



Destination Marketing Implementation in The Tourism Crisis Governance Policy by The Department of Tourism and Culture of West Bandung Regency

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ABSTRACT

The COVID-19 pandemic has had a significant impact on tourism in Indonesia, particularly in the West Bandung Regency. This study aims to comprehend the direction of destination governance policies, tourism crisis mitigation management, and the West Bandung Regency Tourism Office's implementation of tourism destination marketing in the New Habit Adaptation Era. Regulatory and marketing conditions in the West Bandung Regency area will be characterized using a descriptive approach and case study methodology. In the New Habit Adaptation Era, the results of this study indicate the direction of destination governance policies, mitigation management, and marketing in the destination area.

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1. INTRODUCTION

Tourism is an industry that has great potential for development in Indonesia. According to the Badan Pusat Statistik (BPS) the number of foreign tourist visits in 2019 increased by 9.94% compared to 2018 or the equivalent of 7.83 million visits. However, in connection with the outbreak of an epidemic that attacked globally in early 2020 which paralyzed all human activities so that it had an impact on tourism activities, the outbreak was COVID-19 (WHO World Health Organization) declared the situation as a global pandemic on March 11 2020 (Amri, 2020). More than 403 million infections and more than 5,796,202 deaths worldwide on 10 February 2022 (Worldmeter, 2022). The existence of this outbreak has had an impact

on the tourism industry in Indonesia, because it has to limit mobility and tourism activities so that tourist destinations in Indonesian territory are forced to close.

The ongoing crisis has the potential to cause fundamental modifications or overhauls in many tourism management systems (Dolnicar & Zare, 2020). The crisis also resulted in 3 stages of control in the tourism industry (Respon, Recovery, Restart) (Sigala, 2020). These three stages need to be adapted and implemented for every region that has tourist destinations in Indonesia down to the village level (tourism village) (Hendry Ferdiansyah et al., 2021). Implementation of one of the stages in recovery is by using a good governance structure in tourism destinations due to COVID-19, so that it becomes the main thing and has a positive effect in the new normal era or adaptation to new habits because the tourism industry contributes greatly to construction, management, population growth, society, environment, politics, reputation, innovation, and tourism welfare (Vargas, 2020).

The area that has been affected by the COVID-19 crisis is West Bandung Regency, an area with high attractiveness of tourist destinations such as natural, cultural, historical and other tourism. In this case West Bandung Regency has experienced a decrease in the number of tourist visits by 60% with a total of 2,202,146 visits due to the pandemic so that tourist visits are running only around 10-15% on normal days from a comparison in 2019 the number of visits reached 5,440.15. Of course these factors are a problem for tourism growth in West Bandung Regency. Not only that, the marketing of tourism destinations carried out by the local government is still minimal in terms of information and promotion, because promotion is still in the form of print media in the form of posters, pamphlets, brochures which are distributed when West Bandung Regency events are held until 2020. (Havez Afifi & Denny Nugraha SSn, 2020).

Previous research related to tourism marketing in the new normal era or adaptation to new habits, starting from the COVID-19 pandemic crisis has created a new tourism marketing trend with a technology orientation, this shows that marketing innovation can help DMOs survive risks. One of the innovations is using augmented reality which is used for tourists to make it easier to get travel information. Because the current condition of tourists is very dependent on online networks (social media and blogs), recommendations (eWom), and accurate government sources (official government sources & official destination website) (Toubes et al., 2021). There are also several destinations that have implemented hygiene certification training in the management of tourist destinations. These efforts have been implemented in several countries such as the Japan National Tourism Organization, Malaysia, Singapore, Abu Dhabi, Portugal, Western Australia, and America. This certification has been organized into tourism applications in their respective countries so that the tourism crisis strategy can be used as a promotional medium to attract tourist visits. (Volgger et al., 2021) & (Matiza, 2020).

Recovery efforts using tourism crisis governance and management in Indonesia have carried out several studies in areas that have tourist attractiveness as a renewable marketing strategy in the new normal era or adaptation to new habits. However, in the case of tourism recovery in West Bandung Regency, there is still minimal research related to tourism marketing, especially tourism marketing in the New Normal era or Adaptation to New habits. This study aims to determine the direction of governance policies in the implementation of destination marketing managed by the Tourism and Culture Office in West Bandung Regency

in the era of Adaptation of New Habits to be able to recover due to the impact of the spread of the virus which continues to expand, resulting in a decrease in tourists.

2. LITERATURE REVIEW

COVID-19 also produces 3 stages of control (Sigala, 2020) that is : the response stage carried out by the local government by establishing a "new normal" policy or adaptation to new habits, the Recovery stage, namely by carrying out a tourism marketing system to attract and increase tourist visits. accompanied by healthy living habits with health protocols, and Restart, namely improving tourism governance and tourism crisis management facilities in accordance with the current environmental situation.

The impact of the COVID-19 pandemic also has the potential to cause major changes in the lives of tourists, resulting in structural changes and new patterns of habitual life (Diwyarthi, 2021). Adaptation to new or ordinary habits which are called new normal has four criteria in the tourism industry (Afifi, 2021) including :

1. Travelled Distance (Domestic tourism will recover faster)
2. Oriented to healthy tourism (tourist decisions with quality health services/health certificates)
3. Remote tourism (deserts, mountains, remote islands and beaches)
4. Reduced interaction with local people (aiming towards adventure tourism, ecology, and geo-tourism to reduce interaction with local people).

Thus it is clear that a new situation in the tourism industry can create destination marketing in the form of new criteria, segmentation, experience, and competition. Research (Alastair M, 2019): found that destination marketing requires a destination marketing mix as one of the professional keys and the main weapon in marketing tourist destination products to achieve marketing objectives that are incorporated into eight main elements, that is : 1) *Product*, 2) *Price*, 3) *Place*, 4) *Promotion* , 5) *Packaging*, 6) *Programming*, 7) *Partnership*, dan 8) *People*. The government's role in destination marketing is by responding to tourism governance and being involved in marketing and promotion capacity, border security, market regulations, planning regulations, controlling or managing the attractiveness of tourist destinations, skills development and infrastructure needed. (OECD, 2017). With effective governance destinations that will promote tourism are likely to be more successful. Therefore, in the Covid-19 situation, governance policies have created strategies for tourism destinations by implementing health protocols to create new habits for tourists. In its application there are four stages, indicators, and ideal destination management strategies in tourism governance.

Table 1. Criteria, Indicators And Governance Strategies Of Tourism Destinations

Criteria	Indicators	Strategy	Description
Planning	Sustainable destination strategy	Tourism sustainability strategies and practices in the new normal era	Strategies that pay attention to the carrying capacity of the environment, economic change, social issues, cultural heritage, health, safety and aesthetics. With the development of accessibility, amenities, and tourism activities
	Planning arrangement	Tourism policies and strategies, for example the allocation of government interventions and subsidies among tourism businesses to enable them to survive COVID-19	Related to guidelines, regulations, planning policies include the assessment of tourism activities
Management	Management of seasonal tourism	Manager's behavioral engagement towards tourists and organizations in the COVID-19 environment and situation	Strategies for identifying tourism opportunities. In need of a precise and clear marketing strategy in making calendar events or annual tourism activities
	Safety and security	Technology adaptation for tourists e.g. Design and ethics of tourism technology applications (mobility tracker applications and other monitoring systems)	The system monitors, prevents, informs, reports and handles social issues related to safety and security including health and food hygiene
	Crisis and emergency management	Inhibiting factors as well as facilitating the process of change due to COVID-19 (changes in tourism, destinations and tourists)	Emergency response management including action plans and communication procedures during and after a crisis situation
	Promotion	motivations driving tourists/behavior and motivation of tourists. By involving tourists, communities and local managers affected by COVID-19	Promotion of tourism destinations, products and services is carried out accurately
Monitoring	Monitoring	Responsibilities of tourism stakeholders and managers in Covid-19 regulation	Monitoring and evaluation system implemented and carried out periodically. As well as well-functioning tourism impact crisis management procedures
Evaluation	Climate change adaptation	Rearranging tourism sustainability strategies and practices with good regulations, policies and programs in the new normal era	Better systems, regulations, policies and programs for climate change adaptation, risk reduction and increased tourism awareness

Source: Adaptation based on (Sigala, 2020)

3. METHODS

This research uses a descriptive approach and the case study method in this research was chosen to understand the phenomena and processes related to the theoretical issues that are happening and being studied, namely tourism in the era of adaptation to new habits.. The research location was carried out in the tourism destination area of West Bandung Regency. Participants in the study used *purposive sampling* including: 1. Head of Tourism, 2. Head of Marketing, 3. Head of Sub-Department of Tourism Planning, 4. Tourism Promotion Section, 5. Disaster Expert at ITB Disaster Mitigation Research Center. The research data was obtained based on primary data, namely semi-structured interviews and field observations for one month, from July to August 2022, as well as secondary data in the form of policy directions for tourism governance in the era of adaptation to new habits from the national scale to the regional scale. The results of the research findings are then identified and analyzed using the coding results of the data which will then be triangulated to tourism crisis management experts so that conclusions can be obtained that can be accounted for.

4. RESULTS

West Bandung Regency or abbreviated as KBB. Administratively, there is one of the boundaries of West Bandung Regency, namely in the north (Cikalong Kulon District (Cianjur Regency); Maniis, Darang, Bojong & Districts, Wanayasa District (Purwakarta Regency); Sagalaherang District, Jalancagak & Cisalak (Subang Regency), and the Sumedang). The area is a protected area and cultivation area that has high potential to be developed as a tourism area (Ervina, Wulung, & Octivany, 2020; Wulung et al., 2021). This shows that the West Bandung Regency area consists of a variety of tourist attractions that can be used as tourism choices by the community. The variety of attractions that exist also require appropriate regulations and policies to be able to carry out tourism activities in accordance with the provisions set by the local government. The ownership of each of these attractions consists of three parties such as the private sector, the community and the government. The management of destinations that are carried out must still have appropriate standards, especially after the COVID-19 pandemic or the era of adapting to new habits.

The management of tourist destinations that needs to be carried out by the West Bandung Regency tourism and culture office is to carry out tourism development through research and development related to industry, destinations, marketing to institutions. Well-managed tourist destinations can increase competitiveness to attract tourists and broad segments, besides that the ongoing revitalization will create sustainable destinations in West Bandung Regency. The role of promotion in governance is also emphasized by the government to be able to build a good image or brand image and to form tourists who are responsible for carrying out tourism activities. This led the government to establish a certification as a destination standard to be said to be safe to visit, namely CHSE (Cleanliness, Healthy, Safety, Environmental) with the *i do care* logo as branding. The realization of this certification requires synergy between management/governance, human resources and tourist participation. It can be seen in the form of governance carried out by the The Department of Tourism and Culture of West Bandung Regency in realizing safe tourism during the adaptation period to new habits.

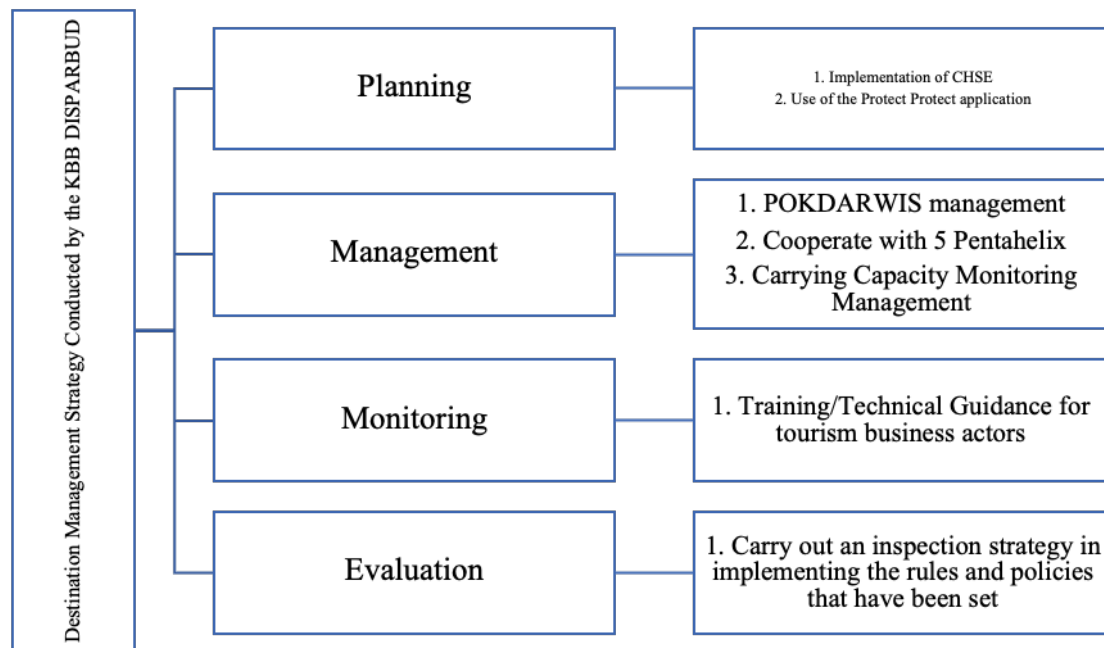


Fig. 1. Destination Governance Strategy

The management strategy for destinations carried out by the West Bandung Regency tourism and culture service (DISPARBUD KBB) includes four criteria, namely; planning, management, monitoring and evaluation. The head of the tourism sector, the head of the tourism planning sub-division and the head of the marketing sector have given presentations regarding the governance that has been carried out by the KBB DISPARBUD. It can be seen that the continuity related to the management strategy for the destination is in accordance with the expert opinion as follows:

- 1) Planning, carried out by implementing the rules set by the government, namely related to CHSE and using the care-protect application to identify tourist vaccinations. The application of this rule is carried out to all tourist destinations in the West Bandung Regency area to realize the process of recalling tourists. The expert is of the other opinion that the KBB has other disaster threats so that CHSE alone is not enough, but needs to be prepared to face disasters and other tourism crisis management efforts.
- 2) Management, POKDARWIS have carried out management in their own way, such as knowing the advantages of their tourist attractions, but the role of the agency is needed to optimize this through tourism awareness socialization to managers. The agency also cooperates with the fire department to provide fire extinguishers and evacuation routes as an effort to manage safety and security. The obstacles received in management are related to the carrying capacity of a destination which is difficult to always be regulated by the agency because of the destination's desire to get high visits during a pandemic, however this can be dangerous because it causes easy spread of the COVID-19 virus and damage to nature. The expert stated that making an agenda for management needs to be done so that it is not governor oriented, this encourages creativity and the formation of strategies that are really needed in accordance with existing conditions. The annual tourism program in collaboration with tourist destinations, supporting MSMEs and so on can be one of the collaborations to carry out tourism management at KBB destinations. The holding of this festival is in line with

the research conducted by Olivia & Widarti (2021) that the promotion strategy by holding a tourism festival which is the result of a collaboration between the destination and the tourism agency is an effective thing to do.

- 3) Monitoring, the agency conducts BIMTEK as well as monitoring and evaluation as an effort to improve the quality of a destination so that it complies with established regulations, for example, the use of masks in tourist destinations in West Bandung Regency. Monitoring or monitoring is an important aspect that needs to be done to be able to find out that the previously prepared plans are running as they should, this monitoring can be carried out by POKDARWIS from a tourist village or operational manager at a tourist destination. Previous research suggests that self-assessment can make it easier to understand that tourism activities, especially during the COVID-19 pandemic, are running according to predetermined plans. (Utami & Pertiwi, 2021).
- 4) Evaluation, the results of the evaluation can be useful so as to realize the inspection strategy carried out by the agency to enforce regulations at a destination, for example a warning to the temporary closure of a tourist destination can be carried out by the government if a violation occurs. The evaluation put forward by the expert is that marketing activities by the Tourism Office must be further optimized, especially in the digital era, it is necessary to carry out innovations such as virtual tourism. Apart from that, the most important thing is to provide an important number that can be contacted when a disaster occurs, so as to reduce tourists' worries. when at a destination. Toubes et al., (2021) stated that changes in tourist behavior occurred as a result of the Covid-19 pandemic, where the anxiety they had increased more than before.

The management strategy implemented by the Tourism and Culture Office of West Bandung Regency has adapted to new habits due to the Covid-19 Pandemic. Implementation of health protocols and paying attention to carrying capacity are the main things that are prioritized in carrying out tourism activities at this time (Ervina, Wulung, Octaviany, et al., 2020). Tourism activities can continue with collaboration carried out by the tourism agency, destination managers and tourists who follow the latest regulations.

The policy that has been stipulated by RIPPARKAB West Bandung Regency 2021-2025 states that the marketing development strategy that needs to be carried out includes determining tourism products, prices, distribution channels, promotions, to the tourism market Marketing activities that are usually carried out by the agency are experiencing an adaptation to the conditions of the COVID pandemic -19 that happened. The research that has been conducted has found that there are several differences that occur related to marketing carried out by the agency based on the marketing mix which is used as a research reference (Alastair, 2019). The implementation of the marketing mix in the West Bandung area put forward by three related parties in the Tourism and Culture Office of West Bandung Regency, that is:

- 1) Products available in West Bandung Regency have decreased due to not being able to survive during the Covid-19 pandemic. However, the pandemic has created several new destinations in West Bandung Regency and has become an icon of popular tourist destinations during the COVID-19 pandemic, one of which is the Lembang Park and Zoo tourist destination. In conditions like this the agency has an important role in increasing the potential of tourist attractions at the KBB. The agency stated that it had carried out developments in several potential natural tourist destinations such as Curug Malela, Walini in the Cipendeuy Cikalong Wetan area to the construction of

Little Medina Square in Cililin. Pomeroy *et al.*, (2011) argues that tourism products in the form of nature that are developed can become sustainable tourism that lasts in the long term.

- 2) Price, penetapan harga pada suatu destinasi tidak menjadi ketentuan yang dilakukan oleh dinas melainkan keputusan oleh masing-masing pengelola akan tetapi terdapat beberapa yang ditetapkan karena memang dinas berperan sebagai pengelola sebagai contoh Goa Pawon dan Curug Malela. Perbedaan yang terjadi signifikan dalam harga yaitu penurunan harga untuk dapat menarik minat wisatawan, hal ini menjadi salah satu strategi destinasi untuk dapat meningkatkan kunjungan pada masa pandemi Covid-19 (Sucipto & Nurohman, 2021).
- 3) Place, the location used in the development of tourist destinations is not affected by the Covid-19 pandemic because basically West Bandung Regency is surrounded by natural attractions. In the tourism crisis that emphasizes safety and health, nature tourism is one of the attractive choices for tourists to take a vacation (Anggoro *et al.*, 2021).
- 4) Promotion, the promotion strategy that has been carried out is by standardizing the reception of visitors as well as organizing folk events or festivals that prioritize the participation of the local community. This promotion strategy is expected to increase the desire of tourists to carry out tourism activities again after the Covid-19 pandemic. Previous research by Higgins-Desbiolles, (2018) mentions that an event can increase the interest of tourists to visit a destination.
- 5) Packaging, special packages are not provided by the Service but a plan is being made to generate synergy between travel agents, tourist destinations and agencies in marketing the West Bandung district area.
- 6) Programming, the detailed program has not been determined by the agency, but the main thing that is currently of concern is the CHSE program set by the government to revive tourism by making the I do care label so as to create tourist confidence to visit.
- 7) Partnership, the collaboration that exists is to meet the safety and security needs of a tourist destination such as firefighters and the Covid-19 task force, while for the media, namely roaming the archipelago and Bandung we id. Collaboration with academics has also been planned, including Polban, UPI and Telkom University. Vargas (2020) stated that collaboration is necessary in dealing with and adapting to the Covid-19 pandemic.
- 8) People, training in human resources (HR) is one of the important things, especially in tourism which is engaged in services (Salman *et al.*, 2017). BIMTEK or technical guidance is carried out by the agency to produce trained human resources, especially in the fields of digital marketing, photography and public speaking. This training is an aspect that is considered necessary in the tourism industry and the creative economy. During the Covid-19 pandemic, which limited tourists, it caused changes in behavior in using social media, so that currently the effort needed to attract tourists' attention is through the internet. (Aprilia & Kusumawati, 2021).

5. CONCLUSION

Management of the COVID-19 tourism crisis that has been carried out by the Tourism and Culture Office of West Bandung Regency with the direction of governance policies in the New Normal Adaptation Era. Policies that have adapted to current conditions, namely experiencing changes, especially in the aspects of planning, management, monitoring and evaluation. The

policy direction is to prioritize the safety and health of tourists by prioritizing the CHSE (Cleanliness, Healthy, Safety, Environment) program. Collaboration carried out by the agency with tourist destinations resulted in a new regulation for safer travel and according to health protocols so that tourism can continue even though it had stopped due to the COVID-19 pandemic that had occurred. As well as marketing carried out by the West Bandung Regency Tourism and Culture Office has not been carried out thoroughly because there are several aspects that are the responsibility of the manager such as price and place. The price aspect was set to adjust to the conditions of the Covid-19 pandemic, which had decreased to attract tourists to visit, while places did not experience significant changes because tourist destinations had been built before the pandemic occurred. Special packages as package aspects have not been provided by the tourism office but plans have been made to optimize these aspects. The program currently being carried out by the agency is focused on the CHSE program and certification of tourist destinations with the I do care label as a strategy to attract tourists. In the other five aspects, synergies have been built so that compliance between regulation and implementation has been carried out by the agency, tourist destinations and other tourism stakeholders. As for some of the recommendations proposed based on the results of research on the Department of Tourism and Culture of West Bandung Regency. The governance of a destination requires careful planning, in planning good management efforts tourist information is needed as a forum for providing information to tourists and marketing carried out by optimizing the internet is needed, especially in dealing with adaptation to new habits where tourist behavior has changed. Reaching tourists through social media needs to be done by the Tourism Office to assist destinations in restoring tourist confidence in visiting the West Bandung Regency area.

6. AUTHORS' NOTE

The authors declare that there is no conflict of interest regarding the publication of this article. Authors confirmed that the paper was free of plagiarism.

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