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Covid-19 Pandemic Effect to Tourism and Strategic to Sustain in Tourism Industry

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Abstract. The COVID-19 pandemic has affected the lives of people globally. Medical experts confirm that the average number of new infections produced by a single person is more than five times that of seasonal flu. Covid-19 has the potential to change the way we look at the world, the way we think, and the way we live our lives. This manuscript was written to know Indonesia's Tourism Strategy to Sustain in the Covid-19 Pandemic and the company's strategy to maintain the tourism industry in new normal conditions. This type of research is a literature study with literature study in collecting research data. Data analysis with data reduction, data display is presented in graphical form and equipped with a descriptive narrative related to the COVID-19 pandemic. The results of this study show that in this Covid-19 pandemic the tourism industry needs an effective strategy. Tourism and travel business strategies during COVID-19; be transparent, empathic, promote gift cards, provide incentives to customers, invest in CRM infrastructure, set up storage strategies, see the various possibilities to generate revenue, and use social media. Strategic of the new normal conditions can be developed three strategic are *The First*: Create a Standard Operating Procedure (SOP) for mitigation of tourism disasters. *The Second*: The collaborative strategy between Academic, Business, Government, Customer, and Media (ABGCM). *The Three*: Designing the operation management system of the tourism industry.

Keywords. COVID-19, Pandemic, tourism, sustain, strategic

1. Introduction

COVID 19 has taken over all most all countries in the world and influenced the day-to-day lives of billions of people globally. The medical experts confirm that the average number of new infections generated by a single infected person is over five times as compared to the seasonal flu (Ranasinghe. et.al, 2020). Covid-19 could potentially change how we see the world, how we think, and how we conduct our lives. Notwithstanding the human tragedy of lost lives, broken families, and scarred communities, the economic and social changes caused by a pandemic-driven lockdown will constitute a cultural legacy that will live long in our memories and those of future generations (He & Harris, 2020). The impact of Covid-19 on the global economy is likely to be unprecedented since the 1930s Great Depression (Euro news, 2020). The COVID-19 pandemic could cut 50 million jobs globally in the travel and tourism industry. The virus is hitting organizations hard from all over the world. They face a complicated year ahead if the WTTC is right, it will take up to 10 months for the sector to return to its normal levels (Camarena, 2020).

The COVID-19 pandemic has a large effect on the global economy. Bloomberg estimates that Coronavirus can cost the global economy \$ 2.7 trillion. As predicted, in the worst-case scenario, global GDP will drop 3% this year. The industries most affected are tourism and hospitality (Bloomberg, 2020). Tourism represents 10 percent of the contribution of global GDP, thus having a large impact on the global economy. According to the World Travel and Tourism Council, the pandemic could cut 50 million jobs globally in the travel and tourism industry. According to the Mobility Market Outlook at COVID-19, global revenue for the travel and tourism industry will decrease by 17% from the previous year, estimated at 568.6 billion US dollars for full 2020 operations (Bloomberg, 2020). Of the 50 million jobs that could be lost, around 30 million will be in Asia, seven million in Europe, five million in America, and the rest on other continents, he projected. This loss, equivalent to the loss of three months of global travel in 2020, could result in a corresponding reduction of work between 12% and 14%, the WTTC also called on the government to remove or simplify visas wherever possible, cut travel taxes and introduce incentives once the epidemic is under control. It can also encourage flexibility in this sector so that travelers can delay and not cancel their plans (World Economic Forum, 2020).

The Travel Restrictions, as of 20 April 2020 100% of all worldwide destinations have introduced travel restrictions in response to the pandemic, 97 destinations (45%) have totally or partially closed their borders for tourists, 65 destinations (30%) have suspended totally or partially international flights, 39 destinations (18%) are implementing the closing of borders in a more differentiated manner by banning the entry for passengers from specific countries of origin” (UNWTO’, 2020). This represents a loss of 67 million international arrivals in the first quarter of 2020 compared to the same period of last year. By regions, Asia and the Pacific, the first region to suffer the impact of COVID-19, saw a 35% decrease in arrivals in Q1 2020. The second-hardest hit was Europe with a 19% decline, followed by the Americas (-15%), Africa (-12%), and the Middle East (-11%).

Indonesia's tourism industry began to have an impact in early 2020, many tourists canceling their travel plans, especially foreign tourists from China from the virus. For the Indonesian tourism industry, a heavy blow resulted in the layoffs of employees who were highly dependent on the tourism industry. Therefore the Indonesian tourism industry requires programs and strategies. This literature study explores the position, plans, perspectives, projects, and preparation as a strategy to be able to take appropriate steps to save tourism due to the Covid-19 pandemic.

2. Methods

The method of collecting the research data uses the literature study, the type of data collected is secondary data. Data extracted from online media with data criteria are taken from books, journals, and publications (online), official website UNWTO, World Economic Forum, Euro news, Bloomberg, Indonesia Ministry of Tourism, website official online news website, and processed data from relevant sources. The range of information updates starts from February 2020 to May 2020. This research place is conducted in World and, Indonesia, while the research time began in February 2020 until May 2020. After obtaining an existing reference, the sorting of information that corresponds to the topic of discussion is the impact of the COVID-19 pandemic on international tourism and in Indonesia, and then the processing of information according to the topic of discussion. Based on the literature study conducted, data analysis was presented in the form of graphs and equipped with a descriptive narrative related to the impact of the COVID-19 pandemic to the World and Indonesia tourism industry.

3. Findings

3.1 Covid-19 Tourism Affected

Covid-19 is starting to have an impact on Indonesia's tourism industry, in early 2020 many tourists canceled their travel plans and had to lay off nearly 90% of our employees. The tourism industry must be realistic about this situation because it has felt the impact of this virus starting in January at the end of this year which has since tried to survive the existing conditions and hopes that the corona will not attack Indonesian tourism completely (Sunrise, 2020). The Ministry of Tourism and the Creative Economy Agency focus on mitigating the impact of the COVID-19 pandemic in the tourism sector and creative economy while developing programs and strategies to overcome them so that they rise after the outbreak. The Minister of Tourism and Creative Economy stated that tourism is the first sector and is most affected by the COVID-19 pandemic (Rahayu, 2020). The impact of Covid-19 on tourism is very large because the tourism industry in Indonesia has links with other industries, namely hospitality, transportation, micro, small and medium enterprises (MSMEs), especially those that produce eye and culinary conditions, restaurants, travel agents, and tour guides (Jumadi, 2020). The major impact of the coronavirus or Covid-19 on the tourism sector and the creative economy in Indonesia.



Figure. 1. Tourism Visit to Indonesia 2019 VS 2020

Based on the graph above, foreign tourists visiting Indonesia through all entrances in March 2020 totaled 470,898 visits or decreased by -64.11% compared to March 2019 which totaled 1,311,911 visits. Foreign tourist arrivals at 3 (three) large gates from 26 main entrances in March 2020 compared to March 2019, namely: Ngurah Rai decreased by -64.72%; Soekarno-Hatta experienced a decrease of -75.42%, and Batam decreased by -74.74% (Kemenpar.go.id. 2020).

3.2 Workers Affected and Termination of Workers

The widespread and rapid spread of the coronavirus caused the government to react by limiting mobility and community interaction. Factories and offices are closed, schools are closed, restaurants do not accept food and drink on-site, and so on. All activities that make people gather are taboo, including tourist attractions. On the one hand, this social distancing has saved lives. Proven new cases increasingly show a downward trend. But on the other hand, social distancing causes the economy to be suspended. As a result, millions of people lost their jobs, becoming 'victims' of termination of workers. Termination of workers for workers in the tourism sector not only hotels, restaurants, or event organizers (EO), but there are millions of jobs related to all tourism sectors affected (Fajar, 2020).

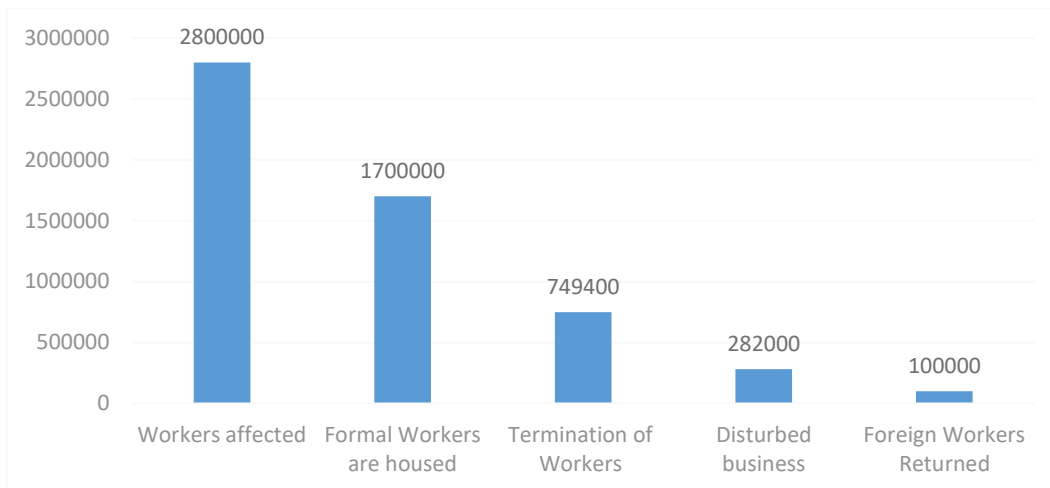


Figure. 2. Workers affected

Based on the data there are workers affected 2.800.000, formal workers are housed 1.700.000, Termination of Workers 749.400, the disturbing business 282.000, and the foreign workers returned 100.000 (Katadata.co.id, 2020).

3.3.The Strategy Management Concept

Every business including the tourism business always needs a strategy, especially in the current Covid-19 pandemic situation. Strategy as used in business deals with guidelines and plans developed by a business organization to ensure survival in a turbulent environment. The strategy consists of a predetermined plan to guide the deployment of resources to generate growth. The formation of a strategy consists of environmental monitoring, identification of objectives, selection of targets, and proper/efficient resource allocation. According to (Glueck, 1980) “Strategic management is a process to assesses the business in which the company is involved; competitors assesses and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly to determine how it has been implemented and whether it has succeeded or needed replacement by a new strategy to meet changed circumstances, new technology, new competitors, new economic environment, or a new social, financial, or political environment”.

According to (Kotler, 1988) strategy is “a set of objectives, policies, and rules that guide over time the firms marketing efforts, its level and allocation partly independently and partly in response to changing environmental conditions.” Strategy is the determination of basic long-term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary to carry out these. Strategic management is a process through which organizations analyze and learn from their internal and external environments, establish strategic direction, create strategies that are intended to move the organization in that direction, and implement those strategies to satisfy key stakeholder’s goals (Enz, 2010). According to (Charles and Jones, 2010), the first component of the strategic management process is crafting the organization’s mission statement, which provides the framework or context within which strategies are formulated. A mission statement has four main components: a statement of the organization its reason for existence which is normally referred to as the mission; a statement of some desired future state, usually referred to as the vision; a statement of the key values that the organization is committed to; and a statement of major goals.

According to (Hunger and David, 2011) strategic management set of managerial decisions and actions that determines the long-run performance of a corporation, strategic management is environmental scanning, strategy formulation, strategy implementation, and

evaluation and control. According to (David and David, 2015) as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. Strategic management focuses on integrating management, marketing, finance and accounting, production and operations, research and development, and information systems to achieve organizational success. The strategic management process are defining the mission, vision, values, and major goals of the organization; analyzing the external and internal environments of the organization; choosing a business model and strategies that align an organization's strengths and weaknesses with external environmental opportunities and threats; and adopting organizational structures and control systems to implement the organization's chosen strategies (Charles and Jones, 2010). Based on this, the tourism industry needs to design a concept of management strategy in developing and managing it in the face of the Covid-19 pandemic, the concept of management strategy are:

3.3.1 The Strategic as Position

Environmental scanning is a method that enables decision-makers to both understand the external environment and the interconnections of its sectors and to translate this understanding into the organization's planning and management processes to secure or improve their position in the future (Sutton, 1988). The outcomes of a scanning activity include fostering an understanding of the effects of change on organizations, aiding in forecasting, and bringing expectations of change to bear on decision making (Dollinger, 1984). The position of tourism businesses in Indonesia after the pandemic can develop appropriate marketing strategies to achieve sales targets and better productivity. Planning and developing business products at affordable prices must attract consumers' interest by looking at the conditions of the existing marketing environment. Determination of the right product distribution channel as a means of surpassing competitors. Promotional activities by utilizing technology according to the latest developments into creativity and innovation (Müller, 2018).

Based on this, the tourism industry needs to position a strategy as important in managing and developing tourism in the face of the Covid-19 pandemic. With a strategy, tactics and ways of winning can be formulated in a competition, including when facing a pandemic, which results in changing consumer behavior.

3.3.2. The Strategic as Plan

Strategy as a plan, strategic plan for business continuity in Tourism business to rise from the pandemic Covid-19 is to focus on resources that are always available quickly and accurately, good information and communication systems with customers, facilities available in utilizing technology, and access and services for tourists becomes the main focus in planning or designing a tourism business in the future. Strategy as planning plays an important role in mediating the influence of business performance that is consumer-oriented, strategic planning as a mediator also has an influence on the relationship of internal and external environment on consumer orientation (Sumiati. et. al, 2019).

To the tourism Sustain, especially during the COVID-19 pandemic, therefore compiled plan for the future some: gift vouchers, there are some tips related to giving to vouchers, because carrying cash in the short term can ensure you have guests in the future. The food delivery/take-out, partner with a food delivery website or use a company car to deliver food. Good communication to update the situation and convince them of health & safety measures, be willing to answer questions, customize the message and show empathy, be creative in engaging followers, and strengthening the community to increase loyalty. The maintenance, advance the

maintenance schedule or use this time to do renovations. The Build team spirit, make health & safety a top priority for staff, stay in touch with the staff & keep spirited up. The revenue management doesn't lower interest rates and keep prices stable in the long run, think back to the cancellation policy, look for government subsidies, and reduce operating hours. The diversification and upselling, change assets such as offering a car for delivery or offering a room as a home office, think of new products & packages that extend guest stays or increase expenses, and the local authorities a place for medical or quarantine personnel. They manage cancellations carefully, encourage guests to postpone their trip/booking instead of canceling it, extend the free cancellation period, and give discounts on non-refundable rates (Lissner and Lissner, 2020).

Based on this, the tourism industry needs to position the strategy as a good planning process in facing the Covid-19 pandemic. With careful planning, business goals will undoubtedly be achieved effectively and efficiently, and vice versa, because without planning means planning for failure.

3.3.3 The Strategic as Perspective

Strategy as a tourism perspective is an effort to provide an identity and organizational culture so that it affects business performance. Efforts to provide a high identity for business people and consumers will improve business performance and be responsible for the success of the business back and forth. In efforts to realize a good business organizational culture, the idea is to have a mission, involvement, and consistency in running the business. Business people can see the Covid-19 pandemic as a challenge as well as an opportunity in developing their business. They got many new things during this pandemic, knowledge about consumer behavior in dealing with this pandemic, and tourism behavior in responding to this pandemic. Tourism practitioners should ideally respond to the complaints and needs of customers and markets to achieve business excellence. One of the obstacles faced by tourism business actors to achieve business excellence, one of which is the conceptual problem that tourism actors have to achieve business excellence. Based on this, the tourism industry needs to understand strategy as a perspective. With a far future, the tourism industry can plan well so that it can face the Covid-19 pandemic with its new approaches by identifying strengths, weaknesses, opportunities, and threats it will face. Therefore it is necessary to develop a strategy as a perspective in overcoming problems during the Covid-19 pandemic so that business can continue and run well.

3.3.4 Strategic as Project

Strategy as a project, tourism actors can start new business activities as a strategy to respond to the Covid-19 pandemic in various ways. For example, the sales strategy between addressing the destination of consumers, diversifying products to maintain their business, then tourism actors also innovate on the product. The airlines trying to get more revenue by operating cargo flights, charter flights, and repatriation flights. The Bus operator, consider transporting goods or medical staff to their workplaces. The Restaurant offers food delivery or takes home. Car rental can consider focusing on directing people to/from hospitals and clinics and going to food delivery services. Even shipping shopping from supermarkets can be a possible business opportunity.

The tour operator engages customers through virtual tours, webcams, and live streaming. The event organizer, start showing live streaming "concerts" or offer podcasts from artists. The Promote them (and maybe make money in the future). It also promotes webinars, online training, and socializing (Banasik, 2020). This is in line with research by (Sternad, et.al, 2017) which explains that business people face several obstacles, one of which is the constraints

of resources to start several projects or new business activities to achieve business sustainability faced by businesses, one of which is the conceptual problem they have by businesses to achieve business excellence. Based on this, the strategy as a project must prioritize three basic principles, namely on time, on budget, and specifications, so that efficient and effective organizational goals will be achieved

3.3.5.Strategic Preparing

Strategy as preparing, basically tourism actors do not have the readiness to face the Covid-19 pandemic. Tourism actors are required to have an absorptive capacity to get as much information about the Covid-19 pandemic as possible regarding consumer behavior, business behavior, and government policies so that they can prepare themselves to continue their business. The knowledge management process can provide insight to entrepreneurs to help them identify and develop effective strategies to improve their overall performance. Research by (Oktafia and Hidayat, 2018) shows that the ability of the knowledge management process is the most important antecedent of performance (financial and non-financial). Based on this, Strategic as a preparation shows that every organization must put forward preparations before carrying out its activities. Good preparation will result in a good performance too, so the tourism industry needs to prepare its business well.

3.3.6 Tourism Strategic in Covid-19 Pandemic

It the important to note that tourism managers have certain control over where their products lie, and where they are destined within the product matrix. By increasing investment, a tourism manager may be able to adjust the growth of a product, or by cutting price, the tourist product may attain greater market share. Tourism managers will look at their whole portfolio of products, and much will plan the path that the tourist product should take to best support the needs of the whole SBU (Luiz Moutinho, 2000). The specific strategy that a manager should utilize to order to attain the goal, of saving the tourism industry after Covid-19, a strategy is needed to handling tourism in Indonesia can be done with three strategies (Jumadi, 2020). The strategic alternatives are available for the Covid-19 are:

The First: Short term strategy, create an SOP for mitigation of tourism disasters including the Covid-19 outbreak by making health protocols especially in the era new normal, strengthen information on the cleanliness and health of the destination environment, strengthen destination management organization (DMO) especially on the management of tourism villages, improve the operation process of managing tourism destinations ranging from managing information to giving feedback from tourists, innovating products by creating programs digital tourism and improve the value chain that is how to manage internal customers (employees to be satisfied) and be loyal so that they can provide the best service to tourists who are ultimately satisfied and become loyal customers.

The Second: Medium-term strategy, the collaborative strategy between Academic, Business, Government, Customer, and Media (ABGCM). The application of this strategy will be optimal if each has a balanced role in their respective fields so that they can collaborate well and produce extraordinary strengths. Higher education has a role in printing human resources and conducting research to answer the needs of the tourism industry, especially making study programs for the management of tourism destinations and doing business-oriented activities to meet the needs of the tourism industry. While the government has a role in making policies, especially in the roadmap for the development of the tourism industry. To be more effective and efficient, in this digital era, it is ideal to partner with the media to socialize policies and

especially those related to the tourism industry, and strengthen tourism promotion programs. The importance of involving customers in developing tourism in the community.

The Three: Long-term strategy, designing the operation management system of the tourism industry. The operation management system in the tourism industry needs the attention of several important elements, input, process, output, and outcome. From the input side what needs to be considered is the improvement of destination quality, the quality of human resources by implementing competency standards in the tourism industry, and providing adequate supporting facilities that meet safety and comfort standards. From the process that needs to be considered are; government policy support, good quality internal services (facilities for workers), good quality external services (provision of facilities for tourists), improved marketing programs that are integrated by involving stakeholders. After the process is the output is satisfaction and loyalty and the outcome is revisiting tourists. To obtain optimal outcomes, of course, must be supported by the application of good management with a total quality management approach.

4. Conclusion

The major impact of the coronavirus or Covid-19 on the tourism sector and the creative economy in Indonesia. The spread of the coronavirus has the potential to cause the termination of workers in the tourism sector. Not only hotels, restaurants, or event organizers (EO), but there are millions of jobs related to all tourism sectors affected. To the tourism sustain especially during the COVID-19 pandemic, therefore, compiled strategic plan with gift vouchers, food delivery/take-out, partner, good communication, the maintenance, the build team spirit, the revenue management, the diversification and upselling and manage cancellations. For the sustainability of tourism, especially during the COVID-19 pandemic, it can be prepared to make SOPs for disaster mitigation and build the strategy of new normal condition are: *The first*, short-term strategy with an outbreak by making health protocols especially in the era new normal, strengthen information on the cleanliness and health of the destination environment. *The second* medium-term strategy with the collaborative strategy between academic, business, government, customer, and media (ABGCM). *The three*, long-term strategy by designing the operation management system of the tourism industry. Tourism decision-makers could consider the scenarios presented here as a base to assess their future strategic decisions.

5. Recommendations

The recommendations that can be put forward in this paper are, for the sustainability of tourism, especially during the COVID-19 pandemic, SOPs for disaster mitigation can be made, preparation of health protocols, especially facing a new era of normalcy. Strengthen information on the cleanliness and health of the destination's environment, strengthening, and the destination management organization's (DMO) effective strategy. Collaboration between academia, business, government, customers, and media (ABGCM). As well as creating a tourism industry operation management system.

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