



Re-focusing Paradise: Analyzing the Tourism for Development Tools Considering Pandemic Covid-19 Case Study: Ubud Bali, Indonesia

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Abstract. Tourism is an important to attract foreign exchange, open jobs and improve the region's economy. However, the development of tourism in many locations worldwide is experiencing various crisis events, including pandemics. Research on how tourism destinations survive and suffer during the pandemic and lessons from the adaptation and survival strategies is lacking. Using the case study of Ubud, Bali, Indonesia, this research aims to answer the overarching research questions, including: (1) How does the Covid-19 could impact the Ubud, Bali; (2) What are the communities' strategies to survive during the economic disturbance; (3) What factors to increase the resilience of tourism in Ubud? To address the research questions, this study employs qualitative methods that can clearly describe the conditions on the ground and draw conclusions from the interweaving information available. The data was gathered through observations, interviews and focus group discussions. This research observes four survival strategies: passively waiting with financial certainty using their saving, passively waiting without financial certainty, asking for help through family and relatives, looking for an alternative in the tourism sector, and looking for other jobs in different sectors such as agriculture and other services. Furthermore, the research found the resilient factors in Ubud. Moreover, the research is significant to better understanding on tourism community strategies during the crises.

Keywords: tourism · regional development · responses · resilience · Bali · Covid-19

1 Introduction

Tourism is an important sector used as an alternative to gas and petroleum. The role of tourism is no doubt because it can attract foreign exchange, open jobs and improve the community's economy. Tourism has contributed to economic development and socio-economic and environmental transformation. Along with the increasing role of tourism, many crisis events are recorded to impact tourism destinations seriously [1]. Tourism destinations around the world are experiencing multiple crisis events, including pandemics. The current Covid-19 pandemic has become a severe event.

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COVID-19 caused international tourism to suffer significantly. Infected vulnerabilities in travel and travel bans by some countries led to a decline in travel. From January to August 2020, international tourist arrivals reached -70% globally and -74% in Southeast Asia. Foreign tourist arrivals continued to decline from April by -95% until May-August by -98% [2]. Similar conditions are also experienced in Indonesia, especially Bali as the leading destination. There are only 22 tourist visits to Bali in August 2020. Compared to 2019, foreign tourists (foreign tourists) dropped to 99.9 per cent from 616,706 tourists in the same month.

Meanwhile, the comparison of tourist visits with domestic tourists in August 2018 to Bali is 5:7. The decline in tourist visits is very influential on tourism demand in Bali, including Badung and Gianyar as the two main destinations, with the tourism sector as the most significant contributor to GDP and regional income. Five thousand eight hundred seventy-five workers in the tourism sector were laid off, and there was no income for MSME owners who depended on tourist visits. UNWTO's Panel of Experts suspects international tourism will rebound in the third quarter of 2021. Others say that a *rebound* will occur in 2022 due to international travel bans, fear from tourists, and the economic downturn. Tourism in Bali has been through various crises, such as the financial crisis and the Bali bombings. Still, it can continue to grow again judging by the trend of tourists and tourists who continue to increase every year.

Crisis events affect the willingness of tourists to visit a destination as a result of declining perceptions of safety that discourage tourists from travelling [1][3]. In addition, many travel restrictions have also been issued by the government through lock-down policies in many countries. It caused considerable losses in the tourism industry in Indonesia, as mentioned in the *Bisnis.tempo.co* (2021), around IDR 10 trillion [4], and IDR 85.7 trillion in the accommodation sector [5].

There are relatively limited studies exploring the community responses to the crisis event. The pandemic situation forces the tourism academician to start focusing on these issues. Thus, to fill the gap and contribute to the debate on tourism's role in regional development, this paper used the case of Ubud Bali. This research aims to answer the overarching research questions: (1) How could the covid-19 impact the Ubud, Bali? (2) What are the communities' strategies to survive during the economic disturbance? (3) What factors increase the resilience of tourism destinations? The starting point of the theoretical framework in this research is the concept of resilience, which includes society's impact, response, and capacity of the tourism actors. It hopes to contribute on better understanding of tourism situation during crises event.

This paper is structured as follows—section two reviews the tourism development and resilience concept and provides the context of the research setting of Ubud and the surrounding site. Section three discusses the methods used to gather and analyse the research data. Section four explains the findings, especially concerning the communities' strategies to survive during the economic disturbance, factors to increase the community resilience, and tourism community livelihood strategies in Ubud. Section five discusses the findings and presents the conclusion and reflection.

2 Conceptual Framework

2.1 Tourism Development and Resilience

Resilience is defined in many ways based on its context. Henstra et al. [5] define it as “the capacity to adapt to the stress of danger and the ability to recover quickly from its effects”. In addition, resilience is one way to overcome uncertainty because future changes are rarely predictable, and the vulnerability of community systems cannot be fully known before [6]. Ungar [7] argues that the concept of resilience in one system is stronger and can be better studied. It can be concluded from a literature review of more than two decades that there is currently more to the process of recovery, adaptation, or transformation when a system is under pressure. In psychology, resilience means the capacity of dynamic systems to successfully adapt to disorders that threaten system function, survival, or development. This concept can be applied to different systems at various levels that interact with each other, both living and non-living, such as microorganisms, children, families, security systems, economies, forests, or the global climate [8].

2.2 Actor- Network Theory (ANT) in Tourism

In the current debate, tourism is mainly translated into two dichotomies, e.g., economic dimension and cultural dimension. In reality, the separation between these two creates inclusivity that makes the analysis incomplete. ANT explains that tourism results from complex processes of ordering people and things into networks. In actor-network theory, the emergence of ANT within tourism may be interpreted as an effect of a perceived need to move beyond dichotomous understandings of tourism as either a purified economic or equally pure cultural practice [9]. The actor network theory has its origins in the sociology of sciences and became known through the writings of Callon, Latour and Law [10].

The actor-network approach will be used in this research as a theoretical based to analyze the tourism phenomena. The actor-network theory could explain how everyday practices are transmitted into broader processes of social transformation but without falling back on an all-encompassing theoretical order. That is why ANT is appropriate to be applied to understand the impact of covid, the community responses and the government policy in this study.

2.3 Tourism Role in Economic Value Chain

In the economic value chain, the role of tourism is consistently high. The tourism value (or, depending on the perspective, supply) chain can be defined as a network of tourism organizations (tourism businesses) which supply various components of tourism, both products/services such as transportation and accommodation to be distributed and marketed as the final product of tourism [11].

According to Pagell & Shevchenko [12], the supply chain is a series of business activities and processes that involve input and output flows, which involve the distribution process of certain goods/services. Products in tourism are more focused on services in the

tourism industry supply chain, where there are two types of flow of goods/services; horizontal flow and vertical flow. The horizontal flow is the so-called first-tier value chain, consisting of the businesses that add value to the basic natural and cultural tourist attractions and deliver services and products directly to the tourists. It consists of many types of businesses: accommodation, food and beverage, transportation, creative industries, activities, tours and guides, and support services.

In short, the tourism value chain is important concept in this research. Understanding the flow of tourism and that many aspects are related to tourism enable us to understand the relationship between tourism to another sectors.

2.4 Overview of the Case Study (Ubud, Bali)

Ubud District is located in Gianyar Regency in the middle of Bali Island. Since late 1960 the tropical island of Bali has developed a growing reputation as a popular international tourist destination with an ethos of harmonious balance, tranquillity and safety. The existence of Ubud relates to the surrounding district, e.g., Payangan and Tegallalang. It leads to high inter-dependence with the neighbouring districts. In 2020, the number of populations in Ubud was 74,760 people, which increased to around 440 people in one year [13]. The Human Development Index (HDI) in Ubud is pretty higher than in the other region; it reached 77.36. The poverty rate in 2020 was 4.08% in Gianyar Regency, and Gini Ratio was 0.32, considered a moderate level [13].

Most of the tourist attractions in Ubud are based on cultural aspects such as Pure (Hindu Temple), Heritage buildings; cultural performing arts and galleries; and traditional healing services like spa, yoga, and Hindu healing ceremonies. It is highly associated with the Hindu tradition and community living culture. *Puri* (temple) has an essential role in managing the communities as it could influence many aspects of both traditions and future development. Subsequently, the role of *Puri Pandita* (the temple leader) is essential.

Gianyar Regency has a varied niche of tourist destinations and attractions such as natural-based, culturally-based, shopping-based, and MICE. Various tourist destinations and attractions are generally located in Ubud, Tegallalang and Payangan (Ulapan). This area has a wide selection of attractions ranging from natural tourism, spiritual tourism, sports tourism, and cultural tourism.

Tourism experience is provided by travel agencies that offer package visits to other districts. Ulapan area presents views of rice fields and terraces in Tegallalang, rivers, and the popular monkey forest from natural attractions. In addition to enjoying the scenery, tourists can also do sports activities such as tracking, rafting, cycling, and yoga. The Ubud area also presents various cultural attractions such as Pura, Puri or Kingdom of Ubud, Ubud Art Market, museums, and traditional dance or music performances. This attraction is also the selling point of the Ubud area compared to other tourist destinations. This culture needs to be an element in the development of Ubud tourism to be preserved for the daily living practices of residents as hosts and as a tourist attraction. Table 1 presents the tourism attractions in Ubud and surrounding areas.

Table 1. Several tourism attractions in Ubud and surrounding areas

Type of tourism	Attractions
Nature Tourism	Campuhan Ridge Walk, Tegallalang Rice Terrace, Kajeng Rice Field, Tukad Pakerisan, Goa Gajah, Tegenungan Waterfall
Cultural Tourism	Puri Saren Agung, Ubud Palace, Saraswati Temple, Presidential Palace Tampak Siring, Puri Lukisan Museum, Neka Art Museum, Pura Tirta Empul, Agung Rai Museum of Art, Pura Keihen, The Blanco Renaissance Museum, Rudana Museum, Pondok Pekak Library and Learning Center
Special Interest Tourism	Bali Bird Park, Ubud Art Market, Sukawati Art Market, Taro Tourist Village, Monkey Forest

Source: Tourism Board of Gianyar, (2021)[13]

3 Methods

Using the case study of Ubud, Bali, Indonesia, this research aims to answer the overarching research questions, including: (1) How does the covid-19 could impact the Ubud, Bali; (2) What are the communities' strategies to survive during the economic disturbance; (3) What factors to increase the resilience of tourism destination of Ubud, Bali? To answer the research questions, this study employs qualitative methods that can clearly describe the ground conditions and draw conclusions from the interweaving information available.

The data was gathered through observations, interviews and focus group discussions. Observations were conducted in Ubud Bali through researchers' direct participation in developing the Master Plan for Ubud, Tegallalang and Payangan districts from June 2021 to December 2021. The researchers stayed in Ubud, joined in cultural events, participated in five discussions and public hearings with the local government of Gianyar Regency, Bali Province and joined the launching of the Master Plan by the President of Republic Indonesia. The participatory observations allow researchers to gain better knowledge and insight from the communities. In addition, interviews were conducted with around 50 community leaders and stakeholders such as the villages chief (*Kepala Desa*), non-government organizations (*Yayasan Bina Wisata*), owners of cafés and restaurants, and the community-based organization leaders, artists and owners of the galleries. The six focus group discussions were conducted with the stakeholders in Ubud as part of the Master Plan Ulan development process conducted by the Ministry of Development Planning. Furthermore, the participants in FGD were about 20 – 30 people offline and between 5–10 people through the zoom.us platform.

The analysis of this research focuses on the impact of Covid-19 in Ubud, community survival strategies, factors for building destination resilience to pandemic and government responses and policy. Table 2 shows the aspect of analysis and explanations.

Table 2. Aspect of analysis and explanations

No	Aspect analysis	Explanations
1	Impact to tourism in Ubud, Bali (1) Impact to the number visitors (2) Impact to the community livelihood (3) Impact to the hospitality industry e.g., accommodation (4) Impact to the strengthening of other sectors	Explore the impact of Covid-19 to the number of visitors, community livelihood changes, performance in length of stay and hotel occupancy rate, and the share in the regional context.
2	Community survival strategy	Explore the community survival strategy during the pandemic
3	Factors for building destination resilience to pandemic	Analyze the factors of resilience from the perspective of community and destination organization
4	Government Responses and policy	Explore the responses from the local government of Gianyar and Bali related to the transformation of economy from tourism to another sectors

Source: Author analysis, 2022

4 Results and Discussion

This research will be presented in four sections, i.e., the impact of Covid-19 on tourism in Ubud, community survival strategy, and factors for building destination resilience.

4.1 Impact Covid-19 to Tourism to Bali

The foreign tourists number visiting Bali has increased every year, reaching around 6.3 million in 2019. Given the high dependence on foreign tourists, Bali is the area whose economy is most affected by the Covid-19 pandemic. The Covid-19 pandemic caused a drastic decrease in foreign tourists by 82.96% in 2020 compared to 2019. Before the pandemic, Bali accounted for 40% of the total tourists visiting Indonesia. The cessation of tourism activities impacts the weakening of the competence of trained tourism Human Resources, leading to a decrease in daytime power. In the end, it is difficult for Bali's tourism industry to restart its activities quickly. This harms the tourism industry in Bali and harms the competitiveness of Indonesian tourism as a whole (Table 3).

The negative impact of the pandemic on Bali is significantly high. The media mentioned that the impact of the Covid-19 pandemic was more terrible than the Bali bombings that had occurred in 2002 and 2005. This statement was also affirmed by the Governor of Bali Wayan Koster as follows: 'From the experience, Bali has been disturbed by terrorism because of the Bali Bombing one and the Bali bombing two, then the eruption of Mount Agung, previously also occurred SARS virus. The events did not last long, not on a wide scale, and the impact is not as severe as now the Covid-19 pandemic' [15].

Table 3. Comparison of the number of foreign tourist visits that came directly to Indonesia and to Bali, in 2014 - 2020.

Year	Foreign tourists to Indonesia	Direct visit to Bali	Contribution of Foreign tourist to Bali for Indonesia	Growth of foreign tourism in Bali
2014	9,435,411	3,766,638	39.92%	-
2015	10,406,291	4,001,835	38.46%	6.24%
2016	11,519,275	4,927,937	42.78%	23.14%
2017	14,039,799	5,697,739	40.58%	15.62%
2018	15,806,191	6,070,473	38.41%	6.54%
2019	16,106,954	6,275,210	38.96%	3.37%
2020	4,022,505	1,069,473	26.59%	-82.96%
2021	1,557,530	51	3.27442E-05	-100%

Source: Bappenas and Bali Province Government, (2021) [14]

In terms of length of stay of non-Star hotels, in 2019, when the pandemic Covid-19 had not occurred, the length of stay of tourists in Bali reached 3.21 days in February, and the lowest was 2.32 days in January. In 2020, the Statistics Indonesia of Bali published that Los was 2.95 days in February as the longest and 1.32 days the lowest in November. In 2021, the LoS were worse at 1.50 – 1.89 days which February being the most prolonged and November being the lowest. The data have shown significant drops in LoS due to the pandemic Covid-19. It implies that the drop is not only in the quantity of tourism but also in the quality of tourism, in which tourists who visited Bali stayed less.

In the Star class hotel, the dropping number of LoS has also been reported by Statistics Indonesia. The LoS data for 2019 was between 2.66 to 3.73 days on the website. The Los drops in 2020 between 1.66 – 2.82 days. Data on 2021 have not been released. Regarding Hotel Occupancy Rate, in 2019, the HOR has reached 22 – 38.37% for non-Star class hotels, but in 2021 was only 5.44% on average. Hence, the HOR in Star class hotels in all classes (1–5 stars), the HOR in 2019 was between 51.56 – 67.10%. It dropped to the 4.77% in August, and the highest month was in December at 30.67%.

The trend in Bali has also impacted tourism performance in Ubud district. As a result of the closure of access to tourists as well as the closure of tourist attractions themselves, it has caused a halt to various types of businesses affiliated with tourism, such as large trade and retail, provision of accommodation, food, and beverages, processing industry, service industry, to transportation. The number of tourist visits decreased by 99.99% from the original 552,403 tourists in December 2019 to only 22 in August 2020. Since customers did not visit the tourist destinations, many food vendors, kiosks, souvenir shops and others were closed. As a result, people's purchasing power dropped dramatically.

The number of tourists who visited Ubud has continuously increased before the pandemic. The foreign market dominates the tourists' characteristics. There is a trend that foreign tourists who visit Ubud stay in homestay and low budget accommodation.

4.2 The Communities' Strategies to Survive During the Economic Disturbance

Based on the research, the tourism communities have taken and done various ways to survive during the Covid-19 pandemic situation since 2019. In the FGD, the participants were asked what their activities are to get income when the tourists do not come to Bali. There are many answers or alternative livelihoods stated by the respondents. Based on structured interviews and random sampling of several informants, their responses can be categorized in four aspects:

(1) Waiting the end of the pandemic with financial certainty

Waiting with financial certainty is usually done by entrepreneurs who already have enough property and financial guarantees such as savings, mutual funds, or deposits. For example, one hotelier said,

'We are currently steady, ma'am, or eating savings, but we are forced to have most of our employees to the house.' (Respondents 1, 2021).

For citizens who have considerable assets and savings, the pandemic maybe just a short break from the exhausting activities of looking for the latest product innovations, but this is different for people concerned with financial uncertainty.

(2) Waiting for the end of the pandemic without financial certainty

There was also a passive form of waiting with financial uncertainty in the interview. Tourism related workers do not have enough savings to survive or have savings for only 1-2 months ahead. For example, one of the respondents, a car rental driver, waited for a call from his boss, hoping there would be a job order. This is done because if he goes out to find customers, he has to spend money to buy fuel which does not guarantee getting customer. Most of them borrow money from other families or sell things they have to survive. Some respondents also rely on government support. This response mainly was made by the low-income workers and relatively lower-level jobs.

(3) Looking for other job alternatives still in tourism

Some respondents mention having alternative jobs. For example, in the past, those who worked for restaurants, and dined in, now prefer to take away (wrapped, delivered) etc. One of the cooking teachers also said that due to the absence of cooking classes in Ubud, they still teach, but they do it online even though the income is not similar to the offline cooking class.

(4) Looking for other job alternatives between fields

Looking for alternative jobs between fields or non-tourism is the most widely done option by the community. One of them is working in other sectors requiring labour, such as farming, gardening, building porters, clean house cleaners or housekeepers, laundry etc. One respondent said:

'We have to move, eat, whatever we do, nyangkul nyawah¹ and porter, I did all of them.' (Respondent 2, 2021).

¹ Nyangkul nyawah means working in agriculture such as cultivating the land.

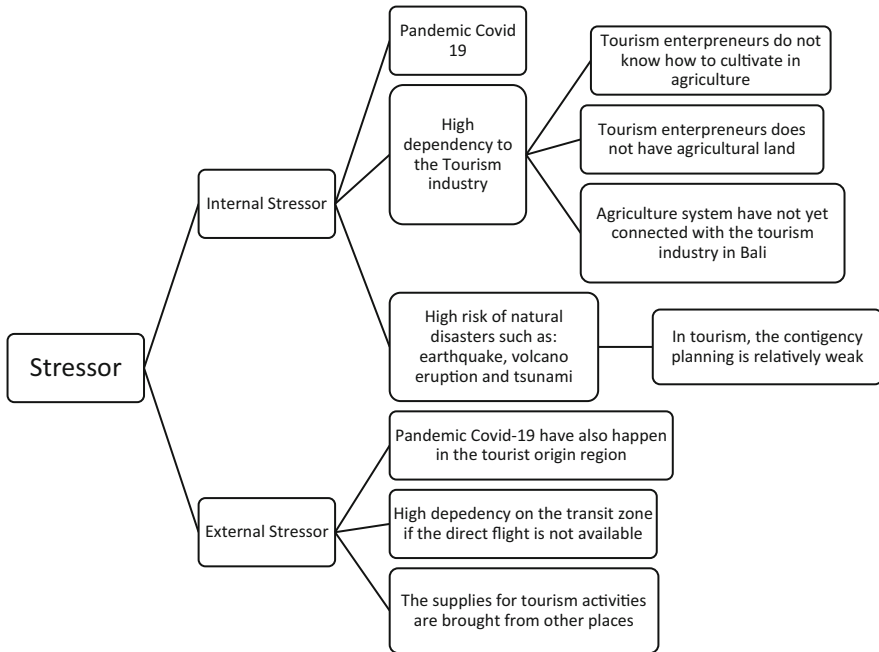


Fig. 1. Illustration of the stressors factors in Bali that affect the level of vulnerability. Source: Author Analysis, 2022

4.3 Identifying the Factors for Building Resilience

Reducing the Stressors

The stressors of the Covid-19 pandemic in Bali are significantly high. Stressor factors for Bali tourism are categorized into two factors, namely internal and external factors. Internal factors are interpreted as conditions that make Bali and or Ubud vulnerable. It is observed that Bali’s economic dependence on tourism becomes the highest factor for vulnerability. Tourism has provided economic impact, including providing job opportunities for Balinese and other residents outside Bali; however, at the same time, this rises the vulnerability since tourism is a sensitive sector to a disaster or crisis. Figure 1 illustrates the stressors in Bali.

External Actor Intervention

The intervention of external actors is observed in Bali who help the tourism community to survive during a pandemic, for instance, the national government and the relatives and friends from other countries.

The national and local government’s attention to SMEs in Bali has become more serious. The government published the increasing financial support in People’s Business Credit (KUR: *Kredit Usaha Rakyat*, Community Entrepreneurship Credit) in Bali

Province. The distribution of KUR (in Bali Province in 2020 amounted to IDR 5.6 trillion exceeding the previous year's achievement of IDR 5.1 trillion. This means that the people of Bali remain optimistic and start to move their business again [16].

The external actor that are also being portrayed by the tourism communities in Ubud are foreign friends and relatives. Since many foreign tourists visit Bali, there is a pretty high connection between trading, business, and marriage. Several respondents stated that they had received job offers from other countries such as; Poland, Russia and Australia. It is not clear whether the motivation of foreign visitors is to help the Ubud people or purely business. However, their contribution to providing temporary jobs has helped the tourism communities get additional income. Some of the tourism workers fly to Poland and get jobs there.

Innovation of Products and Markets

The pandemic has provided various changes to aspects of tourism, including the thought of developing virtual tourism. Virtual tourism allows the product remains the same with different forms of packaging and extension. With the innovation of changing ways of extension that use advances in information technology, pandemics have encouraged or brought up more advanced and modern ways of thinking to get income, although not the same as before.

The innovations were observed in different ways to get income in tourism; for example, the Ubud cooking class was conducted online instead of offline. Restaurants were preparing the takeaway food instead of dining in.

Connecting the Tourism to the Other Sectors in the Value Chain

One of the essential factors for resilience that can be strengthened is connecting tourism to the other sectors. Ubud has many paddy fields, which have a beautiful landscape under the Subak irrigation system. Many paddies' fields and their landscape have been explored for tourism activities and attractions, for example, in Campuhan and Toro Village, etc. This fact can be explored and increased in terms of using the results of agricultural products for tourism supporting supplies. For example, they are developing organic farms and using that as tourist packages. The connection can also be introduced by building an agreement between farmers and hoteliers, for example: to use the products from the Ubud farmers in the food provided by the hotels.

4.4 Government Responses

The pandemic has cost many lives and property and even slowly damaged Bali's economy without being able to do more. Bali's economic growth has decreased by 12 per cent due to the pandemic and making Bali a quiet city without tourists. According to Menkumham Regulation No. 11 of 2020 on Temporary Prohibition of Foreigners Entering the Territory of the Republic of Indonesia, the government tries to rely on domestic tourists because of restrictions on foreign tourist travel.

The government of Indonesia have shown a response to the situation by developing a program of economic transformation in Bali. Under the Ministry of Bappenas, a new guide and map for economic transformation have been introduced. It provides a scenario for tourism recovery in Bali and the transforming economy of Bali. The tagline

is *'Bali Era Baru: Hijau, Tangguh dan Sejahtera* or Bali New Era: Green, Resilience and Wealthy. The President of Indonesia launched it in December 2021. The program has several strategies [14]:

- (1) Implementation and tightening of health protocols in all aspects of economic activity, as well as the acceleration of vaccination for business actors, workers, and the general public
- (2) Social assistance programs for eligible communities and implementation of labour-intensive programs to create job opportunities and restore the number of hours worked/work lost
- (3) Encouraging the recovery of business activities with liquidity assistance for business actors (increasing access to capital financing, credit and tax relief) and developing the capacity of workers in the MSME sector
- (4) Improving the excellent image of tourism and encouraging international cooperation (unilateral and bilateral) to strengthen Bali's positioning as a Covid-19-free tourist destination
- (5) Improving the readiness to open tourist destinations safe from Covid-19 through strengthening 3T (testing, tracing, and treatment) in the community, adapting health protocols for destinations, workforce, and industry, and gradually opening tourism.
- (6) Encouraging non-tourism sector activities and job creation in the non-tourism sector.

The local government of Bali Province have also planned to revitalize the area of Ubud and its surrounding. Before the pandemic Covid-19, social and environmental problems were arisen, such as traffic congestion, crowded in the Ubud sub-district, waste management problems, parking arrangement problems, etc. The government initiated the development of the Integrated Master Plan for Ulapan to reduce the problems resulting from the tourism activities and increase the added value of tourism activities for the community. The government's tagline is "Ubud the Healing Paradise", which aims to present a new branding as a tourist destination that provides a place for relaxation and a place of healing as known that Ubud means *obat* or medicine. The community has supported the government initiation by agreeing to develop the Destination management organization in Ubud through a public-private partnership (PPP) scheme [17].

5 Conclusion

The research results show that tourism has been a primary economic source in Bali Province. It has been concluded that the more dependent on tourism, the more vulnerable the region. Bali has been visited by around 40% of the total Indonesian tourist. It means that the role of Bali in Indonesian tourism performance is very high.

Covid-19 has a detrimental impact on tourism in Bali. Analyzing the performance in the number of tourists, length of stay and hotel occupancy rate, all have significantly dropped. Moreover, the ground condition is in line with the statistical reports. People have to find other livelihood opportunities to survive. This research observes four survival strategies: passively waiting with financial certainty using their saving, passively waiting

without financial certainty, asking for help through family and relatives, looking for an alternative in the tourism sector, and looking for other jobs in different sectors such as agriculture and other services.

The resilience factors are observed in Ubud tourism include: (1) reducing the stressor, which the stressors are pandemic Covid-19 and over-dependency on the tourism-related sector; (2) the resilience factor that can be explored is strengthening the relationship with external actors' intervention; (3) increasing the innovation of products and market; and (4) Connecting the tourism to the other sectors in the value chain.

The government of Indonesia have done necessary intervention by providing credits for small and medium enterprises and providing cash for the entrepreneur. The government established a policy to limit travel to reduce the transmission of the virus in tourist destinations. Moreover, the tremendous planning is introducing the route map for economic transformation, which was previously over-dependent on tourism to be a more diverse sectoral income source.

The result shows that the community and government are doing such responses and initiatives during the pandemic of Covid-19. In the case of Ubud, the community shows the support for the government plan as suggested by Mitchell [18] that ideally, the local community should fully support the maintenance, development and restoration of a destination's tourism sector. Moreover, the crisis can be a catalyst to employ, establish and implement a new approach that is more sustainable [19] [20].

In terms of revisiting whether tourism is the best tool for regional development, it seems the phrase should be criticized. This paper argues that tourism can be a tool for regional development under certain conditions; first, tourism should be supported by other sectors such as agriculture, trade, manufacturing and others; because over-dependency on tourism will make the region more vulnerable. Second, the collaboration between actors has to be very strong and connected. It is recommended that all stakeholders could develop the tourism contingency planning that includes government, private sectors, community, NGOs, media and academics. It is in line with the recommendation from WTO [21] that suggested the destination have proactive strategies for future crisis communication and preparedness planning. It includes the development of a dedicated public relations office, establishing a specific media response protocol, forming a representative consultative body and basic resource allocation. Thirds, tourism can be a tool for regional development if effective crisis management is performed. However, effective crisis management is about minimizing the extent and duration of any negative impacts. A holistic and sustainable management framework can enhance community and destination resilience to the tourism crisis.

Finally, the paper has a limitation in specific data on the local government's Ubud; therefore, the paper employs the provincial data to illustrate the dropping tourism industry performance. The paper calls for future research to compare Ubud's condition with the other tourist destination that is not in the mature status and do not rely on foreign tourists.

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