry, 2010; Darbi & Knott, 2016; Lahiri-Dutt, 2018; Lunt, 2020; Siregar, 2019). Social practice theory, a scholarly discipline that investigates how individuals and groups employ their expertise and skills in particular social contexts (Adib, 2012; Darbi & Knott, 2016; Widiastini, 2016; Widiastini et al., 2022), is relevant when examining workers in the informal tourism industry. The concept of deconstruction, as explained by Jacques Derrida and utilized by Hollnagel (2010) and Mambrol (2021), helps in understanding how safety measures are implemented and adjusted in specific social contexts. More precisely, it investigates the ability of systems to adjust and flourish in various circumstances.

Informal sector workers endeavor to establish, sustain, and enhance their social capital while providing tourism products and services to visiting tourists. This is due to the fact that social capital empowers them to endure. The notion of social capital, as explained by (Akintimehin et al., 2019; Widiastini et al., 2022), posits that social interactions and networks serve as valuable resources. Trust, when viewed as social capital, serves as a network that fosters stronger interactions and facilitates the formation of bonds. Ultimately, trust has a significant impact on the overall quality of life. Therefore, trust, which serves as a type of social capital, plays a crucial role in cultivating collaborative connections. Enhancing social capital through collaboration and mutually beneficial interactions can assist workers in the informal tourist sector in bolstering their ability to adjust and sustain themselves in the aftermath of the Covid-19 outbreak. This study examines sustainable options for informal tourism industry workers in the context of Covid-19 rehabilitation, using these four ideas as a framework.

Studying the reactions of workers in the informal tourism industry to the Covid-19 issue is essential for the rehabilitation process after the pandemic. An in-depth comprehension of the techniques employed by individuals and organizations to endure and prosper in this crisis can offer useful insights for policymakers and industry stakeholders (Budiarto et al., 2021; Chen et al., 2002; Kaplinsky & Kraemer-Mbula, 2022; Martínez-Peláez et al., 2023; Ratten, 2020). This research aims to discover best practices and potential prospects for sector recovery by examining the adaptation and innovation actions performed by informal workers. This information is crucial for policymakers to develop more focused programs and policies that promote the long-term viability of the tourism sector (Çakmak et al., 2018; Dzigbede & Pathak, 2020; Mawani et al.,

2021; Suwatno, 2021). The findings of this research offer valuable direction for industry stakeholders to create comprehensive and efficient measures to assist informal workers. Moreover, next study can utilize these discoveries to advance ideas and models pertaining to economic and societal resilience within the framework of crises. The recommendations obtained from this research will greatly assist in formulating policies and business strategies that not only support the revival of the tourism industry but also enhance its ability to withstand future challenges.

Methodology

This study used a mixed-methods approach, incorporating qualitative and quantitative methodologies to investigate the resilience of informal sector workers who serve tourists. The qualitative component employs a case study design that incorporates semi-structured interviews, participant observations, and document analysis. Interviews yield comprehensive insights into workers' experiences and strategies, while observations and documents provide contextual information and validate the findings. The qualitative component's data is evaluated using thematic analysis, which includes transcribing, coding, and identifying important themes. The interpretation of qualitative data is guided by theoretical frameworks such as resilience theory, social practice theory, deconstruction theory, the theory of the moral economy of the peasant, and social capital theory. The quantitative component is distributing questionnaires to a broader sample of informal sector workers to collect data on many facets of their resilience, including adaptive methods, financial stability, and social support networks. Statistical analysis is used to detect patterns and correlations in the data. The study design is strengthened by including the SWOT, EFAS (External Factor Analysis Summary), and IFAS (Internal Factor Analysis Summary) frameworks. A SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats that are associated with the resilience of workers in the informal sector. EFAS is a tool used to analyze external elements that may impact a business, such as tourism trends and regulatory changes. On the other hand, IFAS is used to examine internal components of a business, such as the abilities of its workers and the level of support from the community. This comprehensive approach guarantees a deep comprehension of the resilience tactics and sustainability of workers in the informal sector of the tourism industry, establishing a strong basis for practical recommendations and policy consequences.

This study adopted a cultural studies technique to investigate the significant factors contributing to the survival of informal sector workers and the strategies they utilize to establish themselves in tourist areas (Siregar, 2019; Widiastini, 2016; Widiastini et al., 2018). The notion of deconstruction enables researchers to comprehend, uncover, and examine the preexisting structures inside a system (Siregar, 2019; Widiastini, 2016; Widiastini et al., 2018). When implementing a resilience strategy, it is crucial to thoroughly evaluate the structure, policies, and challenges of the informal tourism sector. The study aims to examine the resilience mechanisms implemented by informal sector workers in tourist hotspots in Bali.

To ensure the long-term viability of the informal sector in nine destinations in Bali, it is necessary to apply Scott's moral economic theory. This theory helps us comprehend the significance of ethical values and fairness in economic activities (Lahiri-Dutt, 2018; Widiastini et al., 2018). When designing sustainable plans for the informal tourist sector, which frequently relies on local communities, it is crucial to take into account these principles. The safety-first principles embraced by workers in the informal sector reflect a cautious mindset that avoids taking chances. Even the slightest risk is perceived as a threat to their livelihood, and so, they are unwilling to accept it.

1. Methodology Flow

This study employed a combination of qualitative and quantitative methodologies to gain a comprehensive understanding of the phenomena being investigated. The primary methodology employed was qualitative, with the objective of enhancing comprehension through the collection of descriptive data. The researchers mostly employed in-depth interviews and observations (Curry et al., 2009; Moser & Korstjens, 2018; Wilson et al., 2016), to investigate people's experiences and perceptions of work in the informal sector at tourist locations. Observations were utilized to collect data on the context, encompassing the physical surroundings, social interactions, and daily activities that impacted the individuals' perceptions (Hatch, 2002; Tracy, 2019). The participants

consisted of individuals employed in the informal sector, with two individuals picked from each tourist destination. This resulted in a total of four locations spread over eight regencies and one municipality in Bali.

In order to enhance the analysis and offer a more comprehensive viewpoint, quantitative methods were also utilized. This involved employing questionnaires consisting of twenty inquiries categorized into dimensions of strengths, shortcomings, possibilities, and challenges within the informal economy. The questionnaire responses were examined using SWOT analysis, which stands for Strengths, Weaknesses, Opportunities, and Threats. This analysis was used to generate the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), which identified the factors related to sustainability. The IFAS and EFAS metrics encompassed the process of identifying crucial factors, allocating weights, evaluating performance, and computing weighted scores for each factor.

The integration of qualitative and quantitative methodologies facilitated a comprehensive and all-encompassing acquisition of information, leading to a thorough comprehension of the examined issues. The qualitative technique provided profound insights into the context and meaning, whilst the quantitative approach supplied a systematic framework for objectively examining both internal and external aspects. This combination enhanced the research by providing diverse and comprehensive insights, which helped in identifying measures to promote the long-term viability of the informal sector in the tourism industry. The study investigated the dynamics of the informal sector, namely how interactions between informal economic actors, market conditions, and government laws generate its distinct characteristics. The study used in-depth interviews and participant observation to demonstrate how informal business operators responded to economic uncertainty, legislative changes, and social issues. Figure 1 displays the overall approach flow used in this research.

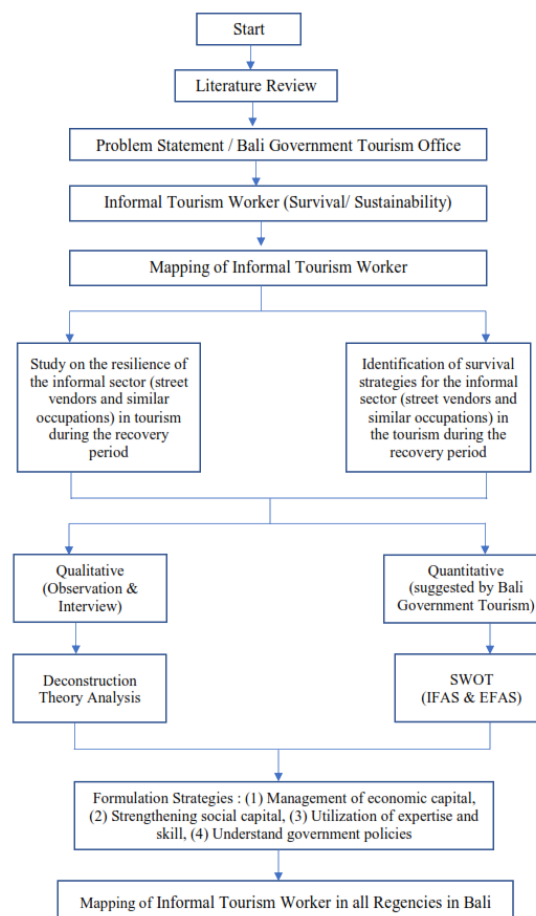


Figure 1. Overall process flow

2. Research Focus Area

Table 1 depicts the selected regencies and their tourism attraction areas. The research venues were chosen with the expectation that their diversity would provide a broader and more in-depth view of the area's tourism business. Each place has unique qualities that provide varied perspectives on the growth of regional tourism (Baker & Coulter, 2007; Brata & Umiyati, 2020; Putra et al., 2021). By expanding the research focus over multiple districts, peculiarities and similarities in tourist attraction management were discovered, which are critical for understanding the dynamics of the informal tourism sector as a whole.

Table 1. The regencies and its respective tourist attraction locations

No	Regency	Destination
1	Bangli	Batur Tengah Village, Penglipuran Village
2	Gianyar	Ubud Village, Tirta Empul, Siyut Beach
3	Klungkung	Kertagosa, Kusamba Beach
4	Karangasem	Besakih Beach, Tulamben Beach
5	Tabanan	Tanah Lot, Bedugul
6	Jembrana	Medewi Beach, Baluk Rening Beach, Rambut Siwi, Perancak Beach
7	Buleleng	Lovina Beach, Wanagiri, Penimbangan Beach
8	Badung	Kuta Beach, Canggu Beach
9	Denpasar	Sanur Beach, Sindhu Beach, Serangan Beach

The research undertaken at various locations proved critical since each area was distinctive in terms of geographical factors, cultural variety, and specific local economic patterns. This allowed the researchers to go deeper into understanding how these components interacted to define the features of each region's tourism business. Furthermore, the selection of different places was critical in uncovering issues and opportunities in the tourism industry that would not have been obvious if the research had been undertaken in a single area.

Figure 2 illustrates the distribution of tourists across the nine regencies under study. Badung Regency and Denpasar District (in green) are identified as the areas with the highest tourist visitation rates. Following these, Gianyar Regency, Tabanan Regency, and Buleleng Regency (in yellow) also have significantly high visitation levels. In contrast, Karangasem Regency and Klungkung Regency (in orange) experience relatively low tourist traffic. Despite the notable popularity of Kintamani and Penglipuran areas, Bangli Regency overall has a modest visitation rate. Jembrana Regency (in red) registers the lowest number of tourist visits.

Research at these locations was also aimed at identifying best practices and challenges faced in the development of sustainable tourism. Surveys, interviews, and observations with workers in the informal tourism sector were the primary instruments used. This helped collect qualitative and quantitative data regarding their perceptions and experiences in maintaining their businesses. The aspect of local community engagement in the management of tourist attractions, where they take roles as workers in the informal sector, was also considered. This aspect is one of the crucial elements in the development of inclusive and sustainable tourism.

Consequently, these research locations not only represented the diversity of regional tourism but also became key to developing effective and inclusive strategies to enhance national tourism potential. With this approach, the research strives to provide recommendations that are not only theoretical but also practical and implementable, supporting the development of tourism that favors both the formal and informal sectors.

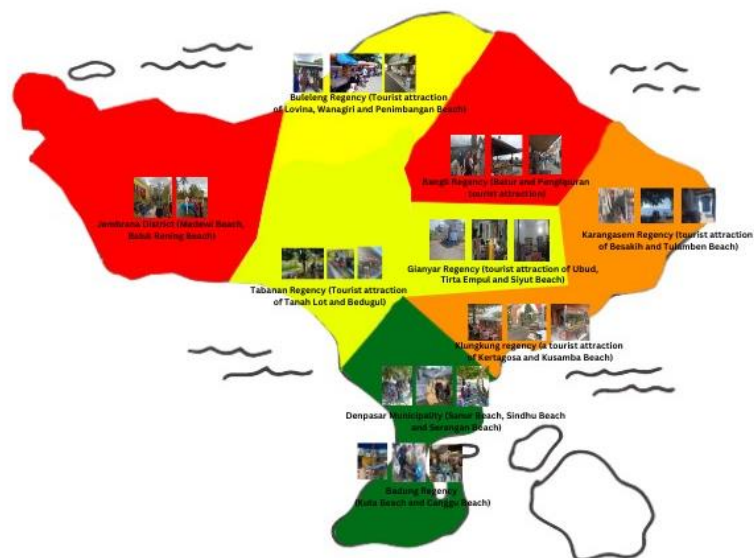


Figure 2. Tourist distribution

3. Analysis

The study on informal tourism sector workers sustaining their businesses during and after the pandemic used quantitative data analysis methods, such as the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS), to identify resilience factors (Oktari et al., 2023; Situmeang et al., 2020). The IFAS tool assesses strengths and weaknesses in the informal sector, identifying internal capabilities and constraints. On the contrary, EFAS evaluates possibilities and hazards in the external environment, such as market developments and regulatory changes. The Deconstruction Method simplifies complex data, allowing for a more in-depth study of the underlying survival mechanisms.

The process involved two stages: first, assessing the resilience of the informal sector (such as street vendors) in tourism during the recovery period, and second, identifying strategies for their resilience. Relevant previous research was elaborated upon, adopted, and cited. Interview guidelines, observations, and questionnaires were systematically developed based on the established research problems to be used as data collection tools at the predetermined locations. The criteria for respondents were that they had been selling at the location for a minimum of five years. Additionally, in-depth interviews were conducted with local government officials to understand the government's role in supporting these informal sector workers.

The questionnaire results were analyzed by conducting a SWOT analysis to produce IFAS and EFAS, aiming to identify factors of survival strategies in the informal tourism sector. The metrics of IFAS and EFAS are created by:

- Identifying key internal (external) factors affecting survival strategies.
- Assigning weights to each factor based on its importance.
- Rating the performance of the informal sector on each factor.
- Multiplying the weight by the rating to calculate a weighted score for each factor.
- Summing up the weighted scores to get the total weighted score.

Results and Discussions

EFAS and IFAS Analysis

The following results present data collected directly from respondents. Table 2 showcases the outcomes of the Internal Factor Analysis Summary (IFAS).

In the analysis of strengths, it's evident that skills or expertise, with a rating of 2.87, indicate room for improvement, suggesting vendors might benefit from additional training or skill development to enhance competencies (Magidi & Mahiya, 2021; Palmer, 2007). Similarly,

networking or relationships, rated at 2.5, imply underutilization or insufficient extent of networks and relationships held by vendors (Akintimehin et al., 2019; Ritter et al., 2004). While there is an ability to adapt, as indicated by a rating of 2.57, vendors need to be more proactive in facing changes in situations and market demands. Additionally, a rating of 2.35 in finding new business opportunities suggests vendors may encounter challenges in innovation or seeking new opportunities during difficulties. Conversely, the highest rating in fund management (3.05) indicates vendors' effectiveness in managing finances, aligning with the principle of safety first in peasant moral economic theory (Wahyudi et al., 2022; Widiastini, Trianasari, et al., 2022).

However, when examining shortcomings, it becomes apparent that vendors encounter difficulties, particularly in accessing finance. This is shown by a rating of 2.67, suggesting considerable obstacles in acquiring funding that could impede business expansion (Distinguin et al., 2016; R. Handayani, 2018). The most significant rating is noticed in the decline in visitor numbers (3.67), indicating a significant impact on enterprises that heavily rely on tourism. Furthermore, the rating of 3.22 for distribution difficulties implies significant challenges in the process of delivering goods or services. Similarly, the rating of 3.22 for government support shows either unfulfilled demands or elevated expectations for aid from the government. These findings emphasize the key areas that need intervention to improve the resilience and sustainability of vendors in the informal tourism sector.

Table 2. Internal Factor Analysis Summary (IFAS)

<i>Strengths</i>	Weight	Rating	Score
Skills or expertise	0,09	2,87	0,28
Networking or relationship	0,08	2,5	0,21
Ability to adapt to changing situations and market demands	0,08	2,57	0,22
Finding new ways or business opportunities in dealing with challenges	0,08	2,35	0,19
Management of funds to maintain a business or job	0,10	3,05	0,32
Total	0,43		1,22
<i>Weakness</i>	Weight	Rating	Score
Limited access to get venture capital	0,09	2,67	0,24
Decrease in the number of tourists	0,12	3,67	0,46
Difficulties in supplying or distributing goods or services	0,11	3,22	0,35
Financial ownership and social security	0,09	2,9	0,28
Government assistance or support	0,11	3,22	0,35
Total	0,52		1,68

Table 3 presents an assessment of the External Factor Analysis Summary (EFAS) for individuals employed in the informal tourist sector. It highlights both favorable circumstances and potential risks. The use of online platforms for marketing tourism products or services is considered a threat, with a score of 0.18. Implementing technology necessitates a substantial allocation of financial resources and effort, which carries the potential for financial loss if the business fails to fulfill its anticipated outcomes or objectives, hence jeopardizing its survival (Lahiri-Dutt, 2018; Widiastini et al., 2018). Furthermore, there is a high probability of uncertainty or fluctuations in the demand for tourism products or services, with a score of 0.38, due to the current Volatility, Uncertainty, Complexity, and Ambiguity (VUCA) scenario, specifically market uncertainty (Liu & Sukmariningsih, 2021). Regarding collaboration, which scores 0.19 on EFAS, informal sector workers rely heavily on social capital to build networks and friendships (score 0.21 on IFAS). The trust-based social capital (Akintimehin et al., 2019; Widiastini, Trianasari, et al., 2022) managed by these workers in Bali's tourist destinations enhances their adaptive capacity and sustainability, enabling them to navigate challenges and seize emerging opportunities.

Table 3. External Factor Analysis Summary (EFAS)

<i>Opportunity</i>	Weight	Rating	Score
Change the type of product or service	0,08	2,35	0,19
Using digital technology to promote or run a job or business	0,08	2,27	0,18
Collaborate with related business actors	0,08	2,35	0,19
Take advantage of increased demand from local tourists by tailoring tourism product or service that offerings	0,09	2,62	0,24
Total	0,33		0,8
<i>Threat</i>	Weight	Rating	Score
Utilizing online platforms to market tourism products or services	0,08	2,25	0,18
The decrease in income has affected to difficulties in meeting basic needs	0,11	3,2	0,36
Applying for a loan from a financial institution or micro institution	0,08	2,42	0,21
Uncertainty or changes in demand for tourism products or services	0,11	3,27	0,38
Difficulty in reaching markets or reaching tourists	0,11	3,27	0,38
Occupational health or safety risks	0,13	3,67	0,48
Total	0.62		1,99

Survival Strategies in Maintaining Business for Informal Sector Workers in the Tourism Industry

The tourism industry, particularly in Bali, has been heavily impacted during the COVID-19 pandemic, significantly affecting informal sector workers due to the decline in tourists and restrictions on economic activity. These workers must develop survival strategies to sustain their businesses and overcome the challenges they face. Survival strategy is crucial for maintaining business sustainability. As discussed previously, informal sector workers manage their resources meticulously to survive and focus on developing products and adopting technological advancements to minimize costs, labor, and time.

Figure 3 highlights the external and internal conditions that affect the survival of informal sector workers operating in Bali's tourist destinations during the pandemic and recovery stages. External conditions include tourism development, government policies, market trends, tourist needs, and technological advancements. Internal conditions encompass economic capital, social capital, and cultural capital. The decline in tourism during the pandemic led to trend changes to meet tourists' needs (Mirayani et al., 2023; Solemede et al., 2020; Suprihatin, 2020), resulting in government policies aimed at sustaining tourism and imposing various restrictions on the community, including informal sector workers.

In practice, informal sector workers in Bali's tourist destinations either work individually, selling tourism products or services directly to tourists, or in groups. They offer various products, often sourced from local business owners, SMEs, or agricultural businesses, making them resellers (Widiastini, 2016). For instance, fruit traders around the Bedugul tourist area sell agricultural products from Buleleng Regency farmers. These traders help connect producers with consumers, creating an external collaborative practice between traders and product providers. Survival strategies employed by informal sector workers in Bali's tourist destinations are studied using a cultural studies approach (Arybowo, 2010; Handayani et al., 2017; Longhurst et al., 2016) and analyzed using social practice theory, deconstruction theory, the theory of moral economy of the peasant, and social capital theory. Social practice theory (Adib, 2012; Darbi & Knott, 2016; Widiastini, 2016; Widiastini et al., 2022) suggests that individuals actively shape and reform their practices according to their context. During the pandemic, informal sector workers in the tourism industry may have modified their practices by utilizing their communication skills and adjusting their interactions with visitors. Additionally, they establish effective communication with the local government, traditional villages, local communities, and fellow workers.

The theory of moral economy of the peasant, as discussed by (Adelman, 2020; Chiari, 2015; Lahiri-Dutt, 2018; Widiastini et al., 2018) offers a conceptual framework for comprehending the decision-making process of informal sector workers, which is influenced by societal values,

norms, and market logic. These workers modify their approaches to give priority to health and safety, even if it results in a decrease in their earnings. They exercise caution when it comes to creating online products and marketing strategies, prioritizing the management of their money and the enhancement of their contact methods with consumers. By adopting a cautious attitude, they are able to mitigate the potential risks associated with investing money, exerting effort, and allocating time towards enterprises that are questionable. It is of utmost importance for them to uphold their customary selling techniques at tourist areas.

Workers in the informal sector have survived the epidemic thanks to their social capital, which includes networks with other workers and the local community. The idea of social capital (Akintimehin et al., 2019; Prasetyo et al., 2020; Widiastini et al., 2022) illustrates how relationships and social networks can be useful resources when faced with a challenge. By adhering to safety and health rules, they ensure that they may continue to sell various tourism products and services to visiting tourists, thereby supporting their livelihood.

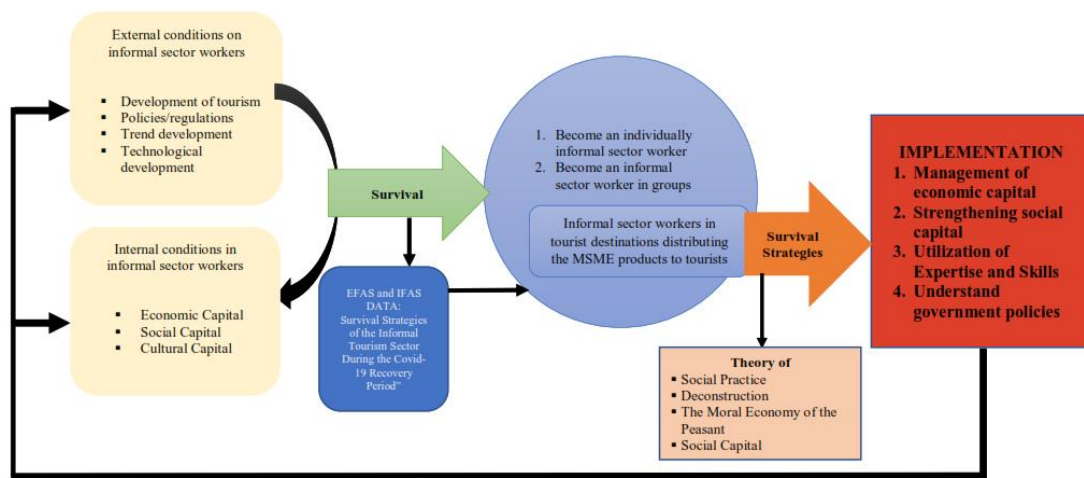


Figure 3. Survival strategy in maintaining business of informal sector workers in the tourism industry

A survival plan for informal sector workers in Bali's tourism attractions can be outlined using an analysis of their strengths, weaknesses, opportunities, and threats. Table 4 lists four important items carried out by informal sector workers at Bali's tourism destinations: (1) Managing economic capital, (2) Increasing social capital, (3) Using expertise and talents, and (4) Understanding government policies.

The research of tourist locations in Bali, particularly in terms of pandemic survival techniques, necessitates a thorough approach. This strategy entails financial management, building social capital, employing talents and knowledge, and comprehending government policies. Popular tourist locations including as Kintamani (Batur Tengah Village), Ubud, Tanah Lot, and Kuta Beach have well-established finance management systems. Being in well-known tourist locations correlates with significant business competition, necessitating rigorous budget management to assure long-term viability in the face of declining tourist numbers.

Penglipuran Village, Wanagiri Village, and Lovina Beach are well-known for their distinct cultures. These locations build social capital through community activities, enhancing local engagement and preserving local wisdom, making them more appealing as tourist attractions. During the pandemic, arts and crafts communities in Ubud, Bedugul, and Penglipuran Village concentrated on marketing local craft products online or developing new skills relevant to current tourism trends. Each destination may take a different approach based on its specific resources, qualities, and problems.

Table 4. Strategies implementation at the nine regencies

No	Regency	Tourist Location	Implementation Strategies			
			1	2	3	4
1	Bangli	Batur Tengah Village				
		Penglipuran Village				
2	Gianyar	Ubud Village				
		Tirta Empul				
		Siyut Beach				
3	Klungkung	Kertagosa				
		Kusamba Beach				
4	Karangasem	Besakih Temple				
		Tulamben Beach				
5	Tabanan	Tanah Lot				
		Bedugul				
6	Jembrana	Medewi Beach				
		Baluk Rening Beach				
		Rambut Siwi				
		Perancak Beach				
7	Buleleng	Lovina Beach				
		Wanagiri				
		Penimbangan Beach				
8	Badung	Kuta Beach				
		Canggu Beach				
9	Denpasar	Sanur Beach				
		Sindhu Beach				
		Serangan Beach				

Conclusion

The study identifies critical survival measures for informal sector workers in the tourism industry during the COVID-19 epidemic. These techniques include managing financial and material capital by prioritizing expenses, lowering operational costs, and practicing prudent financial management, all of which are critical during times of income loss. Workers in the informal sector are encouraged to make the most use of their current resources in order to meet new challenges. Improving communication skills is critical to maintaining connections with customers, business partners, and other stakeholders. Compliance with regulations governing corporate operations, health protocols, and permits is critical for business continuity. Utilizing networks, forming collaborations, and keeping positive relationships with many stakeholders are critical to sustaining business during difficult times.

These ideas offer a road map for resilience and adaptation for Bali's informal sector workers, who are critical to the local tourism industry. Emphasizing resource optimization and financial management can result in more sustainable business strategies. The emphasis on social capital highlights the value of community and collaborative efforts in the tourism industry. However, the research's scope may be limited, as it focuses largely on the informal sector, which may not reflect the larger dynamics of Bali's tourism economy. In the absence of quantitative data to measure the impact of these tactics, the study may rely on qualitative assessments. The findings are particularly pertinent to the epidemic situation and may not be completely applicable to regular situations.

Further research should look into how these techniques affect the long-term stability of the informal sector economy. Comparative studies of the informal and formal sectors of tourism could reveal unique difficulties and answers. Furthermore, studying the evolution of these tactics post-pandemic and their implementation in different economic conditions would be valuable. Expanding the research to include other locations could provide a more complete knowledge of the tourism industry's characteristics.

Recommendations

The government may provide financial aid and incentive programs for informal sector workers in the tourism business affected by the pandemic. This financial assistance can help businesses preserve liquidity and cover fundamental necessities during difficult times. The government can also provide training and education programs to improve the skills and knowledge of informal sector workers in the tourism industry. These programs can help them adapt to changing situations, increase service quality, and compete more effectively. Furthermore, the government might encourage collaboration among informal sector workers, tourism associations, and educational institutions to develop effective programs and strategies for dealing with the pandemic's effects.

Academics are expected to train and consult informal sector workers on topics such as company innovation, financial management, digital marketing, and technology use. Academics can help informal sector workers enhance their skills in managing firms throughout the pandemic. Academics can also do study and analysis on market trends, customer behaviour, and developments in the tourism business throughout the pandemic period. The findings of these studies may provide useful insights for informal sector workers, allowing them to make better informed business decisions.

Enhancing the quality of products and services is essential for informal sector workers to adjust to new circumstances and strengthen their competitiveness. Establishing collaboration and networking with pertinent parties might create fresh company prospects and offer assistance in tackling obstacles. Collaborating with business partners to exchange experiences and information can serve as a valuable source of inspiration and knowledge acquisition. Utilizing social media, internet, and e-commerce platforms is crucial for broadening market penetration. Informal sector workers must engage in proactive online promotion of their enterprises to attract new customers, particularly for the purpose of expanding their market by indirectly targeting consumers.

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The *animo* Timpag people in the development of tourism villages in Bali

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Abstract: The goal of this study is to identify possible areas for tourism development in Tabanan Regency, Bali namely in Timpag Village. In Tabanan, It's a relatively new tourist destination. The success of other tourists villages in Bali seem to inspire the Timpag villagers to enhance their tourism potential. This research aims to reveal the factors that make Timpag villagers interested in building a tourist village and inventory the tourism potential. Therefore, the sample is those selected in Timpag village by purposive sampling. The research was conducted using qualitative methods. Data was gathered through observations and literature reviews. Each data set was analyzed using qualitative techniques. This research found that *animo* as a social interest is an important factor in the development of tourist villages. The research findings indicate that: First, the Timpag people are eager to develop the village's tourism potential and have shown social solidarity by prioritizing the creation of tourist infrastructures. Many forms of tourism solidarity were not caused by the role of the *pokdarwis*. The tourism *animo* has become a huge internal factor for the Timpag people for their tourism village; Second, Timpag Village has potential for natural tourism, cultural tourism, ecotourism, and special interest tourism. It has developed based on capital and social commitment based on their tourism *animo*. Some of the tourism potential hasn't developed optimally due to the lack of support from *pokdarwis*, resistance from some Timpag communities, and lack of local government assistance for tourism development in Timpag village.

Keywords: *animo*, Timpag people, tourism development, tourism village

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Introduction

Rural development is one of the Indonesian government's development programs for community welfare (Agustina and Yahya, 2022; Ridhani and Priyadharma, 2023). The community has the right to participate in development, such as tourism development in rural areas, which is confirmed in Law No. 6 of 2014. Through Law No. 10 of 2009, tourism development can synergize with rural development. Providing tourism packages in village development can add new jobs and improve the rural economy (Jaya *et al.*, 2022). Villages offering tourism services in line with Bali Governor Regulation Number 52 of 2021 are attractive because they feature unique and potentially authentic tourist attractions.

Management of tourist attractions in tourist villages can significantly benefit the villagers. Tourist villages that manage tourist attractions and have suitable accommodations can impact the community's economy, the preservation of the physical environment, and even local culture. Tourist attractions and authentic experiences in tourist villages can be the reason tourists visit. Tourist attractions that are attractive to many tourists always require tourist accommodation to support tourism activities around the tourist attraction. The availability of suitable accommoda-

tion and attractive tourist attractions in tourist villages can improve the destination's image. However, with adequate tourist accommodation, tourist activities in tourist villages will last only briefly.

Tourist villages can be realized based on tourism practices (Komiter and Rahardjo, 2023; Azikin and Fewidarto, 2023). A tourist practice is anything that has value for tourism development (Pradana and Arcana, 2020; Pradana, 2023a). Therefore, later the village can become a comfort area for tourists. Tourist village elements can be enjoyed by tourists if they are supported by adequate accessibility components (Pradana, 2018).

Many quality tourist villages are already complete with developing tourist areas in Bali. Penglipuran Village has received an international award as the best tourist village in Bali (Dharma and Pradana, 2022). The quality of the Kerta tourism village in Gianyar is built based on four potential tourism development strategies (Miryani *et al.*, 2023). Wanagiri Village in Tabanan has carried out tourism development based on the principles of *Sapta Pesona* (Wisnawa *et al.*, 2023). The quality of Batuan tourism village has been promoted through social media (Wangsa *et al.*, 2023). Munggu village in Badung has developed tourism quality with the help of *pokdarwis* (Mekarini and Kartimin, 2023). Bongkasa Pertiwi Village has superior natural tourism potential for tourism development (Wibisono *et al.*, 2023). Belok Sidan village has built an ecological tourism village with special interest tourism packages (Kiskenda and Trimandala, 2023). Kerta village was developed into a Kerta tourism village for the community's economic recovery after the Covid-19 pandemic (Miryani *et al.*, 2023). Batuan Village has been promoted as a tourist village through social media (Wangsa *et al.*, 2023). On the one hand, the people of Timpag village are taking part in developing their village into a tourist village. This trend of social practice correlates with a solid social animo in tourism development in Timpag village. Whereas, not everyone knows about the potential of their tourist village.

Timpag Village has various tourism potential (Mahardika *et al.*, 2021). Amid the successful development of tourist villages in Bali, the orientation of tourism village development has existed since the local tourism awareness group (*pokdarwis*) in Timpag Village. However, The *pokdarwis* in Timpag Village does not appear to be functioning for the development of a tourist village. On the one hand, it turns out that not all Timpag people are motivated to improve welfare through developing tourist villages. In terms of tourism, much of Timpag's tourism potential has not been developed properly. The disparity between the Timpag people's desire to build a tourist village and the form of support from the Timpag community shows that there are problems with tourism *animo* and tourism capital. The lack of scientific literacy that analyzes tourism capital and tourism animo has motivated and reaffirmed this research. This research generally aims to find strategies for developing tourism potential in rural areas. Specifically, this research aims to inventory the tourism potential in Timpag Village and try to understand the enthusiasm of the Timpag people for tourism activities. The problems are focused on Timpag people interested in developing a tourist destination in Tabanan and the types of Timpag tourism potential.

Methodology

This article was completed after going through fundamental research using a tourism perspective. Gaining theoretical benefits is something important in fundamental research (Dawadi *et al.*, 2021). The theoretical benefits of science correlate with its objectivity, point of view, and scientific perspective. As an epistemological element, paradigms can support the function of scientific perspectives (Worth & Pande, 2022). This tourism science perspective is applied with the help of the phenomenological paradigm & interdisciplinary approach. The tourism perspective used cannot be separated from the nature of the existence of tourism activities. Tourism knowledge in the theoretical review of hospitality science and cultural studies is taken into consideration in investigating the development of Timpag tourist village. The phenomenological paradigm is used considering that tourism practices in Timpag Village are not yet established or are relatively new.

This research was located in Timpag Village because there is interest in tourism development there. There is a big role of Timpag people in the development of Timpag tourist

village and relatively new in Tabanan. The successful development of Timpag Village as a tourist village cannot be separated from the Timpag people as tourism perpetrators.

Therefore, Timpag people in Timpag Village are the population of this study. The data source can come from the population (Chen *et al.*, 2024). The data source for this research was selected based on a purposive sampling technique. Purposive sampling is classified as a non-probability sampling technique (Dispar & Anggarawati, 2024). The purposive sampling technique is a planned method of selecting samples based on certain considerations (Pademme *et al.*, 2023). The most important consideration in determining data sources through the implementation of purposive sampling techniques is the form of support from the Timpag people for tourism development in Timpag village. The small number of Timpag people who play a role in developing tourist villages and are willing to provide data is a consideration in using this purposive sampling technique.

In essence, this research uses qualitative methods. Qualitative methods can be useful for searching and analyzing qualitative data (Ndu *et al.*, 2024). Qualitative data can take the form of descriptions and images (George & Voutsina, 2023). Pictures and descriptions of the tourism potential of Timpag Village and the tourism interest of the Timpag people are needed to solve research problems. The number of tourism potentials and tourist interests are considered necessary in data analysis. Therefore, the important performance analysis phase of this research determines how feasible the components of attractions, amenities, accessibility, and additional facilities in Timpag Village are. The adequacy of descriptions and images regarding tourism potential and tourism interest is more important than the amount of tourism potential and tourism interest of Timpag people to conclude. On the other hand, the number of valid tourism potentials is still not enough to formulate conclusions amidst the very lack of descriptions and images regarding tourism potential in Timpag Village. Based on this need, qualitative data can be stated as primary data for this research. Apart from that, analyzing qualitative data about the phenomenon of Timpag people's tourism interest is more feasible to realize in research than measuring the value of Timpag people's tourism interest or explaining the quantitative value of Timpag people's tourism interest. Therefore, choosing a qualitative method as a research method is strategic for solving this research problem.

Data collection was carried out using observation and literature study. Observation is a way to collect visual or descriptive data (Yusuf, 2024). Activities to observe the enthusiasm of the Timpag Village community for the development of a tourist village have been carried out since 2003-2021. The activity of observing tourism interest, and enthusiasm as tourism animo from Timpag people has been carried out for quite a long time unplanned and without permission since the inventory of tourism potential in Timpag Village. During observations, sufficient data on tourism potential has been collected since 2013. Sufficient data on Timpag tourism interest began to be achieved in 2018. Observations on the tourism interest of Timpag people in Timpag Village continue to be carried out until data saturation is reached in 2021. This technique is operational to obtain data qualitative assistance with the use of a photo camera. A photo camera can be a valuable tool for searching for data during observations in field studies (George & Voutsina *et al.*, 2023).

The data collection target for this research is equivalent to the observation indicators. According to Cresswell (2007), observation indicators include planning, perpetrators, perpetrator activities, objects, events, time, goals, emotional reactions, communication, and practice context. To solve the problem of Timpag tourism potential, observation activities have been carried out by focusing on the symptoms of other people feeling at home around the Timpag Village tourism potential zone, the expressive symptoms of different people liking when doing activities in the Timpag Village tourism potential zone, the presence of symptoms of Timpag people interacting with other people are familiar with tourism potential zoning. The tourism potential zoning seems conducive to social activities, a symptom of Timpag people's planning for the development of Timpag's tourism potential. Meanwhile, to reveal the tourist interest of Timpag people, observation activities have been directed at searching for tourism representations in social activities, symptoms of themes, symbols, and tourist texts in public spaces or public facilities in Timpag Village. It is similar to other tourist villages. Symptoms of changes in symbols and text in public spaces or public facilities there which leads to more

comfort and eye-catching, symptoms of social practices for developing tourism capital, symptoms of Timpag people involved in tourism activities, symptoms of forms of social support for the role of tourism awareness groups. There are symptoms of Timpag people being engaged in social activities around the tourism potential zoning, symptoms of representation of social solidarity for the development of Timpag tourist villages, expressions of likes or dislikes of Timpag people when listening to discourse about the development of tourist villages, and symptoms of body language that can be understood whether they like it or dislike it. The observation indicator matrix for this research can be presented in Table 1.

Table 1. Observation indicators of people's animo in the development of tourism villages

Observation Indicators	Tourism Potential	Tourism <i>Animo</i>
Tourism Planning	representation of tourism capital management	symptoms of changes in symbols and text in public spaces or public facilities in Timpag village which are more comfortable or eye-catching, symptoms of social practice for the development of tourist capital
Perpetrator	the presence of other people or Timpag people	Timpag villager
Prepetrator's Activities	representation of tourism-oriented people's activities	representation of tourism-oriented people's activities
Object	representation of tourism potential in objects in Timpag Village	symptoms of tourism interest in forms of social activities in Timpag Village
Incident	symptoms of other people feeling at home around the tourism potential zoning of Timpag Village	the existence of tourism representation in social activities, theme symptoms, symbols, and tourist texts in public spaces or public facilities in Timpag Village which are similar to other tourist villages, symptoms of social support for the role of tourism awareness groups, there are symptoms of Timpag people being involved in social activities around the tourism potential zoning, there are symptoms of representation of social solidarity for the development of the Timpag tourist village
Time	there is visible tourism potential in the morning/ afternoon/ evening	symptoms of tourist enthusiasm that can be observed in the morning/ afternoon/ evening
Objective	symptoms of other people like the potential of Timpag tourism	symptoms of Timpag people involved in tourism activities in Timpag Village
Emotional Reaction	expressive symptoms other people like when carrying out activities in the tourism potential zoning of Timpag Village	the expressive symptoms of Timpag people like to carry out activities in the tourism potential zoning of Timpag Village people's expressions of likes or dislikes when listening to discourse about the development of tourist villages body language symptoms that can be understood as likes or dislikes when listening to discourse about tourism village development

Communication	symptoms of disabled people interacting with other people intimately in tourism potential zoning symptoms of people's body language being lame when listening to discourse about tourist attractions and tourists	symptoms of Timpag people interacting with other people intimately for the development of the Timpag tourist village symptoms of Timpag people's body language when listening to discourse about tourism village development
Tourism Context	representation of tourism support to protect Timpag's tourism potential	representation of tourism support that accommodates the interest in developing the Timpag tourist village

Meanwhile, secondary research data was collected through a literature study about tourist villages in Bali. Literature study can be a selection of data based on many literary publication results (Bhattacharya, 2024). In the context of research in this natural setting, research data collection activities are mostly centered on collecting photos in Timpag Village and making descriptions based on the results of observations and literature study results without providing suggestions and intrusions on Timpag people for the development of Timpag Village.

To obtain reliable results, the data was analyzed qualitatively. Qualitative analysis is qualitative data processing that aims to formulate conclusions about scientific problems (Ab *et al.*, 2024). Following Bachri's (2010) opinion, researchers have used triangulation, negative case analysis, and member checking. Qualitative analysis of this research has been carried out in stages which include: 1) data reduction; 2) data display; 3) data description; 4) verification data, and 5) conclusion. The general description of this qualitative data analysis activity can be seen as follows.

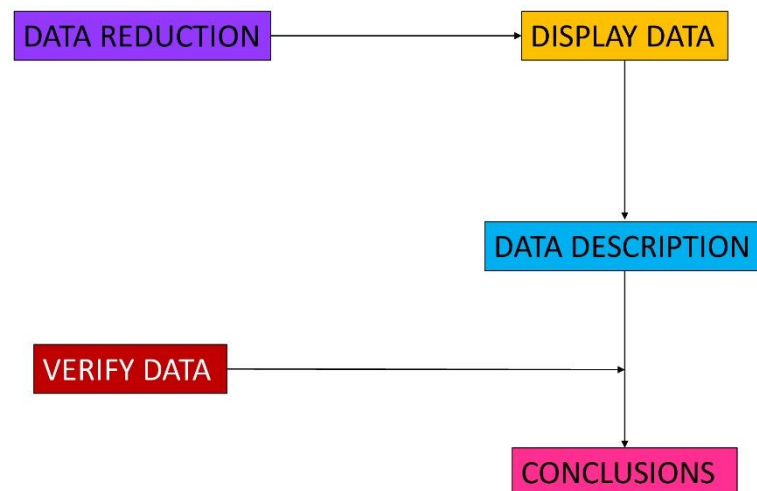


Figure 1. Qualitative data analysis

Through Figure 1, it can be seen that saturated research data is eliminated based on the research scope and tourism perspective. Data that is not valuable in the ontology of tourism science and correlates with the main problem is immediately reduced. Data reduction can be understood as a data selection stage before the data is used (Li *et al.*, 2024). Data display is the stage where data begins to be used and displayed (Suryana & Ferianto, 2023). Data description can be said to be a way of describing data descriptively (Rahman *et al.*, 2023). The research data collection is described descriptively after being displayed based on the remaining main data after data reduction. Data mode is a priority consideration during data verification. Data verification is an important stage for data credibility (Pusvitasari & Sukur, 2020). In this

research, descriptive volume development was carried out after all the data displayed had been verified. After the description of the data presentation has provided sufficient answers, research conclusions are formulated. Conclusions are offers of solutions to problems (Ahsan, 2023).

Results and Discussions

The research results show that there is a form of tourism potential in Timpag Village and indigenous people are interested in developing tourism potential. Discussion of research results regarding the animo of the Timpag people for developing tourism potential in Tabanan can be described as follows.

The Tourism Animo of Timpag People in Tabanan, Bali

Taste, shame, and motivation can influence a collective spirit in the form of enthusiasm. *Animo* is an enthusiastic individual with a social predisposition to imitate and duplicate anything for social reasons. The enthusiasm of Timpag people for community-based tourism development is relatively large. The large tourism interest of Timpag people in the context of community-based tourism development is proven by the availability of amenities, accessibility, attractions, accommodations, and the formation of tourism awareness groups (*pokdarwis*), which have great potential to support tourism village activities. The success of many tourist villages in Bali due to the role of *pokdarwis* has motivated Timpag people to collectively imitate this local community model. On the other hand, the common tastes and shyness of the Timpag people have become components that have had a big influence on various forms of social solidarity to duplicate the way tourism villages are managed. The Timpag tourism capital development model is also inseparable from the social spirit, which is influenced by the shame and similar tastes of the Timpag people. In other words, the enthusiasm of Timpag people for imitating, developing tourism capital, and participating in the development of tourist villages is not only purely based on an interest in success through tourist villages but also on a social tendency caused by social interest based on shame and similar tastes.

The enthusiasm of the Timpag people for developing tourism capital is greater than their enthusiasm for managing tourist attractions in Timpag Village. Building tourist attractions has been carried out through developing village tourism potential so that Timpag Village has a better impression and is conducive to tourism activities. To develop the village into a tourist village, the people of Timpag Village have gathered and learned about various aspects of developing a tourist village. In addition to organizational readiness, tourism locations must be prepared regarding accessibility, facilities, tourist attractions, and accommodation. Connection with the Timpag people's interest in developing a tourist village is shown by social solidarity in building tourist attractions, when opening tourist accessibility routes, seeking capital compensation, and building new accommodations and additional facilities.



(Source: Sanjaya, 2019)

Figure 2. Tourist at a new homestay in Timpag Village

Through Figure 2, the results of tourism development are of interest to tourists in Timpag Village. The Timpag's enthusiasm for developing tourist accommodation is centered on the construction of homestays. As a result, homestays are the most significant tourism capital development for the availability of tourist accommodation in Timpag Village. The modern homestay type can be stated as the type of tourist accommodation that is most available for tourist activities around Timpag tourist accessibility near tourist attractions and amenities. Among the tourist accommodations in Timpag village, quite a few homestays of this type are liked by tourists. The Timpag people own them, so a large contribution to local tourism is obtained through modern homestays.

The management of tourist areas should have good facilities and accessibility for tourist attractions. However, the role of *pokdarwis* in managing tourist attractions in Timpag Village is very lacking. There are still amenities that are not maintained, there are no Penta helix coordination meetings, many tourists do not know about Timpag Village, there is no special form of training for tourism management, there is a lack of government assistance, there is still a lot of tourism potential that has not been developed, and there is little enthusiasm for tourism among Timpag people participate in managing tourism quality. Apart from that, the *pokdarwis*' initiative to develop Timpag's tourism capital is relatively low. Therefore, the results of the development of tourism capital up to the management of Timpag tourist attractions have been largely influenced by the desire of the Timpag people to be more prosperous and social interest based on similar tastes and shame towards their family or friends rather than motivation from *pokdarwis*. The non-optimal development of Timpag's tourism capital so far is correlated with the small amount of social support and regional government assistance for their tourism *animos* orientation. The optimal development of Timpag's tourism capital into tourist attractions, facilities, and infrastructure supporting tourism activities cannot be separated from social practices that originate from tourism motivation and discourse. Discourse building can reflect both strategic design and social motivation. The plan for Timpag Village to become an attractive new tourist village in Tabanan is a discourse that continues to develop and is being realized by the Timpag people. To maximize the benefits of developing a tourist village, a traditional village perpetrators are involved with the Timpag people in maintaining social harmony and preventing things that are undesirable to the residents through coordination, revision of *awig-awig*, and rituals. The role of the Timpag people as tourism agents to regulate the rules for managing village facilities and infrastructure is a prospective effort for the development of the Timpag tourist village.

Strategically, Timpag's enthusiasm for developing the tourism potential of Timpag Village has prioritized adding tourist attractions, improving the quality of tourist accessibility, and adding amenities in the development of tourist villages. Many Timpag people were involved as volunteers in constructing amenities, tourist accessibility, and tourist attractions. The forms of support for the development of tourist attractions, tourist accessibility, and amenities in Timpag Village can be explained as follows.

Tourist attractions are tourist destinations that travelers anticipate during ecotourism and cultural tourism activities. Even though it has aspects of natural tourist attractions and cultural attractions, the development of the Timpag tourist village is not yet optimal. The lack of regional government assistance and *pokdarwis* support in accommodating tourism development is a situation contributing factor. This situation is due to the addition of tourist attractions as a result of the construction of the dam area, subak area, and tourist parks which have not been equipped with tourist amenities and accessibility that support increasing the performance of tourist attractions. Tourist attraction is the unique aspect of an area for tourist visits.

Tourist attractions can have characteristics like authenticity and uniqueness. Timpag Village has unique and authentic tourism potential to increase the attractiveness of natural tourism, cultural tourism, and special interest tourism. Improving the performance of tourist attraction development relies on the help of volunteers and forms of solidarity based on the enthusiasm of the Timpag villagers. Increasing tourist attraction is the main goal in developing tourism potential in Timpag Village. The aspects needed to improve the performance of tourist

attractions in Timpag Village are increasing the availability of tourist accommodations, amenities, and good accessibility to tourist attractions.

A network or route for easy access to locations is called accessibility. In the travel process, accessibility plays a crucial role. The accessibility of a tourist destination is determined by its road quality and the availability of transportation routes that lead to it. Access to Timpag Village is adequate. Timpag Village has a strategic road for transportation mobility on the Denpasar-Gilimanuk route which can be read via Google Maps. Various cars and motorbikes for tourism activities can pass through this route. The Timpag people have also made paths to tourist attractions, amenities, and tourist accommodation in Timpag Village. Most of these accessibility routes are off-road and relatively narrow, so they are only suitable for tourist activities without using a vehicle. Tourism enthusiasm has become a source of their social spirit because of the availability of footpaths in the Timpag tourist village. The aspects needed to increase accessibility benefits are improving the performance of tourist attractions, adding amenities, and improving the quality of tourist accommodation in Timpag Village.

The accommodation aspect is one of the important aspects in supporting tourism activities for tourists to stay in tourist areas. Timpag Village, as one of the villages developed for the needs of a tourist village, has a homestay as a place to stay for tourists when visiting. Apart from being a place to stay, at least Timpag Village also has facilities to fulfill the needs of tourists when visiting a tourist area. The success of modern homestays has inspired many Timpag people to build homestays. Several Timpag people who have capital choose to become homestay owners. The construction of accommodation in Timpag Village is still said to be relatively small. However, most of the locations are considered very strategic to be developed into tourist accommodation areas. The aspect needed to increase the contribution of tourist accommodation in Timpag Village is the addition of good local tourist attraction-based tour package variants complete with accessibility and amenities.

Among the amenities are public spaces facilitating travel. The additional aspects of the facilities themselves are facilities consisting of rubbish bins, public toilets, street lights, and fountains. The availability of these amenities cannot be separated from the impact on local people as tourism agents and volunteers. Regarding the addition of amenities in Timpag Village, the majority of Timpag people have great interest in amenities in developing the village into a tourist village but do not yet have sufficient interest in improving the quality of management of the tourist village area, so they don't have a tourism awareness group that can be relied on to handle it. Among all types of amenities, social practices based on cooperation among those with a tourism orientation are the ones that determine their existence the most. The aspect needed to increase the contribution of amenities in Timpag Village is the existence of additional regulations that regulate the function of amenities to benefit tourism activities.

Forms of Tourism Potential in Timpag Village in Tabanan, Bali

Timpag Village is within the Kerambitan District. The observation trip from Timpag Village can take less than 20 minutes to the Kerambitan and less than 40 minutes to Tabanan City. Topographically, the natural scenery of Timpag village is influenced by relatively stable rainfall every year. This rainfall condition is very suitable for plantation and agricultural activities, as well as the natural environment in Timpag Village. The beauty of this village can be seen through the vast expanse of green vegetation, from plantations to agriculture, that stretches throughout this village area. This is shown by the existence of extensive plantations and agriculture in Timpag village. As one of the villages in Kerambitan, Timpag Village is famous for its agricultural and plantation products.

Timpag Village is one of the villages with wonderful conditions in Tabanan Regency that has tourism potential. There are only a few tourism potentials in Timpag Village that are well developed in terms of tourism. The problematic functioning of the *pokdarwis*, little social *animo* in tourism, lack of local government assistance, and resistance from the local communities have impacted the tourism potential in Timpag Village not developing well and not being developed for tourism purposes. The quite a lot of selective attitude of the *pokdarwis* towards the progress of tourism development is seen as supporting social resistance to the sustainability of the de-

velopment of the Timpag tourist village. On the one hand, the small amount of tourism *animo* of local people in managing the quality of tourism, the existence of poorly maintained amenities, the absence of special training for tourism management, the absence of Penta Helix coordination meetings, the frequent absence of assistance when building tourist facilities, the lack of government assistance for development indicate problems with the functioning of *pokdarwis* for their tourism potentials.

Timpag Village has a variety of tourism potential, namely: a) Natural tourism potential in the form of views covering rice fields covering an area of more than 300 hectares of rice fields with beautiful vegetation, community activities such as farming, the habitat of the *Tyto Alba* Owl and seven springs; b) Special interest tourism potential such as a panoramic view of the Telaga Tunjung dam as an irrigation reservoir which offers attractive views for sports activities via a jogging track; c) Potential for cultural tourism originating from traditional cultural forms of the Timpag people such as traditional Balinese houses, *joged* and *topeng* Sidhakarya dances, traditional coconut oil products, Gonda vegetable chips, and salted eggs.

For cultural tourism potential, Timpag Village has several artistic activities, namely *joged* dance, *arja* Prembon, and *topeng* Sidhakarya which are members of Binal Jangkrik arts which is chaired by Gusti Wayan Sumadia. These two arts are traditional Balinese arts in Timpag Village which are often involved in sacred ceremonies. This series of activities is often referred to by the community as *ngayah* activities. The meaning of *ngayah* in Balinese terms is defined as community service or work without setting a price and paying no attention to reward rates in the framework of faith, togetherness, and social solidarity. To maintain cultural capital, *ngayah* as a form of social solidarity is necessary. Culturally, religious activities help cultivate social solidarity. Similar ideologies and ancestries allow for the development of social cohesion required for the implementation of sacred rites in the Balinese Hinduism practice sequence. Through collaboration with Binal Jangkrik Arts, new tourism arts have the potential to be created. Binal Jangkrik Arts is a local arts community that has a tourism *animo*, so it is interested, and considered cooperative in several social collaborations to support improving the performance of the Timpag tourist village. Apart from traditional cultural activities which have the potential to become new tourist arts, Timpag Village also has tourism potential of special interest in tourism activities. This tourism potential comes from the beautiful panorama of Telaga Tunjung Dam in Banjar Telaga Tunjung Kaja, Timpag Village. The Telaga Tunjung Dam has been built in an area of less than 60 ha. Based on the Figure 3, a dam called Telaga Tunjung is in Timpag Village. This dam was built in 2003 for the needs of water channels to the Tanggun Titi area in Beraban Village and was inaugurated by Susilo Bambang Yudhoyono as President of the Republic of Indonesia in 2008. As a result of the collaboration between volunteers and Timpag tourism agents, the potential for tourist attractions related to Tunjung Lake can be realized. It is interesting to note that this dam area is always busy during the Galungan and Kuningan holidays because it is often used for staging the *joged* dance and the *topeng* Sidhakarya dance. To make it attractive to tourists, the Telaga Tunjung dam area is being built at *balai subak* and is a tourist park that has the potential for cultural tourism activities, ecotourism activities, and special interest tourism activities. With the tourist park and *balai subak*, not only the people of Timpag can carry out cultural activities, exercise, and learn about *subak* but also tourists. This activity can certainly have positive implications for the Timpag people considering that there has been no action to develop tourism potential so far which has resulted in damage to the village environment. The management of *balai subak* and the tourist park has the potential to be sustainable as amenities considering that the Timpag villager also needs them for social and cultural education purposes.



(Source : Sanjaya, 2019)

Figure 3. Telaga Tunjung Dam as a tourist attraction in Timpag Village

Discussions

Power is not just a top-down force but is dispersed and embodied in various forms of knowledge, institutions, and social practices (Alcantra & Santos, 2022). In the context of Timpag Village, power dynamics play a crucial role in shaping tourism development. The cultural tourism potential of Timpag Village can be understood through the habitus of its inhabitants. Their practices, traditions, and ways of life form the cultural capital that attracts tourists. Natural tourism potential and cultural tourism potential can be deconstructed to uncover underlying assumptions.

A strategic design and social motivation can be reflected in discourse construction (Pradana, 2012). The emphasis on strategic planning to manage limited resources and external challenges suggests an underlying tension between aspirations for tourism development and the practical constraints faced by Timpag Village. Strategic planning emerged and is in demand due to the increasingly limited internal resources of organizations and the many external challenges that are influenced by the performance and role of the organization (Ayuningtyas *et al.*, 2015).

There are aspects of accessibility, amenities, tourist attractions, and accommodation that need to be prepared for tourist areas in addition to organizational readiness (Aditya and Ayudiyah, 2020). The villagers' dispositions influence how they engage with and adapt to tourism development. The competition and struggles within the field of tourism development in Timpag village involve various forms of capital. The decision to develop Timpag Village as a tourism village involves various stakeholders, including local authorities, community leaders, and external organizations. These actors exert power in determining what aspects of Timpag's natural and cultural resources are highlighted and marketed. Identifying Timpag's strengths and weaknesses involves producing knowledge about the village's tourism potential. This knowledge shapes how the village is perceived and developed, reflecting Foucault's idea that knowledge and power are intertwined.

Strategic planning concerning regional development requires actual and relevant literature on regional planning conditions and concepts (Brahmanto *et al.*, 2017). The strategic design described in the text uses language that conveys certain assumptions and values. For instance, terms like tourist attractions and social solidarity carry specific connotations shaping our understanding of development. Strategic design should describe the external environment for opportunities and threats and the internal environment for strengths and weaknesses (Hermawan, 2017). Strategic planning in Timpag Village involves producing and using knowledge about regional planning, tourism potential, and community-based tourism (CBT). The power dynamics here lie in who controls this knowledge and how it is used to shape the development of the village. The enthusiasm for developing tourism potential reflects the habitus

of the Timpag villagers, shaped by their social, cultural, and economic conditions. The community's practices, such as prioritizing tourist accessibility, can be seen as efforts to accumulate and convert different forms of social capital, cultural capital, and economic capital to enhance their position within the field of tourism. Accessibility is a path or network for smooth travel destinations (Soehardi *et al.*, 2021; Attamimy *et al.*, 2023). Accessibility is an important factor in the travel process (Siswanto, 2020; Zuhra and Silvia, 2019). The level of ease of reaching a tourist area can be seen from accessibility in the form of road conditions and the availability of transportation routes to get to the tourist area (Rossadi and Widayati, 2018; Pradana, 2019).

The involvement of social solidarity and CBT principles reflects an attempt to create a self-regulating community that aligns with broader regional development goals. Social solidarity based on tourism interest is also a potential force in tourism development in Timpag Village, as seen in the following Table 2.

Table 2. Tourism development potential in Timpag Village

Tourism Village Development Potential	Information
Power	The existence of social solidarity based on tourism <i>animo</i> among Timpag people, the existence of tourist attractions that are supported by accessibility and amenities or tourist accommodation
Laxity	Weak advocacy and support from <i>pokdarwis</i> for the tourism <i>animo</i> of Timpag people, lack of regulations governing the function of amenities, lack of tour packages, lack of quality tourist accommodation, lack of improving the performance of tourist attractions
Chance	There is tourism potential, assistance from tourism volunteers and tourism agents for tourism development in Timpag Village, and revision of customary regulations for tourism purposes
Defiance	Local community resistance, lack of local government assistance

The strategic planning process situates Timpag Village within the broader field of regional tourism development. Stakeholders, including local authorities and community members, navigate this field by leveraging their capital to influence the development trajectory. Based on the matrix above, forms of social solidarity based on tourist interest and the availability of tourist attractions supported by tourism infrastructures are strengths amidst the challenges, weaknesses, and opportunities for tourism development in Timpag Village.

Strength is the cause of superior performance, which can originate from cultural excellence or the development of cultural capital (Pradana & Ruastiti, 2022; Pradana & Jayendra, 2024). The strength of Timpag Village is described as originating from cultural development, which has transformed it into a tourist park. This transformation involves exercising power by creating and disseminating knowledge about the village's cultural capital. Superior performance, cultural development, and tourist parks carry specific connotations that shape our understanding of Timpag Village's strengths. The text highlights the commodification of Timpag's cultural practices for tourism and the preservation of traditional activities like *subak* farming. The text highlights the development of cultural capital as a critical strength of Timpag Village. The cultural activities and attractions, such as the tourist park, fountains, and trekking paths, are manifestations of this capital, attracting tourists and generating economic benefits for the community. Characteristics of tourist attractions such as authentic and unique can become tourist attractions (Rossadi & Widayati, 2018; Pradana & Parwati, 2017; Pradana and Arcana, 2023). Tourist attractions are tourist objects that tourists look forward to in ecotourism and cultural tourism activities (Marwangi and Anom, 2019). Amenities include public facilities that can support tourism activities (Li *et al.*, 2022; Noor *et al.*, 2020).

Efforts to increase tourist attractions are the main factor in making tourists come to visit tourist areas (Junaidi *et al.*, 2019). The practices promoted to tourists, such as relaxing in the park, enjoying views, and learning farming techniques, reflect the habitus of the Timpag villagers. These practices are ingrained in the community's way of life and are being commodified for tourism. The authorities and stakeholders in this development control the narrative and presentation of Timpag's cultural resources. Promoting activities like trekking, enjoying panoramic views, and learning to become *subak* farmers normalizes certain behaviors and experiences for tourists. The development of Timpag Village as a tourist destination situates it within the broader field of tourism. The villagers, local authorities, and tourists interact within this field, each bringing their forms of capital and habitus to influence the dynamics and outcomes of tourism development. This normalization reflects power relations that dictate what is considered valuable and authentic in the cultural experience of Timpag Village.

Culturally, the meaning of social solidarity can be fostered through sacred activities (Pradana *et al.*, 2016; Pradana, 2021; Pradana, 2024). The similarity of ideology and cultural lineage makes it possible to build the social solidarity needed for implementing sacred ceremonies in the series of practices of Balinese Hinduism (Pradana, 2022; Pradana, 2023). With another meaning is that the Timpag villagers' mixed reactions to commodifying their culture can be understood through the concept of habitus. The internalized dispositions and values of the villagers influence their willingness or reluctance to participate in cultural commodification. The text establishes binary oppositions, such as support *vs.* resistance to cultural commodification and centralized *vs.* decentralized tourism development. The text highlights a conflict in Timpag Village, where not all villagers support the commodification of their culture for tourism. Commodification and social solidarity carry specific connotations that shape our understanding of tourism development. The text highlights the contradiction between the village's tremendous tourism potential and the limited development due to villagers' lack of support and resistance. This reflects a power struggle between those who control the narrative and development of tourism and those who resist it. The decision to commodify culture and village facilities involves power relations determining which aspects of local culture are valuable and marketable. Those who resist may value cultural authenticity over economic gain, reflecting a different habitus from those who support tourism development. Developing tourism amenities such as homestays, restaurants, and accessibility infrastructure represents economic and social capital investment. The support and help from tourism awareness groups are crucial in shaping the knowledge and practices related to tourism development. The lack of support reflects a gap in the dissemination and control of knowledge, affecting the villagers' ability to realize their tourism potential fully. The limitations in these amenities suggest a need for more excellent investment and support to enhance the village's tourism potential. The text situates Timpag Village within the broader field of tourism development, where various stakeholders, including villagers, local authorities, and tourism awareness groups. The strategic planning and development efforts aim to normalize certain aspects of Timpag Village as tourist attractions. The lack of support from these groups indicates a need for more resources and recognition within this field. However, the resistance from some Timpag villagers indicates a challenge to this normalization, highlighting the power dynamics at play in the community's development.

Animo is an interested, enthusiastic individual with a social tendency to participate in imitating and duplicating something based on social motivation (Pradana, 2022a). The interest of the Timpag people in developing tourism potential indicates a desire to convert cultural and natural capital into economic capital. The presence of entrepreneurs in the community suggests an existing base of economic capital that can be leveraged for tourism development. The text creates binary oppositions, such as developed *vs.* undeveloped attractions and local interest *vs.* external tourist expectations. The opportunity, potential, and impressive experiences carry specific connotations that shape our understanding of tourism development. The text highlights the significant potential for Timpag Village to become a tourist destination due to the interest of the locals and the presence of knowledgeable human resources. The text highlights the contradiction between the village's existing potential and the undeveloped state of specific attractions. The ability to identify and develop hidden attractions like waterfalls reflects control over local knowledge and its transformation into marketable tourism products. The practices and disposi-

tions of the Timpag villagers, shaped by their habitus, influence their approach to tourism development. The opportunities for forming new commodities and developing tourism services position Timpag Village within the competitive field of tourism.

Obstacles have a negative meaning and can become a threat. Meaning reflects the value of practice attributes (Pradana, 2023b). The text presents binary oppositions, such as threat *vs.* opportunity and cultural exploitation *vs.* preservation. The language used in the text, such as pressure, obstacles, and cultural exploitation, carries specific connotations that shape our understanding of tourism development. The resistance of Timpag community members to developing tourism potential reflects a power struggle within Timpag Village. Concerns about cultural exploitation and the loss of cultural values indicate a conflict over who controls the knowledge and representation of the village's culture. The resistance to tourism development can be understood through the concept of habitus. Their reluctance to engage in tourism reflects a habitus that values traditional ways of life and occupations outside the tourism sector. The absence of support from tourism awareness groups indicates a need for more resources and recognition within the field of tourism development. The absence of support from tourism awareness groups exacerbates this issue, as there is no mediation to bridge the gap between proponents and opponents of tourism development. The community's efforts to work together independently despite the lack of external support reflect a form of self-governance. The text highlights the contradiction between the community's interest in developing tourism and the resistance to cultural commodification.

Conclusions

This research has found a level of tourism interest that can become social capital for developing the Timpag tourist village. A social solidarity movement based on large tourist animo has replaced the role of the *Polaris* in Timpag Village. On the other hand, the tourism potential of Timpag Village cannot be developed because of its small tourist interests. The study's findings on strategies to enhance Timpag tourism potential in Tabanan, Bali, lead to the following conclusions: 1) The results of developing tourist attractions amidst the dynamics of tourist interactions have motivated tourism actors to build tourist villages in Bali. The desire of the Timpag Villager to increase its tourism potential is demonstrated by the social solidarity that emerges when new tourist attractions increase. In line with this, the interest of the Timpag people has increased in social solidarity activities to build community-based tourism (CBT), complete with *pokdarwis*. The success of this tourism activity in Timpag village is influenced by the tourism animo as an enthusiasm of the Timpag community, which is inspired by the success of developing tourist villages in Bali. The spirit of tourism is a significant internal factor for the Timpag people when working together for their tourist village. The people of Timpag are very enthusiastic about developing the tourism potential of their village and showing social solidarity by prioritizing the creation of tourist attractions, accommodations, and amenities, increasing accessibility, and even revising customary rules to develop their tourist village. However, the role of the *pokdarwis* does not have much impact on the solidarity in the development of the Timpag tourist village. Among those with a low tourism animo as an interest in tourism and are reluctant to participate, cultural commodification in the development of tourist villages is an obstacle to tourism progress, character problems, and the result of the internalization of cultural values in the Timpag villager. The absence of strong support from tourism awareness groups in Timpag village exacerbates this problem because there is no mediation to bridge the gap between supporters and opponents of tourism development; 2) Identifying the strengths and weaknesses of Timpag village has generated knowledge about the village's tourism potential. Timpag Village, located in the Tabanan area, has natural, cultural, and particular interests and ecotourism potential. Some of the tourism potentials in Timpag Village have yet to be optimally developed due to a lack of support from *pokdarwis*, resistance from some Timpag communities, and a lack of regional government assistance for tourism development in Timpag Village. This tourism potential is developed into capital-based activities and social commitment based on tourism interest. The Timpag community's interest in developing tourism potential shows their desire to convert cultural and natural capital into economic capital. Members of the Timpag

community who have succeeded in developing tourism capital have at least had implications for their village's advancement development direction.

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The future of green tourism in Bali: Challenges and opportunities

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Abstract: This research examines the future of green tourism in Bali, analyzing the challenges and opportunities facing the island in its sustainable tourism development efforts. The research adopts a multi-method qualitative approach, including a systematic literature review using the PRISMA method, in-depth semi-structured interviews, and participatory observation. Data were collected from key stakeholders in Bali's tourism industry, including experienced tourism operators, government officials, environmental experts, and community leaders representatives. Respondents were selected using purposive sampling, with the criteria of having a minimum of five years of experience in Bali's tourism industry or related fields. Their role was to provide insights into the current state of green tourism in Bali, challenges faced, and potential development opportunities. Key findings revealed significant challenges such as environmental damage from mass tourism, inadequate waste management, threats to biodiversity, cultural exploitation, and economic inequality. Nonetheless, Bali also shows great potential for green tourism development, including supportive government policies, community engagement opportunities, technological advances, and the growing global demand for sustainable tourism experiences. This research proposes a comprehensive strategy to boost green tourism in Bali, emphasizing stakeholder collaboration, sustainable tourism standards, eco-friendly infrastructure improvements, and awareness-raising campaigns.

Keywords: challenges, green tourism, opportunities, tourism in Bali

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Introduction

Bali, as one of Indonesia's leading tourist destinations, has experienced rapid tourism growth in recent decades. In 2019, the island welcomed more than 6.2 million foreign tourists, accounting for around 40% of total tourist arrivals to Indonesia (BPS, 2023). However, behind this success, Bali faces serious challenges related to environmental and socio-cultural sustainability that threaten the future of its tourism industry.

The rapid growth of tourism has put significant pressure on Bali's environment. The increase in the number of tourists and tourism activities has led to a massive surge in waste volume. According to data from the Bali Provincial Environment and Sanitation Agency, waste production in Bali reached 4,281 tons per day in 2021, with 11% of it being plastic waste (Fundrika, 2021). The suboptimal waste management system has resulted in serious environmental pollution, especially in popular tourist areas (Widyarsana et al., 2021).

In addition to the waste problem, Bali also faces serious challenges related to traffic congestion. The increasing number of motorized vehicles, both from residents and tourists, has caused severe congestion in various areas of Bali, especially in major tourist areas such as Kuta, Seminyak, and Ubud. This congestion not only reduces the quality of the tourist experience but also contributes to increased air pollution and environmental stress.

Uncontrolled development of tourism infrastructure, such as hotels and tourist facilities, has resulted in massive land conversion, threatening the existence of agricultural land and green areas in Bali. According to a study conducted by Sutawa (2012), the rate of agricultural land

conversion in Bali reaches 1,000 hectares per year, mostly due to the development of tourism facilities. This not only impacts the local ecosystem but also threatens the sustainability of water resources and the ecological balance of the island (Cole & Browne, 2015).

From a socio-cultural perspective, mass tourism in Bali has raised concerns about the erosion of traditional values and the commercialization of culture. Research conducted by Pickel-Chevalier (2015) shows significant changes in Balinese cultural practices and customs as a result of mass tourism. The economic gap between communities involved in the tourism industry and those not involved is also widening, potentially leading to social conflict (Cole & Browne, 2015).

The gap between the economic growth generated by tourism and its negative impacts on the environment and Bali's socio-cultural structure highlights the urgency of developing a more sustainable approach to tourism. Green tourism, which minimizes negative impacts on the environment and contributes to the well-being of local communities, offers a potential solution to address these challenges (UNWTO, 2020).

By adopting green tourism principles, such as efficient use of resources, reducing waste and pollution, conserving biodiversity, and respecting local culture, Bali has the potential to transform its tourism sector. This approach can not only reduce negative environmental impacts but also increase local community participation, preserve cultural heritage, and create more sustainable economic opportunities (Budarma & Suarta, 2017).

Given Bali's position as a world-class tourism destination and its significant role in Indonesia's tourism industry, the development of a green tourism model on the island can serve as an example and catalyst for change for other tourism destinations around the world. Therefore, it is important to explore the challenges and opportunities in developing green tourism in Bali, which will shape the future of the island's tourism industry and potentially influence global tourism trends.

However, the development of green tourism in Bali faces various complex challenges. One of the main challenges is the lack of public understanding and awareness of the concept of green tourism and the importance of sustainability in tourism development (Mudana et al., 2021). This has led to low community participation in implementing environmentally friendly tourism practices. In addition, the non-optimal implementation of environmentally friendly practices in the tourism industry, especially in small and medium-scale tourism businesses, is also a challenge (Fairoz & Chathuranga, 2018).

The limited infrastructure and facilities supporting green tourism, such as efficient waste management systems, environmentally friendly transportation, and renewable energy sources, contribute to the gap between the vision and reality of green tourism development in Bali (Koski-Karell, 2019). The lack of a clear incentive and disincentive system to encourage the implementation of green tourism, as well as the lack of law enforcement against environmental violations in the tourism sector, are also inhibiting factors (Tzschentke et al., 2008). Another challenge is the coordination and synergy between stakeholders in green tourism development, including the government, tourism industry, local communities, and non-governmental organizations, which still need to be improved (Muangasame & McKercher, 2015). Close and integrated collaboration is needed to face the complexity of the challenges and realize the vision of green tourism in Bali (Halim et al., 2023).

In addition, the impact of the COVID-19 pandemic on Bali's tourism sector also poses new challenges for the development of green tourism. The significant decline in the number of tourist visits and income from the tourism sector has impacted the sustainability of tourism businesses and the livelihoods of local communities (Larasdiputra et al., 2022). The recovery of the tourism sector after the pandemic must be carried out with a more sustainable and innovative approach, emphasizing the principles of green tourism (Koos, 2021). Despite facing various challenges, the development of green tourism in Bali also has significant opportunities (Zharova et al., 2022). Increasing global awareness of the importance of sustainability and changing tourist preferences for environmentally friendly products and services are opportunities for Bali to develop green tourism (Choi et al., 2020). The potential development of green tourism and community-based tourism villages is also an opportunity to realize more sustainable and inclusive tourism (Zhuang & Liu, 2010).

Considering the problems, challenges, and opportunities, the development of green tourism in Bali requires a holistic, collaborative, and innovative approach. It requires a strong commitment from all stakeholders, including the government, the tourism industry, local communities, and tourists, to jointly realize the vision of Bali as a sustainable tourism destination. By implementing green tourism principles, Bali can become a model of tourism development that is harmonious with the environment, socio-culture, and economy and provides long-term benefits for present and future generations.

Method

This research adopted a multi-method qualitative approach to explore in depth the complexity of challenges and opportunities in the development of green tourism in Bali. The choice of qualitative methods was based on the complexity of the phenomenon, the exploratory nature of the research, the need for deep contextual understanding, and the importance of capturing diverse stakeholder perspectives (Creswell & Poth, 2016). A qualitative approach allows the flexibility needed to explore a dynamic field such as green tourism, where concepts and practices are constantly evolving (Yin, 2018). While quantitative methods can provide valuable statistical insights, qualitative approaches are better suited to capture the nuances and complexities inherent in sustainable tourism development in culturally rich contexts such as Bali (Jennings, 2015).

The research design was based on the social constructivism paradigm, which recognizes that the reality of sustainable tourism is shaped by the social interactions and interpretations of various stakeholders (Pernecky, 2024). The research methodology included a systematic literature review using the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) method (Page et al., 2021) to identify knowledge gaps and establish a robust conceptual framework. PRISMA provides a structured and transparent approach to conducting a systematic review, consisting of several key stages: 1) formulation of research questions, 2) comprehensive search of relevant literature, 3) screening and selection of studies based on predefined inclusion and exclusion criteria, 4) systematic extraction of data, 5) quality assessment of included studies, and 6) synthesis of findings. The use of PRISMA in this context allows researchers to systematically integrate multiple perspectives on sustainable tourism, aligned with the social constructivism paradigm, while minimizing bias and enhancing research reproducibility. This approach facilitated the identification of trends, gaps, and areas of consensus in the literature, which in turn contributed to the construction of a comprehensive and evidence-based conceptual framework for this study.

Primary data collection was conducted through in-depth semi-structured interviews with key stakeholders, selected through a purposive sampling technique (Etikan et al., 2016). Participants included experienced tourism operators, government officials, environmental experts, community leaders, and NGO representatives, each having a minimum of five years of experience in Bali's tourism industry or related fields.

Participatory observation (Spradley, 2016) was conducted at random ecotourism destinations and green-certified accommodations. This method allowed the researcher to gain a deeper contextual understanding of sustainability practices, operational challenges, and innovations in green tourism. In addition, various documents including government policies, NGO reports, and media coverage were collected and analyzed to enrich the understanding of the green tourism landscape in Bali.

To enhance the depth of interpretation, a hermeneutic approach (Zimmermann, 2015) was used to understand the meanings emerging from the data within the historical, social, and cultural context of Bali. Critical discourse analysis (Fairclough, 2013) was also applied to policy documents and interview transcripts to uncover the power structures and ideologies underlying green tourism development. To enhance the credibility and transferability of the findings, data and method triangulation techniques (Flick, 2019) were applied, comparing results from different data sources and collection methods.

The validity of the research was strengthened through member checking (Birt et al., 2016) and discussion with peers (Lincoln, 2005). Researcher reflexivity (Finlay, 2019) was maintained throughout the research process to recognize and address potential biases. A strict ethical

approach was applied, including informed consent from all participants and protection of data confidentiality (Tracy, 2019).

This comprehensive and rigorous methodological approach enabled a multi-dimensional exploration of the complex dynamics of green tourism in Bali, making a substantive contribution to sustainable tourism theory and practice in the context of a tropical island tourist destination. By combining various methods of data collection and analysis, this research aims to generate a holistic understanding of the challenges and opportunities in green tourism development in Bali, which can inform future policy and practice.

Results

Green Tourism

Green Tourism also referred to as sustainable tourism or green travel, is a type of tourism that strives to minimize adverse impacts on the environment, society, and economy while maximizing benefits for local communities and ecosystems (Baloch et al., 2023; Ibnou-Laaroussi et al., 2020). The fundamental principles and ideas of green tourism encompass the preservation of the environment. Green tourism prioritizes the protection of natural resources, biodiversity, and ecosystems by adopting responsible travel behaviors like waste reduction, water and energy conservation, and support for conservation initiatives (Ibrahim & Yusof, 2017).

Green tourism advocates for sustainable development by bolstering local economies, generating employment opportunities, and endorsing the utilization of locally sourced goods and services for the conservation of cultural heritage (Furqan et al., 2010; Zhuang & Liu, 2010). Green tourism aims to safeguard and celebrate cultural heritage by promoting respectful engagements with local communities and backing the conservation of traditional customs and traditions. Promotion of responsible travel practices (Elnashar, 2023).

Green tourism underscores the significance of responsible travel practices, including minimizing ecological footprints, respecting local traditions, and supporting ethical business endeavors. Engagement of stakeholders, green tourism entails the proactive involvement of diverse stakeholders such as tourists, local communities, governments, and tourism operators in devising and executing sustainable tourism strategies. Emphasis on education and awareness, green tourism places a strong emphasis on education and awareness regarding environmental and social issues, urging tourists to make informed choices and adopt sustainable behaviors in their everyday routines (Carić, 2018; Goodwin, 2023).

The Development of Green Tourism in Bali

The Theory of Community Sustainable Tourism Development through Green Tourism Practices suggest that sustainable tourism development in Bali can be achieved by integrating green tourism practices with a community-based approach, guided by local wisdom and multi-stakeholder collaboration (Dewi et al., 2023; Suryawardani & Wiranatha, 2016). Green tourism refers to sustainable tourism practices that prioritize environmental preservation, minimizing negative impacts, and promoting environmentally friendly initiatives (Adnyani, 2021). These practices include the implementation of waste management systems, energy-saving technology, and sustainable resource use in tourist villages. The benefits of green tourism are reducing the ecological footprint of tourism activities, conserving natural resources, and increasing environmental awareness among tourists and local communities .

This theory also emphasizes the importance of empowering local communities, preserving cultural heritage, preserving the environment, and increasing economic benefits while developing tourist villages in Bali. Local wisdom, which includes traditional knowledge, values, and practices of Balinese people that have been passed down from generation to generation, plays an important role in the development of sustainable tourism. By incorporating local wisdom into tourism development strategies, cultural authenticity, community involvement, and sustainable resource management can be guaranteed (Suryawardani & Wiranatha, 2016). The benefits of integrating local wisdom are the preservation of cultural heritage, the promotion of unique local experiences, and an increased sense of pride and ownership among local communities.

The Penta Helix collaboration, which involves partnerships and cooperation among five main stakeholders, namely the government, private sector, NGOs, academics, and local communities, is also an important aspect in the development of sustainable tourism in Bali (Candranegara et al., 2019). Each stakeholder contributes with their expertise, resources, and perspectives to collectively develop and implement sustainable tourism strategies (Novianti, 2021). The benefits of Penta Helix collaboration include facilitating knowledge sharing, combining resources, and effective decision-making processes to overcome complex challenges and achieve shared goals in sustainable tourism development (Wiranata & Desiana, 2022). Community empowerment is also a key concept in developing sustainable tourism in Bali. Community empowerment refers to the process that allows local communities to actively participate in and benefit from tourism development (Azwar et al., 2023). Community empowerment strategies include providing training, capacity building, and opportunities for local communities to engage in tourism-related activities, such as handicraft production, guide services, and cultural performances (Aref & Redzuan, 2008). The benefits of community empowerment are improving the livelihoods of local communities, promoting the fair distribution of tourism benefits, and increasing the sense of ownership and responsibility for sustainable tourism practices (Adyatma et al., 2023).

The final concept which is no less important in developing sustainable tourism in Bali is sustainable destination management. Sustainable destination management involves planning, developing, and managing tourist destinations holistically to ensure long-term sustainability (Utama, 2021). Practices in sustainable destination management include implementing carrying capacity assessments, visitor management strategies, and monitoring systems to minimize the negative impacts of tourism on the environment and local communities (Haid et al., 2021). The benefits of sustainable destination management are maintaining the ecological integrity, cultural authenticity, and social welfare of tourist destinations while providing a high-quality visitor experience (Mitchell, 2006). By integrating these key concepts, the theory of Community-Based Sustainable Tourism Development through Green Tourism Practices provides a comprehensive framework for developing sustainable tourism in Bali. This approach emphasizes the importance of empowering local communities, adopting green tourism practices, preserving cultural heritage, fostering multi-stakeholder collaboration, and implementing sustainable destination management strategies. Through the application of this theory, Bali can create a sustainable tourism model that benefits the environment and local communities, as well as ensure the long-term sustainability of the industry.

Table 1 summarizes the development of green tourism in Bali from the early 2000s to the present, featuring key years, key events, and resulting impacts, as well as relevant references. The table provides a chronological overview of the evolution of sustainable tourism practices in Bali, from the initiation of the concept to recent efforts in the recovery of the tourism sector post-pandemic.

Table 1. Green tourism development table in Bali

Year	Key Events	Impacts
2000	Initiate the concept of green tourism	Raising awareness of sustainable tourism
2010	Application of Tri Hita Karana in Tourism	Integration of local philosophies with sustainable tourism practices
2012 – 2015	Focus on water resources management	Awareness raising on water equity in tourism
2015 – 2017	Community-based tourism product development	Increased participation of local communities in tourism
2017 – 2018	Bali Clean and Green Province Declaration	Focus on hygiene and environmental preservation
2018 – 2019	Single-use plastic ban	Significant reduction of plastic waste
2020 – NOW	Post-pandemic tourism recovery	Reformulation of strategies towards more sustainable tourism

The development of green tourism in Bali has undergone a significant evolution since the early 2000s. The initiation of this concept began with an increased awareness of sustainable tourism, as expressed by (Pickel-Chevalier, 2015). The year 2010 marked an important step with

the implementation of the Tri Hita Karana philosophy in tourism, which integrates local values into sustainable tourism practices (Ermiana et al., 2023). The period 2012-2015 saw a greater focus on water resource management, raising awareness about water equity within the tourism sector (Cole, 2012).

Between 2015 and 2017, there was a shift towards community-based tourism product development, resulting in increased participation of local communities in tourism activities (Mudana et al., 2021; Suryawardani & Wiranatha, 2016). This momentum continued in 2017-2018 with the declaration of Bali Clean and Green Province, which strengthened the focus on cleanliness and environmental preservation (Prianto et al., 2021). A bold step was taken in 2018-2019 with the single-use plastic ban, which succeeded in significantly reducing plastic waste (Sunarta et al., 2020).

Since 2020 until now, Bali's tourism sector has faced new challenges due to the global pandemic. This period was characterized by post-pandemic tourism recovery efforts, which triggered a reformulation of strategies toward more sustainable tourism. Although recent references are needed for this period, it can be assumed that Bali is in the process of adaptation and transformation to rebuild its tourism industry with a more sustainable and resilient approach.

These developments demonstrate Bali's commitment to sustainable tourism, starting from awareness raising, integration of local values, and better resource management, to community empowerment and progressive environmental policies. Each stage of this development has contributed to the establishment of a more sustainable and responsible tourism model in Bali.

The theory of Community Sustainable Tourism Development through Green Tourism Practices in Bali integrate environmentally friendly practices with a community-based approach, guided by local wisdom and multi-stakeholder collaboration. Green tourism aims to preserve the environment, minimize negative impacts, and increase environmental awareness.

Empowerment of local communities, preservation of cultural heritage and increased economic benefits are the main focus. Local wisdom plays an important role in ensuring cultural authenticity and sustainable resource management. Penta Helix collaboration involves the government, private sector, NGOs, academia, and local communities to develop sustainable tourism strategies.

Sustainable destination management involves holistic planning, carrying capacity assessment, and monitoring systems. However, critical analysis reveals several gaps, including a lack of quantitative data on economic impacts, limited comparative perspectives, and potential conflicts between environmental preservation and infrastructure development.

To address these limitations, further research is needed, including longitudinal studies, exploration of innovative solutions, and comparative analysis with other destinations. By doing so, Bali can continue to refine its approach to sustainable tourism, creating a model that benefits the environment, and local communities, and ensures the long-term sustainability of the industry.

Challenges and Opportunities for Green Tourism in Bali

Bali, an island revered as the abode of deities, is renowned for its intrinsic beauty and unparalleled cultural essence stands as a magnet for both local and international explorers. Nevertheless, the surge in tourist footfalls brings forth an array of hurdles to the island's tourism sustainability. In response, the evolution of eco-friendly tourism emerges as a pivotal remedy. Green tourism emerges as an avant-garde approach that accentuates environmental preservation, community integration, and enduring economic merits. Bali has exemplified the adoption of this ideology across multiple domains, for example, sustainable tourism in Penglipuran Village, Bangli Regency, sustainable tourism in Tenganan Village, Karangasem Regency, and agricultural tourism in Pelaga Village, Badung Regency.

Sustainable Tourism in Penglipuran Village, Bangli Regency. The pristine Penglipuran Village serves as the epitome of successful eco-tourism in Bali. The village adorns an expanse of lush bamboo groves, and the local denizens meticulously abide by sustainable practices in managing their tourist enclave (Sutrisna et al., 2020). Sustainable Tourism in Tenganan Village, Karangasem Regency can be seen in Figure 1. Tenganan Village boasts renowned indigenous traditions of the Balinese Aga populace and the exquisite artistry of Gringsing fabric. Eco-tourism endeavors in this locale revolve around cultural conservation, environmental stewardship, and

the empowerment of indigenous communities (Surpa & Agung, 2023). Agricultural Tourism in Pelaga Village, Badung Regency can be seen in Figure 2. Pelaga Village steers towards agrarian tourism by harnessing its inherent agricultural capabilities. Visitors partake in the splendor of verdant rice paddies, acquaint themselves with organic farming methodologies, and engage in firsthand experiences of gathering farm-fresh produce (Sunarta et al., 2020).



Source: personal documentation, 2024

Figure 1. Tenganan tourism village in Karangasem



Source: personal documentation, 2024

Figure 2. Pelaga tourism village in Badung Regency

Despite seeing some successful cases, the growth of green tourism in Bali is met with numerous challenges, particularly focusing on environmental issues. These challenges include environmental challenges, socio-cultural challenges, and economic challenges. Environmental Challenges are the deterioration of the environment as a result of tourism infrastructure that neglects eco-friendliness. The establishment of hotels, resorts, and other tourism amenities often overlooks crucial aspects of environmental sustainability, leading to the conversion of agricultural land or forests, water and air pollution, and disruption of local ecosystems. The construction of the largest mall in Bali can be seen in Figure 3; Inefficient waste management, particularly in tourist hotspots. The influx of tourists contributes to a surge in waste generation. Inadequate waste management, especially in tourist areas, can lead to environmental contamination and reduce the appeal of the destination. It can be seen in Figure 4; Endangerment of biodiversity due to land alterations. Converting land for tourism purposes puts local flora and fauna at risk. Certain endemic Balinese species like the Bali starling, are extinction threats due to the destruction of their natural habitats.

Socio-cultural challenges are tourism has the potential to introduce foreign cultural elements that may clash with local cultural norms. As a result, there is a possibility of altering or even eradicating the traditional cultural identity of a community (Picard, 2008). Bali, a destination recognized globally for tourism, is grappling with issues tied to a concerning rise in problematic tourist conduct. This trend encompasses breaches of ethics at revered sites, illicit enterprises operated by overseas visitors, and disruptions to public tranquility. These transgressions not only affect the socio-cultural fabric of Balinese communities but also pose a threat to Bali's reputation as a secure and appealing haven for travelers; Insufficient involvement of the local community in the planning and advancement of tourism. The progress of tourism is frequently driven by external investors or non-locals, neglecting the active participation of the local communities in

the decision-making processes. This can ultimately lead to disparities in social and economic conditions (Can et al., 2014) and possible confrontations between local communities and visitors concerning cultural conventions. Variances in cultural heritages between local communities and visitors may spark disagreements, particularly if visitors fail to acknowledge or comprehend the local cultural conventions, such as the dress code when accessing sacred sites (Howe, 2006).



(Source: wacanabali.com)

Figure 3. The construction of the largest mall in Bali



(Source: personal documentation, 2024)

Figure 4. Marine pollution by trash at Nusa Dua Beach

Economic Challenges are unequal distribution of tourism economic benefits to local communities. Although tourism contributes significantly to Bali's economy, its economic benefits are often unevenly distributed to local communities. The economic gap between tourism and non-tourism areas are still quite high (Byczek, 2011); High dependence on the tourism sector, vulnerable to external shocks Bali is highly dependent on the tourism sector as the main source of regional income. This makes Bali's economy vulnerable to external shocks, such as natural disasters, disease outbreaks, or the global economic crisis (Prideaux et al., 2020) and unfair price competition among tourism businesses. The high competition in Bali's tourism industry sometimes encourages businesses to implement unhealthy pricing strategies, such as price wars or reduced service quality. This can harm the sustainability of tourism businesses (Chok et al., 2007).

Green tourism has become a global trend in the tourism industry, and Bali as a leading tourist destination in Indonesia has a great opportunity to develop green tourism. By taking advantage of opportunities in terms of policy and regulation, community participation, innovation

and technology, and tourism industry engagement, Bali can realize sustainable and environmentally friendly tourism (DeLacy et al., 2014).

Opportunities in terms of policies and regulations: The Bali Provincial Government has issued several policies and regulations that support the development of green tourism. Bali Provincial Regulation Number 5 of 2020 concerning Balinese Cultural Tourism Implementation Standards emphasizes the importance of sustainable and environmentally friendly tourism. In addition, Bali Governor Regulation No. 97/2018 concerning the Limitation of Single-Use Plastic Waste Generation encourages the reduction of plastic waste in the tourism sector. In an exclusive interview, the Head of the Bali Provincial Bappeda, I Wayan Wiasthana Ika Putra, S.Sos., M.Si., emphasized the local government's commitment to sustainable tourism: "The Bali Governor's policy through Pergub No. 97/2018 and Perda No. 5/2020 is a strategic step in realizing the vision of sustainable tourism in Bali. We are not only focused on economic growth but also on preserving the environment and Balinese culture. Through this policy, we encourage all stakeholders in the tourism sector to adopt environmentally friendly practices." He added, "The implementation of this policy has had a positive impact. For example, the use of single-use plastic in hotels and tourist destinations has been reduced significantly. We also see an increase in awareness among tourism industry players about the importance of maintaining a balance between economic development and environmental conservation." These policies and regulations provide a strong legal basis for the development of green tourism in Bali. With strong government support, it is hoped that Bali can become a model of sustainable tourism that inspires other tourist destinations in Indonesia and the world.

Opportunities in terms of community participation: Balinese people are known for their culture and local wisdom in maintaining the balance between humans, nature, and spirituality. This is a strong social capital to develop green tourism. Bali has many tourism villages that involve active community participation in tourism management, such as Penglipuran Tourism Village and Jatiluwih Tourism Village. By empowering local communities, green tourism can provide economic benefits while preserving Bali's culture and environment. The Head of the Bali Provincial Tourism Office gave his views on the important role of community participation in the development of green tourism in Bali:

"The local wisdom of the Balinese people reflected in the Tri Hita Karana philosophy is a very valuable social capital in the development of green tourism. The concept of balance between humans, nature, and spirituality is in line with the principles of sustainable tourism." He added, "We see the success of tourist villages such as Penglipuran and Jatiluwih as real evidence that active participation of local communities is the key to the success of sustainable tourism. In these villages, the community is not just a spectator, but becomes the main actor in managing tourism." "Through the community empowerment program, we continue to encourage the growth of new tourist villages that carry the concept of green tourism. This not only provides economic benefits for the community but also ensures the preservation of Balinese culture and environment". Furthermore, he emphasized, "We believe that by involving local communities in every stage of tourism development, we can create a tourism model that is not only environmentally sustainable but also has a wider positive impact on the Balinese community."

This statement from the Head of the Tourism Office emphasized that community participation is a key component in the development of green tourism in Bali. By leveraging local wisdom and empowering communities, Bali has a great opportunity to develop a tourism model that is not only environmentally friendly but also strengthens cultural identity and improves the welfare of local communities.

Opportunities in terms of innovation and technology: The development of innovation and technology provides opportunities for Bali to develop more efficient and effective green tourism. The utilization of digital technologies, such as mobile applications and online platforms, can make it easier for tourists to access information about ecotourism destinations and sustainable tourism practices. In addition, innovations in waste management, such as the use of organic waste shredding machines and the processing of plastic waste into fuel can support the development of green tourism in Bali.

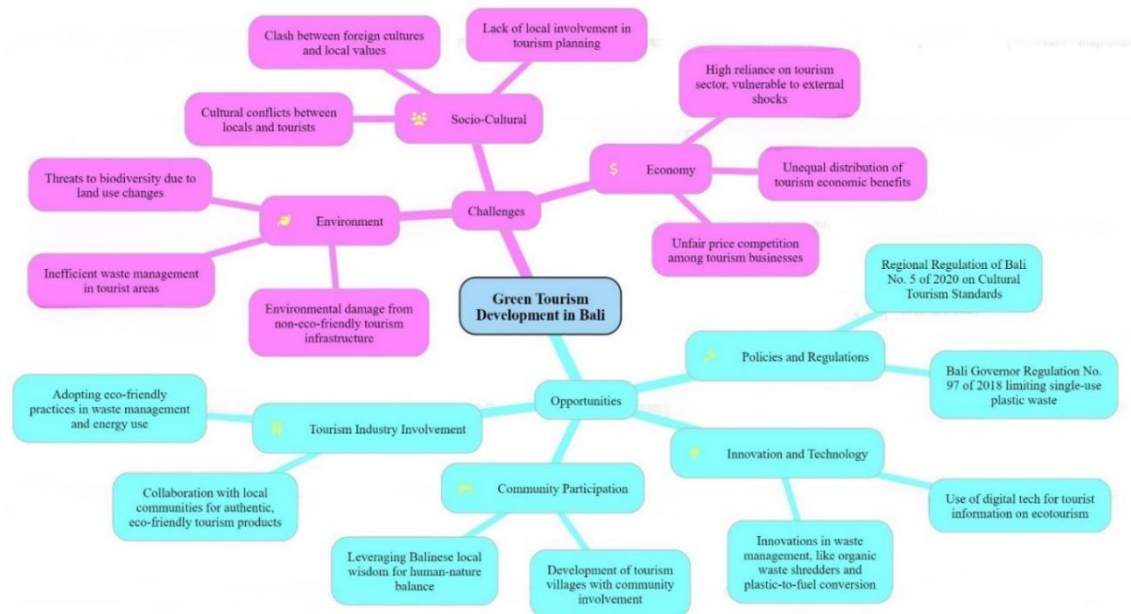
Opportunities in terms of the tourism industry: The tourism industry, including hotels, restaurants, and tourism service providers, have an important role to play in developing green

tourism in Bali. By implementing environmentally friendly practices, such as good waste management, energy efficiency, and the use of environmentally friendly products, the tourism industry can contribute to realizing sustainable tourism. In addition, the tourism industry can work together with local communities in developing authentic and environmentally friendly tourism products and services, such as community-based ecotourism and local ingredient-based culinary tourism. Based on an interview with General Affairs of The St. Regis Bali Resort, the implementation of green tourism at this hotel is reflected in several main aspects. In terms of eco-friendly design, the hotel applies the concept of "nyegara gunung" which combines traditional Balinese architecture with sea views, with 70% of the resort area used as a garden and green landscape. Water management is a priority through a rainwater collection system, Sea Water Reverse Osmosis (SWO) technology, and the use of water-saving toilets, faucets, and shower heads. Energy-saving efforts are carried out by utilizing renewable energy, using a more efficient Mini Chiller system, and optimizing the use of timers for swimming pools and heat pump systems. Waste reduction is also a major focus of The St. Regis Bali Resort. The "Respect to the Towel" program is implemented to reduce water and energy use in the laundry process. The hotel has switched to using ceramic soap dispensers in guest rooms, providing amenities with biodegradable packaging, and using wooden laundry bags to replace plastic. General Affairs emphasized that these steps significantly help reduce plastic waste production and improve the hotel's operational efficiency while providing an environmentally friendly stay experience for guests.

Discussions

The results and discussions in this study, Figure 5 depicting the development of green tourism in Bali were produced through a comprehensive data analysis and synthesis process. First, the researcher identified key themes that emerged from the qualitative data analysis, including in-depth interviews, participant observations, and document reviews. These themes include environmental challenges such as waste management and environmental degradation, socio-cultural issues such as erosion of traditional values and economic disparities, and opportunities in policy, community participation, technological innovation, and tourism industry involvement. These findings were grouped into categories relevant to the development of green tourism in Bali. These categories include challenges (environmental, socio-cultural, and economic), opportunities (supporting policies and regulations, community participation, innovation and technology, and tourism industry involvement), and development strategies (implementation of sustainable tourism practices, development of environmentally friendly infrastructure, awareness and education, and stakeholder collaboration).

This grouping process allowed the researcher to identify the relationships between various aspects of green tourism development in Bali. Figure 5 was then developed as a visualization that illustrates the interaction between challenges, opportunities, and development strategies. This visualization helps explain how the challenges faced in developing green tourism in Bali can be overcome through the utilization of existing opportunities and the implementation of appropriate strategies. Thus, Figure 5 presents a comprehensive picture of the dynamics of green tourism development in Bali, facilitating an understanding of the complexity of this issue and how various factors are interrelated in the context of sustainable tourism in Bali.



(source: data analysis, 2024)

Figure 5. Green tourism development in Bali

The notion of environmentally friendly tourism has garnered considerable attention in recent years as a sustainable strategy for tourism expansion. Green tourism aims to minimize adverse environmental, social, and economic consequences while contributing to the conservation of nature and the welfare of local communities (UNWTO, 2020). The ideals of green tourism encompass the efficient utilization of resources, reduction of waste and pollution, preservation of biodiversity, economic support for local communities, and respect for local heritage and culture (Hong et al., 2003). Numerous research studies have underscored the potential advantages of green tourism development. According to Gössling et al (2008) and Maniktala & Sharma (2023), green tourism can promote nature conservation, decrease carbon emissions, and support sustainable resource consumption.

Chengcai et al. (2017) emphasize that adopting environmentally conscious practices like effective waste management, use of renewable energy, and water conservation can mitigate the adverse environmental impact of tourism. Regarding socio-cultural aspects, de Beer & Elliffe (1997) and Tosun (2000) propose that green tourism can enhance the participation and empowerment of local communities in tourism management, ensuring that the benefits of tourism extend to these communities and reduce socio-economic disparities. Yfantidou & Matarazzo (2017) suggest that green tourism can also preserve and promote local heritage and culture, fostering tourists' awareness and appreciation of local traditions. Economically, green tourism holds the potential to generate sustainable employment opportunities and boost income for local communities (Redikultseva et al., 2022). Kalchenko et al. (2021) argue that the development of locally-based small and medium-scale tourism enterprises can diversify local economies and diminish reliance on limited natural resources. Furthermore, Dolnicar & Leisch (2008) posit that green tourism can attract environmentally conscious tourists willing to pay premiums for sustainable tourism products and services.

Bali, as a prominent tourist destination in Indonesia, has witnessed rapid tourism expansion in recent decades. However, this growth has precipitated environmental and socio-cultural challenges (Law et al., 2016). Sitohang & Purnomo (2023) and Perkumienė et al. (2023) draw attention to the escalating volume of waste, particularly plastic waste, and a substandard waste management system leading to environmental contamination and negative impacts on marine and terrestrial ecosystems. Rajendra (2020) notes that unregulated tourism infrastructure

development has resulted in the conversion of agricultural land and forests, exacerbating environmental degradation. Additionally, Byczek (2011) and Yang et al. (2013) discuss the socio-cultural issues stemming from Bali's tourism expansion, such as widening economic disparities among local communities involved in tourism compared to those not involved and the commercialization of culture, leading to the erosion of traditional values due to mass tourism influences. Despite the potential benefits of green tourism, its growth in Bali encounters multifaceted challenges.

Mudana et al. (2021) emphasize the lack of public understanding and awareness of green tourism concepts and sustainability's importance in tourism expansion. Fairuz & Chathuranga (2018) identify the inadequate implementation of eco-friendly practices in the tourism sector, especially in small and medium-scale tourism businesses. Koski-Karell (2019) points to the deficient infrastructure and facilities supporting green tourism as a factor contributing to the disparity between the vision and actuality of green tourism development in Bali. Tzschentke et al. (2008) stress the absence of clear incentives and disincentives to drive green tourism implementation and inadequate law enforcement against environmental transgressions in the tourism industry as inhibiting factors. Muangasame & McKercher (2015) and Halim et al. (2023) underline the necessity for improved coordination and collaboration among stakeholders in green tourism development, including the government, tourism industry, local communities, and non-governmental organizations. The emergence of the COVID-19 pandemic has posed fresh challenges for green tourism advancement in Bali. Larasdiputra et al. (2022) explore the repercussions of the substantial decline in tourist arrivals and tourism sector income on the sustainability of tourism enterprises and the livelihoods of local communities.

Koos (2021) argues for a more sustainable and innovative approach to post-pandemic tourism sector revival, emphasizing green tourism principles. Despite the obstacles, the advancement of green tourism in Bali offers significant prospects. Choi et al. (2020) highlight the surging global awareness of sustainability's significance and evolving tourist preferences for eco-friendly products and services as avenues for Bali to foster green tourism. Zhuang & Liu (2010) suggest the potential for developing green tourism and community-based tourism villages as vehicles for more sustainable and inclusive tourism. In conclusion, the development of green tourism in Bali is vital for addressing the environmental and socio-cultural dilemmas arising from swift tourism expansion. Amidst challenges such as limited awareness, insufficient infrastructure, and the aftermath of the COVID-19 pandemic, Bali stands to cultivate green tourism by capitalizing on global trends and focusing on green tourism and community-based tourism. A comprehensive, cooperative, and inventive strategy involving all stakeholders is imperative to realize Bali's vision as a sustainable tourism destination that harmonizes environmental, socio-cultural, and economic aspects, offering enduring benefits for current and future generations."

The analysis of the challenges and opportunities for developing green tourism in Bali reveals several key findings. Bali, as a well-known travel spot, possesses a solid groundwork for enacting sustainable tourism approaches (Putra, 2013). Nevertheless, the island also encounters notable challenges that must be tackled to ensure the triumph of green tourism endeavors. One of the primary hurdles identified is the environmental deterioration caused by the swift expansion of mass tourism. The escalating influx of tourists to Bali has resulted in issues like challenges in waste management, water contamination, and the devastation of natural habitats (Arida, 2008; Mananda & Sudiarta, 2024). These ecological issues present a danger to the endurance of Bali's tourism sector and mandate immediate action from all involved stakeholders.

Another challenge is the insufficient awareness and comprehension among tourists and local communities regarding sustainable tourism practices (Fuchs, 2023). Numerous visitors to Bali are unfamiliar with the concept of eco-friendly tourism and may partake in actions that harm the environment. Similarly, certain local communities may prioritize immediate economic benefits over long-term sustainability, leading to unsustainable tourism progress. Despite these challenges, Bali also harbors numerous chances to thrive in green tourism. The island's abundant natural and cultural legacy lays a firm foundation for promoting environmentally friendly tourism undertakings. Bali's verdant sceneries, unspoiled shorelines, and distinctive cultural customs can be exhibited through sustainable tourism programs, drawing in environmentally conscious

travelers. Additionally, the Balinese government has exhibited a dedication to fostering sustainable tourism growth (Hidayah & Farhan, 2023).

The execution of regulations and policies, like the prohibition of single-use plastics and the establishment of community-driven tourism, showcases the government's endorsement of green tourism endeavors. This political determination is pivotal in establishing a conducive setting for sustainable tourism approaches to prosper. The involvement of local communities presents another significant prospect for green tourism expansion in Bali. By involving local communities in tourism layout and administration, Bali can guarantee that the advantages of tourism are impartially distributed and that local cultural and environmental values are safeguarded (Budhiasa & Riana, 2019). Community-centered tourism endeavors, like ecotourism and agritourism, can offer substitute livelihoods for local communities while advancing sustainable tourism practices (Adi et al., 2017).

Furthermore, the escalating global appetite for sustainable travel offers an opportunity for Bali to position itself as a premier green tourism destination. By formulating and promoting eco-friendly accommodations, transportation, and activities, Bali can allure an expanding portion of environmentally conscious travelers. This can result in heightened economic advantages for local communities and the tourism sector while reducing the adverse impacts of tourism on the environment (Fretes et al., 2023). To seize these opportunities, Bali needs to devise a comprehensive blueprint for green tourism growth. This strategy should involve cooperation among all stakeholders, including the government, tourism sector, local communities, and NGOs. The strategy should emphasize the promotion of sustainable tourism practices, the establishment of eco-friendly infrastructure, and the heightening of awareness among tourists and local communities about the significance of responsible tourism. In conclusion, although Bali faces notable obstacles in progressing green tourism, the island also boasts numerous opportunities to forge a sustainable tourism field. By addressing the environmental and social impediments, involving local communities, and capitalizing on its natural and cultural resources, Bali can emerge as a role model for sustainable tourism progress in Indonesia and beyond. The prosperity of green tourism in Bali will hinge on the collective endeavors of all stakeholders to prioritize sustainability and responsible tourism practices (Byczek, 2011).

Conclusions

This study explores the challenges and opportunities in developing green tourism in Bali, a world-class tourist destination facing environmental and socio-cultural sustainability issues due to rapid tourism growth. The results show that although Bali faces significant challenges such as environmental degradation, lack of awareness, and inadequate infrastructure, there are also substantial opportunities that can be exploited. These opportunities include supportive government policies, strong community participation potential, and increasing global demand for sustainable tourism experiences. The study concludes that developing green tourism in Bali requires a holistic, collaborative, and innovative approach involving all stakeholders. However, this study has several limitations, including a limited geographic focus on Bali, time constraints that may not capture dynamic changes in the tourism industry, a limited sample size, and a lack of quantitative data. To address these limitations and broaden the understanding of green tourism in Bali, future research could include longitudinal studies to understand long-term developments, comparative analysis with other island tourist destinations, more extensive quantitative research, exploration of the role of technology in supporting green tourism, post-pandemic impact studies, development of comprehensive indicators to measure the success of green tourism implementation, and an in-depth study of tourist behavior. By exploring these research directions, future studies can provide a more comprehensive understanding of green tourism in Bali and contribute to the development of more sustainable tourism practices globally.

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