



# Revitalizing Bali's Tourism: The Government's Role in Driving Innovation and Change After COVID-19

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**Abstract.** The aim of this research is to analyze the social change brought about by the top-down approach of the government of Bali in the tourism sector after the COVID-19 pandemic. The study utilizes a qualitative descriptive approach and content analysis of social media posts on Instagram. The analysis observes the government's strategy and the issues that are expected to be carried out. The results indicate that the government's approach has significantly changed the systematic development of the new-era tourism sector. The government has actively catalyzed innovation and pursued various initiatives to promote active tourism in Bali through services based on Cleanliness, Health, Safety, and Environment Sustainability. Financial assistance in the form of capital and tourism grants for industry players has also had a high impact on change. The emergence of online tourism destinations is a critical innovation influencing change. The implication of this research is that the top-down approach of the government can be an effective accelerator of social change in the tourism sector, and financial assistance, coupled with innovative approaches, can promote the recovery of the tourism industry.

**Keywords:** Bali · tourism · government · innovation · COVID-19

## 1 Introduction

Colonialism and post-colonialism shaped Indonesian tourism. In the 1930s, Dutch tourists first visited Bali. Bali tourism became a world icon after the Balinese arts team became an icon of the Dutch exhibit at the Colonial International Festival (Exposition Coloniale Internationale) in Paris. With a large number of participants, the international colonial cultural fair promoted European pride [1].

World-famous Bali. Anecdotes and global opinions say Bali is Indonesia. Bali is known as utopia on earth due to its well-preserved natural beauty. Bali's beaches and unique Balinese culture draw tourists [2]. Bali's Hindu culture makes it a living culture tourist destination [3]. Given the unique social framework, a predicate is necessary [4].

Bali culture tourism includes all tourist activities, including learning about and appreciating other cultures and savoring one's own. Bali's tourism resources include all forms

of life, from opera, ballet, and drama to shows, cabarets, and pop events. This includes global clothing, food, religious rituals, traditions, and customs [5].

When the COVID-19 pandemic closes community-based activities, Bali's tourism development is of special concern [6]. Bali Province, like other nations and regions, must limit and close human activity that could spread the virus, even though tourism and crowds are linked. Kuta, Nusa Dua, Ubud, and Sanur beaches must be closed in Bali [7].

This study concerns the government's prediction of the Covid-19 Pandemic's negative impact on tourism. Destinations changed their health strategies because they believed the COVID-19 epidemic changed society. CHSE certification is essential for health protocol-based travel. This concept needs changes in visiting efforts and the complexity of sector relationships to run the tourism industry [6].

This study examines how shifts in tourism destination management affect New Normal-based tourism innovation. This is closely related to the minimal specific study that reveals the tourism development pattern, where success in observing this pattern of change can be used as a basis for setting transformative policies that can be implemented further, notably by the government, as in Bali.

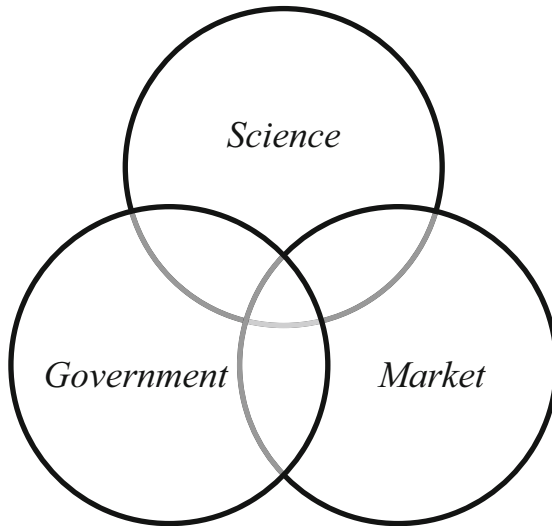
This research answers theoretical questions about patterns used to build innovations and change initiatives. Knowledge management and cross-sector coordination can change Bali's tourist destinations. How the government, society, tourists, and tourism business interact shows this integration and collaboration. The new average era—January–November 2022—is the cap. This research is expected to inform stakeholders about the social actions made by the Ministry of Tourism and Creative Economy of the Republic of Indonesia to prepare for the new standard of tourism in Bali Cultural tourism destinations.

## 2 Literature Review

### 2.1 Innovation System

Actors, bound institutions, relationships, and processes that create natural products must interact to innovate. This interaction, whether conscious or unconscious in the observed system, can alter the direction of development and how fast an innovative product is created [8]. Innovation is usually done by systematic groups. A model switch and systematic actor changes may arise. Systematic change only occurs when these forms and events have never happened in the system [9].

After the COVID-19 pandemic, Bali's tourist climate is the foundation for systemic innovation and the new standard. Bali tourism has shifted from cultural to health-focused due to systemic shifts. The critical adaptation of society during and after the COVID-19 pandemic marked the beginning of an age of health sector importance in daily life, inseparable from tourism. In an emergency policy, the government forces tourism actors to adopt these new ideals. The government supports the duty to implement health protocols with derivative policies that provide opportunities for tourism sector transformation, such as investment efforts and special grants to keep the Bali tourism industry going. The new normal predicts these two events will accelerate Bali tourist change. Developing a strategy to carry out a systematic innovation requires the identification of various



**Fig. 1.** Innovation System [10]

essential characteristics of the system itself. These general aspects can be observed in the following pattern [10]:

- a. The active role involves science, the market, and the main thing is government. Such a system is often called the “source of System Innovation”.
- b. Innovations in a system are often not in detail to be understood.
- c. System-based innovation has various variables that build a problem so that the solution causes the need to initiate change
- d. Innovative systems tend to be different from each other and have their characteristics (Fig. 1).

The initiator in an innovative system tends to be the main trigger (initiator of system innovation), followed by the type that makes changes appear (type of system innovation). Of course, such innovation has its approach, which is the centre of change (central approach), knowledge also develops to create the path of change from the process of its formation (knowledge for system innovation), and it also becomes distinctive when it can be observed the form of cooperation between the government and private sectors (public-private partnership) [10]. The involvement of various stakeholders in tourism can also be a pattern of innovation, which is in line with the importance of ensuring understanding for these stakeholders to carry out changes based on a mutually understood flow jointly [9]. The characters that form a systematic pattern of innovation can be observed in Table 1.

Systematic change of innovation is an action that is jointly implemented as a new approach to dealing with a crisis that has occurred. The governance context in rebuilding Bali tourism during and after the Covid-19 pandemic crisis can be said to be a form of systematic innovation change when it meets the general patterns observed in the previous

**Table 1.** The Basic Pattern of Systematic Innovation Change

<b>Dimensions</b>	<b>Patterns</b>	<b>Description</b>
<i>Initiator of System Innovation</i>	The active role of the government or the private sector	Basis and triggers for change
<i>Type of System Innovation</i>	Tend to be gradual or fast and massive or partial	Changes occur on a specific scale but have a tempo as control.
<i>Central Approach</i>	Top Down or Bottom up	Top-down: the active role of government from above Bottom-up: change from below (public/private)
<i>Knowledge for System Innovation</i>	Combining various knowledge or exclusive knowledge	What is the role of science in the process of change in the innovation system
<i>Public Private Partnership</i>	Active interaction or not between the government and the private sector	How partnership relationships are formed and run during systematic change of innovation

Source: [10]

table. However, it is necessary to observe the unique characteristics and views to carry out this innovative change to enrich the study and reveal the distinctive character of tourism change in Bali.

## 2.2 Past Bali Island Tourism Destinations

Bali's tourism fell after COVID-19. Visitors to Bali impacted local transit, accommodation, restaurants, tour management, and guides. Bundles [6]. Bali's leisure tourism has altered socially and physically. To lower COVID-19 risk, this destination's tourist system changed [7].

Bali has banned foreign visitors due to the COVID-19 pandemic. Active promotion strategies have little impact in the new standard age despite this restrictive condition. Communities and tourists limit travel during COVID-19 [15].

Bali's tourism-dependent state government's crisis must drive changes. Bali's tourism-driven Original Regional Revenue (PAD) needs a novel systematic change plan. COVID-19 altered central government policy. Health comes first in Bali. Bali's tourist industry has adopted new health policies due to the conflict between health and economic recovery [16].

I'm unique in tourism. Business-as-usual and tourism development funding underpin private tourism. Business closing halt income, investment, and Bali's economy. Private firms are cutting staff and salaries. The situation worsens, requiring government action [17].

The COVID-19 pandemic was most impacted by government and private sector actions. Tourists limit pursuits and skip vacations. Tourists take staycations. It's for new-concept travel. Web tourism and hotel-only tours require fast government and private sector adaptation [18]. The pandemic has made travel "exclusive" and healthy [17].

The above description of Bali's tourist locations shows that the new normal tourism era prioritized health in tourist trips, including tourist origins, travel patterns, and destination management based on Cleanliness, Health, Safety, and Environment (CHSE). Literature survey informs this study's conceptual framework:

### 2.3 Bali Tourist Destinations in the New Normal Era

After the COVID-19 pandemic hit Bali, tourism plummeted. Local transit, accommodation, restaurants, tour management, and guides were also affected by the number of visitors to Bali. Tour bundles [6]. Bali's leisure-focused tourism system has changed socially and physically. This destination's tourist system has changed to reduce Covid-19 risk [7].

The Covid-19 pandemic has restricted mass movement, notably in Bali, where foreign tourists are restricted from entering the island. Even though this restrictive condition has come in the new standard era, active promotion strategies continue to have little effect. During the COVID-19 pandemic, communities and visitors limit their travel [15].

Changes must be based on Bali's tourism-dependent province government's crisis. An innovative systematic change strategy is needed to accelerate Bali's Original Regional Revenue (PAD), which is highly influenced by tourism. The central government's ideas changed due to COVID-19. The Bali provincial authority prioritizes health over economy. The conflict between health interests and economic recovery has led tourism efforts in Bali to follow standard health protocols and adopt new policies [16].

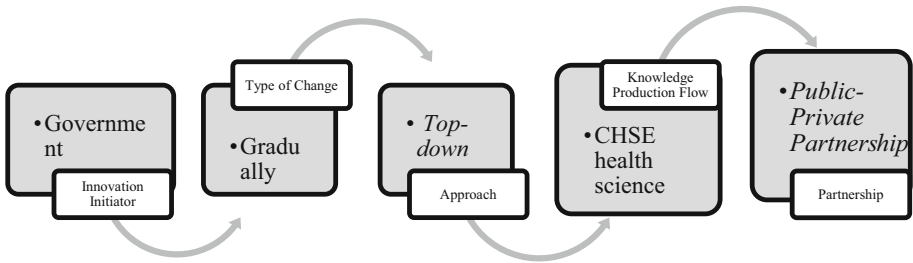
Tourism is unique to me. Private tourism rests on business-as-usual and tourism development investment. Business closures stop income, investment, and Bali's economic cycle. Private companies are changing processes and reducing staff and salaries. This worsens the situation, necessitating government intervention [17].

Government policies and private sector crisis response affected the community most during the COVID-19 pandemic. Tourist communities limit activities and skip vacations. Staycations are the visitor community's holiday adaptation. This version works with new-concept tourism. The government and private sector must quickly adapt it to web tourism and hotel-only tours [18]. During the pandemic, travel has become more "exclusive" and healthier [17].

The above explanation of Bali's tourist locations shows that during the new normal tourism era, the tourism system emphasized health in tourist trips, including tourist origins, travel patterns, and destination management based on Cleanliness, Health, Safety, and Environment (CHSE). This study's conceptual structure is based on the literature review (Fig. 2).

## 3 Methodology

Descriptive qualitative methods are used to find patterns of systematic tourism transformation in Bali, notably policy content from the government and tourism sector during the COVID-19 pandemic. Qualitative approaches stress the importance of knowing the relationship between research objectives, theoretical context, and the gap between factual conditions and the ideal concept of an issue [19, 20].



**Fig. 2.** A conceptual framework for systematic change of innovation (developed and adapted based on [10]).

This study analyzes Ministry of Tourism and Creative Economy Instagram posts from January to November 2022. The content focuses on rebuilding tourism in Bali, particularly service initiatives for tourism companies in the new normal. Qualitative research people provide insight into research issues. This is linked to studying how researchers create and express issues [21]. This study relies on words and actions to build issues and resolve them, backed by documents, archives, and other data. The Ministry of Tourism and Creative Economy is the main source of observations for this study.

## 4 Results and Discussion

Tourism industry agents adapted to the new normal to achieve systematic innovation. This study examines three topics: the relationship between government policies and systemic changes in general; Bali's pattern of systematic tourism innovation; and the implications of systemic innovation for global change based on Agung's categories of changes in physical, scientific, and social systems [22].

This study defines systematic innovation as integrated changes by the government or non-governmental areas like private industry, the public, and tourists as tourism objects. Systematic innovation often begins with the government leading partners to change. Policy start was massive and centrally controlled during the COVID-19 pandemic [23]. Table 2 shows how systematic invention follows the theory.

### 4.1 Relation of Government Policy with Wide System Change

Efforts to control social movements lead to efforts to control tourism, basically starting from the government to changing the system broadly. Typically, tourism in the Province of Bali significantly impacts economic activity on a macro basis, where the Regional Original Revenue (PAD) of the Province of Bali is highly dependent on this sector. During the Covid-19 pandemic crisis, attempts at natural relations between the government and the tourism sector experienced severe disturbances, especially pandemic policies, which tended to require changes in the order of the tourism community. At the initial stage, this change from the government was responded to negatively by the system as a whole, where the decline in regional and economic income figures became the basis for the

**Table 2.** Description of Systemic Tourism Innovation in Adapting to the Covid-19 Pandemic Crisis

<b>Dimensions</b>	<b>Pattern</b>	<b>Description</b>
<i>Initiator of System Innovation</i>	Government active role	The government is pushing for changes in tourism with health standards (CHSE) to adapt to the pandemic crisis. An active role in campaigning for 'healthy' tourism in the province of Bali by the central government through social and digital media
<i>Type of System Innovation</i>	Fast and massive	Change tends to be fast because of its connection with health improvements that require it and economic recovery as a strengthening basis. It is carried out massively by the central government with encouragement to the governments under it and must be followed by other stakeholders, both private industry and society at large.
<i>Central Approach</i>	<i>Top Down</i>	The government's active role is clear evidence that the central approach to systematic innovation change is carried out with principles. The government has been aggressive in carrying out social restrictions through the Covid-19 Task Force, followed by various incentives and tourism rebuilding grants. The government's active policies encourage the private sector and society to make further periodic changes.
<i>Knowledge for System Innovation</i>	Combining various knowledge	Initiating change involves a multidisciplinary approach, starting from an understanding of crises, social studies, economics, and politics, to an understanding of health sciences. This certainly involves various experts to formulate the ideal change approach.

(continued)

**Table 2.** (continued)

<b>Dimensions</b>	<b>Pattern</b>	<b>Description</b>
<b><i>Public Private Partnership</i></b>	<i>Active interaction between government and private sector</i>	The government is building active interaction efforts with the private sector, especially when developing essential issues related to the Covid-19 pandemic and how to deal with it. The private sector responded by building internal improvements and carrying out various instructions for essential changes. Input from the private sector in the form of standard health service standards (CHSE) and hopes for intensive assistance was also started from the private sector and followed up by the government as reciprocity.

Source: processed by the author (2022)

emergence of conflict between the government and the system at large. This conflict gave birth to a new system that tends to be innovative and systematic because it requires the involvement of many parties.

Signs of a clash between the interests of the government and the social system can be widely observed with a win-win solution in the form of a new normal era. The government's primary interest is ensuring that the pandemic is under control and the birth and return of an economic order system that is the basis of people's livelihoods. The new normal era is being responded to and carried out by the private sector by actively developing various health standards so that tourists can still be present to develop tourism in Bali. However, the active role of the private sector in meeting health protocol needs cannot be carried out singly and tends not to impact post-crisis tourism changes significantly. Therefore, the government is back to developing follow-up policies by implementing health certification and tourism funding and grants. Public and tourist confidence in tourism has not fully recovered after the romantic crisis of the Covid-19 pandemic. The government responded to public distrust by building a massive and active campaign and utilizing various media to return to tourism in Bali. The following figure below is an essential response as a solution to the conflict of changes that occurred in the tourism sector during the Covid-19 pandemic and its recovery phase (Fig. 3).

The crisis control mechanism basically has to be initiated by the government [24], where crises tend to be controlled centrally and focused, the Covid-19 pandemic crisis in Indonesia. Linked to tourism, is carried out and controlled massively by the central government, in this case, the Ministry of Tourism and Creative Economy, and continued by the Bali Tourism Office. The main milestone of tourism in the new normal era is ensuring the implementation of health protocols to prevent and reduce the spread of





**Fig. 3.** Travel campaign to Bali in the New Normal Era on Ministry of Tourism and Creative Economy Instagram

Covid-19. The critical interaction between the government and the private sector is also seen to be active when there is CHSE certification which ensures that the private sector is present to control the pandemic while simultaneously building the economy through the tourism industry.

#### 4.2 Tourism Industry Adaptation During the New Normal

Unique adaptations of particular interest are the obligation to implement health protocols and optimize service quality despite reducing the number of tourists. Optimal service with health standards continues to be the basis for industry players to ensure the sustainability of their business, safer tourist destinations with strong health standards mean there is a tendency for additional tourists. This is closely related to the understanding of tourist behaviour which has changed since the Covid-19 pandemic, but the need for tourism continues to increase.

Transportation, which supports tourism, must also adapt during the pandemic and the new normal era. The transportation sector is expected to run optimally with health protocols and restrictions on transport capacity. In addition, the tightening of the requirements for departure to and from tourism locations is also carried out optimally as well as the requirements for the results of the Covid-19 test or vaccination certificates. In fulfilling these requirements, a vaccination program is carried out in Bali for tourists and tourism actors, as illustrated in Fig. 4.

The hotel and accommodation industry for tourists can be said to be the industry that has experienced the highest decline in income. One of the clear pieces of evidence of this industry's destruction is the increasing dismissal rate for its employees. Adaptations



**Fig. 4.** Bali vaccination campaign in the New Normal Era on Ministry of Tourism and Creative Economy Instagram

that also need to be highlighted are efforts to implement health protocols, body temperature tests to the obligation to use masks which often become new service standards in the hotel and accommodation sector. A unique condition is a service in hotels and other accommodations, from self-service to providing active service to hotels. This is illustrated when buffets and hotel restaurants change from self-serving food to serving food servers.

The food and restaurant industry are one of the sectors affected by the pandemic and undergoing dynamic adaptation. Initially, this industry was the same as hotels and accommodations, which experienced a severe impact on reducing income and reducing employees. However, the presence of a digital platform with controlled delivery services resulted in an adaptive restaurant industry and even tended to increase. However, the primary basis of this industry in Bali is still very dependent on visiting tourists, so this sector still tends to fluctuate following government policies towards changes in travel standards for tourists.

Another sector that is no less important is the craft industry, shopping centres, and souvenirs. This industry is the industry that is most dependent on the arrival of tourists. Restrictions on tourists can be said to be in line with restrictions on this industry. It is noted that several craft and learning centres and tourist destinations are still experiencing a severe decline. There is a unique adaptation carried out by this industry, namely by collaborating with other industries so that their products can be distributed in other ways. Collaboration with hotels and the food industry is running well. Besides that, efforts to market products digitally are also carried out to reach a broader market. The government is also actively supporting this sector by providing assistance, grants, and active training so that this industry can adapt and develop appropriately during the new normal era. This is shown by the information disseminated by the Ministry of Tourism and Creative



**Fig. 5.** Grant policy for tourism businesses on Ministry of Tourism and Creative Economy Instagram

Economy on its Instagram account in Fig. 5. This is in line with research conducted by [16, 23, 25] which examines the resilience of the business sustainability of tourist businesses and other supporting businesses affected by Covid-19 and how to maintain the sustainability of the tourism business as the character of the country of Thailand, where the government's role is the primary key to change and adaptation.

### 4.3 Changes in Tourist Views in the New Normal Era

General views on tourism in Bali and the media for spreading it has been carried out for a long time and massively so that Bali has long been famous worldwide. Various media have provided information on how Bali has become a natural and cultural tourism destination that can be the primary option for tourists. In the era before the Covid-19 pandemic, the Bali tourism campaign was not carried out so massively because information about Bali tourism was commonly known. However, changes to standard policies and services in Bali are deemed necessary to be explained and redistributed by the government so that this is carried out massively. Thus, it can be said to be a sign of the systematic adaptation of innovations implemented in the tourism industry during the Covid-19 pandemic crisis.

Tourists visiting Bali will feel an attraction to Balinese Hindu culture, which is like a living museum supported by beautiful natural scenery. Tourists can feel how the Balinese people have been performing the Ngebanten ritual (offerings to Sang Hyang Widhi) since morning. Tourists can also experience the Piodalan ceremony (the temple's birthday) as a basic form of cultural and religious tourism in Bali. The Province of Bali presents the Balinese people's non-stop religious and cultural activities. This requires high social contact activities, so that mass restrictions mean turning off religious and cultural processes. The government needs an important adaptation pattern to continue to



**Fig. 6.** Government policies in carrying out the work from the Bali program (source Sindonevs.com)

present culture and religion in Bali as a tourism icon even though it requires a pandemic resolution approach on the other hand.

The general paradigm of tourists is to limit themselves to outdoor activities, but the high level of work stress and changes in the work system causes people to need vacations. This conflict of interest ultimately gave birth to a unique initiative from the government with a policy offer in the form of work from Bali (Fig. 6). Various institutions and ministries follow this policy in Indonesia to ensure that tourism will remain adaptive and that Bali still has widespread public trust that it is safe from the threat of spreading a pandemic. The tourism policy in Bali is also followed by information on zoning developments and the safety of the spread of Covid-19 in Bali, as shown in Fig. 7. This innovation provides a unique picture of Indonesian government policies, where various countries, such as China, continue to limit the activities of their people until the death of the tourism industry in that country [17, 26].

#### 4.4 Government and Local Community Integration in the New Normal Era

Local government and society carry out important innovations regularly and aim at integrating various stakeholders. This integration is the most important way of solving the Covid-19 pandemic problem by increasing the economy through the tourism sector. In the initial approach, the government carried out various approaches to solving the pandemic strictly, as indicated by the existence of Large-Scale Social Restrictions (PSBB). All elements must also follow this step-in society. This restriction has led to prolonged conflicts and created new problems, especially for the public and the private sector. This prolonged conflict gets the proper resolution with active communication from the

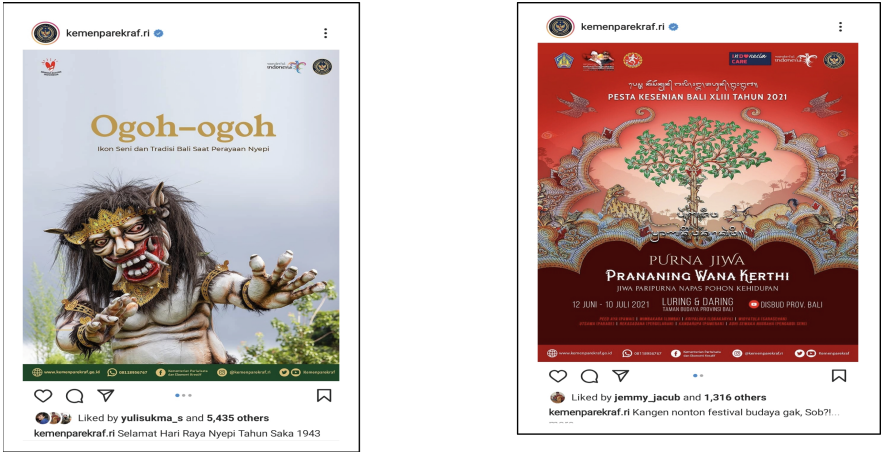


**Fig. 7.** Bali Tourism in the New Normal Era on Ministry of Tourism and Creative Economy Instagram

conflicting parties to produce a joint effort that tends to be integrated. The primary key to this conflict resolution is active communication and reciprocity from the government, the private sector, and the community so that an appropriate win-win solution is found.

The natural form of adaptation with the integration of government and private sector as well as local communities is to build a new tourism paradigm. The new tourism implemented in Bali Province has changed from tourism based on the number of tourists to exclusive tourism with an emphasis on quality. The quality fulfilment approach ensures the fulfilment of various health indicators free from the Covid-19 pandemic. This indicates that the health science approach is becoming the new standard in tourism services, so understanding health protocols is the obligation of various stakeholders in the tourism sector.

The solution approach offered by the government through active collaboration with the private sector is to run various events and activities that can invite tourists to attend. The various joint activities that are carried out are the same as general tourism activities that are often carried out in Bali. However, the government actively intervenes in carrying out these activities, including in efforts to disseminate information. For example, there is the Ogoh-ogoh festival, which is carried out with coordination from the government, even though this festival was previously carried out by the public and the private sector (Fig. 8). The government's active role in developing tourism in Bali also shows that tourism in Bali started from scratch even though it had reached its level of sustainability before the Covid-19 pandemic. This campaign and the government's active role have implications for the revival of tourism in Bali, including the existence of new businesses and investments in tourism in Bali, especially those run by local communities. Such a government approach and public and private reciprocity can explain that a pandemic is



**Fig. 8.** Bali culture online event campaign on Ministry of Tourism and Creative Economy Instagram

also an accelerator of change giving birth to more advanced and developing tourism [7, 18, 27].

**4.5 The General Pattern of Systematic Innovation as an Adaptation to Bali Tourism**

Innovation is considered systemic when there is a change from one system to another, as indicated by a fundamental change. This systemic innovation is considered to be going well in the Bali tourism sector during the new standard era. Various indicators can see the approach to systemic innovation analysis of changes and processes, especially concerning the type of system innovation, central approach, knowledge of system innovation and public-private partnerships [9, 10].

The public and the private sector were the main actors in tourism in Bali before the Covid-19 pandemic occurred, and the emergence of government intervention gave birth to widespread system changes. The government is the centre and central controller of tourism in Bali during the new standard era until it reaches an equilibrium point in the future. The government massively builds policies that continuously get public and private sector feedback to create an ideal health and economic fulfilment approach. This provides a form of tourism adaptation that tends to be contemporary, whereas, in sustainable tourism development, community and private automation is the primary key [27]. However, a new unique characteristic born during the adaptation to the Covid-19 pandemic is a new form of tourism format that is integrated and involves many parties so that it tends to be more resilient and controllable. This can be seen from how the government has developed various integrated formulation policies to revive tourism in Bali (Fig. 9).

Bali tourism shifts quickly and dramatically. Policies shift frequently and affect other sectors. The policy requires multiple parties' backing, making change massive. The public and private sector initially misunderstood the new normal strategy and wanted

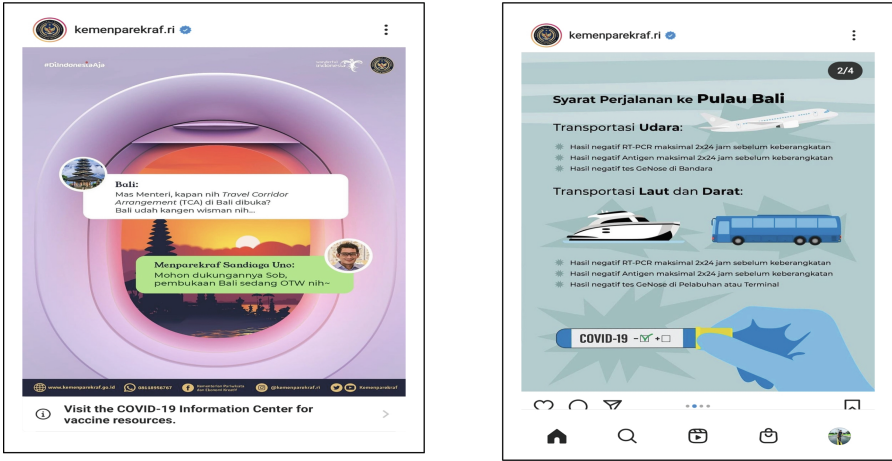


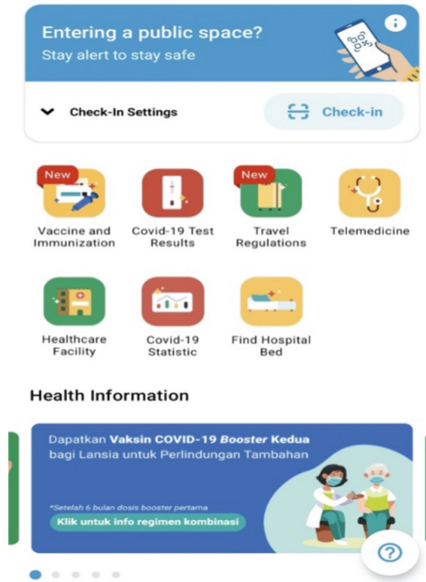
Fig. 9. Information on tourist travel requirements to Bali at the start of the new normal on Ministry of Tourism and Creative Economy Instagram

pre-pandemic conditions. When we realize that the new normal is part of community activities and accelerates progress, the private sector and society support this policy. The government, public, and private sectors want fast, massive change [28].

The new standard era’s government policies for the community show that top-down change requires community cooperation and government involvement. Tourism is changing to help the community. The government listens to policy reciprocity and creates the best policies for their interests. The “Peduli Lindungi” device’s Covid-19 case tracking and control program is one example of community and government policy (Fig. 10). This app tracks COVID-19, is a verified private service standard, and ensures public safety.

The knowledge that is built for this change tends to be said to be a combination of various knowledge. The involvement of many parties with different approaches and disciplines creates a collaborative approach with the ideal combination. The government tends to build ideal policies based on political, economic, social, and health knowledge from various parties-academia, the private sector, and society at large.

Cooperation between the government and the private sector can be seen from the efforts in an ups-and-downs relationship. The main characteristic of developing this relationship is inseparable from the start of the government’s strict policies and the emergence of real impacts on the private sector, which prioritizes economic development. This relationship has a resolution in the form of the emergence of a new normal policy by building a win-win solution to ensure a balance emerges between controlling the pandemic and improving the economy. The private sector and the public welcomed this policy. On other occasions, it was seen as an effort to increase and accelerate the tourism economy and as a way for the emergence of comprehensive cross-sectoral integration [6]. In general, new standard control and efforts are going well. Still, conflicts at the micro and meso level tend to be numerous. Community upheavals often result in repressive actions,



**Fig. 10.** The PeduliLindungi application as a form of government, private and community interaction

so policies are often taken as fines when serious violations occur against individuals, businesses or the community.

The tourism destination system has undergone systemic innovation based on travel health, which includes; (1) the origin of the conditions of the Covid-19 pandemic, countries of origin of tourists, (2) travel patterns that reduce the risk of transmission, and (3) management of Bali tourist destinations. A tourism system that prioritizes the health elements of travel has been implemented with the Care to Protect application. This is in line with research conducted by [29–31].

The PeduliLindungi application is an artefact created in the concept of digital information formed by various stakeholders based on social and technology, which is dominated and initiated by government agencies. The PeduliLindungi application provides information on tracing travel (tourism or business) for everyone who travels in Indonesia. The pandemic can thus be said to be a technology-based tourism accelerator implemented primarily for the wider community [32].

#### 4.6 The G20 Summit in Bali: A Major Breakthrough of the Bali Tourism Destination System Innovation

The G20 Summit, held in Bali on November 15–16, 2022, is an international event that can draw heads of state from developed nations like the US, UK, France, Canada, China, India, and others [33].

The G20 Summit was originally scheduled for Bali, but the COVID-19 pandemic forced its delay. Bali lost big events and foreign and domestic visitors for two years during the pandemic [28].



The G20 Summit in Bali showed that organized tourism was safe for a major international event, despite the rising cases of the COVID-19 pandemic in Indonesia, notably in Bali. This large international-class event is the result of strategic planning for the image of the Indonesian nation in the new standard era, especially Bali's tourist destinations, which have successfully handled the COVID-19 pandemic nationally and are trying to improve their image as safe tourist destinations [34].

The government has used zoning groups to ease and tighten COVID-19 spread. Red zones restrict community events, while green zones ease them. Bali continues to push for a green zone to revive tourism. By creating mutually understood health standards, this green zone cluster will restore regional cooperation. Government plans start integrated development. A health-focused tourism idea is run by the community and private sector. In this globalized world, digital marketing and social media can promote events and boost tourism [35].

G20 Summits require systemic innovation among partners. The government must lead the work to improve Bali's image as a tourist destination [36]. Indonesia is set for the new normal after the G20 Summit went smoothly. Reminding the world that tourism is vital and that Bali still lives with its culture, traditions, and natural beauty.

## 5 Conclusions

The COVID-19 pandemic has had a significant impact on the tourism industry, resulting in massive changes that have both positive and negative implications. However, one positive shift has been the increased collaboration between the government, private sector, business, and community to manage tourism and prevent the spread of the virus. This cooperation has led to the development of innovative solutions, new company models, and social media and digital marketing strategies that value quality over quantity. It also highlights the importance of integrated cooperation, requiring knowledge from various disciplines, and involving many experts to achieve the best results. Furthermore, the success of the G20 Summit held in Bali after the pandemic highlights the potential for government-led joint activities to promote tourism recovery. Overall, this experience underscores the need for a unified and coordinated approach to address future challenges in the tourism industry.

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