

CRISIS COMMUNICATION MANAGEMENT: PONGGOK TOURISM VILLAGE RECOVERY STRATEGY POST PANDEMIC

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Abstract: Ponggok Tourism Village is experiencing a tourism crisis as a result of the Covid-19 pandemic.. This study will examine how the Ponggok Village Government applies crisis communication management to maintain the image of tourist destinations and increase competitiveness and selling points during the post-pandemic period. The study of crisis communication management in Tourism Villages is a new thing in this research. This study uses a qualitative and descriptive approach. Data collection techniques through observation and interview. Data analysis starts from data reduction, data presentation, and conclusions. The validity of the data using triangulation techniques. The research framework departs from the analysis of the formulation and implementation of the tourism crisis, crisis communication management and situational crisis communication theory. The result showed that crisis communication management in Ponggok Village was able to handle the impact of the tourism crisis. There are four stages that are passed, namely the Prodromal Stage, Acute Stage, Chronic Stage, and Resolution. Social media is used as a medium for distributing information and improving the image of Ponggok Village in the community. Post-pandemic recovery is carried out progressively starting from the formation of the concept of The New Ponggok.

Keywords: Crisis Communication, Management, Tourism Village, Covid-19

1. Introduction

The COVID-19 pandemic has worsened the current state of the world's health. Apart from the health sector, the COVID-19 pandemic has also caused a tourism crisis. Tourism is an economic sector that has the highest vulnerability. This is according to the opinion of international tourism expert Joan C. Henderson in his article entitled *Tourism Crises: Causes, Consequences and Management* (2007). The COVID-19 pandemic that has hit Indonesia since March 2020 has had a significant impact on the operations of tourist attractions, one of which is affected is the Ponggok Tourism Village. Ponggok Tourism Village, located in Polanharjo District, Klaten Regency, experienced a decline in the number of tourist visits by up to 90% due to the issuance of temporary closure regulation and restriction on the number of visitors after reopening during the Covid-19 pandemic . Ponggok Village suffered losses up to IDR 30 million per month and almost IDR 2 billion in 2020.

Seeing this, according to the perspective of communication science, the risks and adverse effects of the tourism crisis as a result of the Covid-19 pandemic can be minimized to increase competitiveness and sell more value when the pandemic is over. The Ponggok Village Government needs crisis management and continues to maintain relationships with all its

partners through crisis communication. Carrying out a tourism crisis communication strategy that is progressive until the Covid-19 pandemic is over can be a strategy to avoid crises that affect the image of tourist destinations, especially if they are dramatized or distorted through rumors .

Efforts to branding in *uncertain* conditions like today where the pandemic cannot be predicted when it will end is also very necessary to maintain the image of Ponggok Village that has been formed is maintained. Handling the impact of the tourism crisis is an important part of tourism management in addition to marketing. Kotler in Andre Rahmanto's book (2020) said that the image of a place can be formed through a person's thought process when he gets information about the area. Regional image can be communicated and formed through at least three strategies (1) Slogan or theme, (2) Visual Symbol, (3) event and sponsorship. In 2019, the Ministry of Tourism targetted that there were 2,000 villages that could be developed as tourist villages (Suara.com, 2019), one of the village is Ponggok Village.

Before the Covid-19 pandemic, Ponggok Village had been *branded* as a Water Tourism Village. *Branding* needs to be done as a process of forming a village image because facilities and infrastructure alone are not enough to attract outsiders to come to Ponggok Village. Village branding begins with the assumption that the individual understands the village as he or she understands a company's brand. The similarity between place brands and companies is reinforced by the conclusion that place brands and corporate brands can be paralleled and in relation to building relationships, communication, personality, and identity as strategies, creativity and resources (Aswort and Kavartzis, 2010).

Branding as a Water Tourism Village was chosen by Ponggok village to start introducing its identity. This brand was selected and socialized through several official Ponggok Village social media, such as websites and social media pages (twitter, instagram). In addition, the branding of Ponggok Village as a Water Tourism Village is also seen in the gate when entering Ponggok Village. Several activities were also carried out by the Ponggok Village Government as an effort to show the identity of the Ponggok Village owned. These activities, such as the *Green Literacy Camp* which was held in 2019 which was held at *Umbul* Ponggok and the Cultural Carnival in 2017 by making replicas of running water. Head of Ponggok Village, Junaidi Mulyono said that the cultural carnival was not only held to celebrate the 72nd Indonesian Independence Day, as well as an expression of gratitude for the people of Ponggok village to God Almighty, for the abundant water in the area (Klatenkab.go.id, 2017).

From initial research on the state of the tourism crisis , Ponggok Village seeks to maintain the image of the village that had been built before the Covid-19 pandemic . Researchers show that the focus of Ponggok Village's branding has undergone a shift, namely where previously the focus was on quantity, now the focus is on quality. The Ponggok Village Government has also formed the *Ponggok Kreatif Hub* which is tasked with conceptualizing the Ponggok Village branding during this Covid-19 pandemic.

Based on the description above, the researcher is interested in conducting research on the management of tourism crisis communication carried out by the Ponggok Village Government in an effort to deal with the tourism crisis in the Ponggok Tourism Village due to the Covid-19 pandemic in 2019-2020. This is interesting because Ponggok Village is a tourist village which is often used as a reference by other villages for *comparative studies*. In 2017 Ponggok Village was awarded the Best National Tourism Village from the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Masterplandes.com, 2020). Not only that, the tourism sector has contributed significantly to PAD PAD which supports various Ponggok Village Government policies such as one house, one scholar. The Covid-19 pandemic has greatly affected the contribution of the tourism sector to Ponggok Village PAD. With the management of tourism crisis communication, it is hoped that the tourist attraction in Ponggok Village will maintain its image and continue to attract tourists to visit Ponggok Village.

2. Literature review

Tourism crisis

The tourism crisis is an event or situation that severely undermines survival, reputation, marketing power, perceptions of tourist destinations and related organizations (Beirman, 2015). There are four stages of crisis in the tourism crisis management framework which is referred to as the Crisis and Disaster Lifecycle which is expressed by Steven Fink (1986) in Ritchie (2004). The four stages are the *Prodromal Stage*, *Acute Stage*, *Chronic Stage* and *Resolution*.

- a. *Prodromal Stage* or the initial stage, namely the emergence of signs of a crisis. The signs of a tourism crisis in Ponggok Village started from the first time the Covid-19 case was announced in Indonesia, precisely on March 2, 2020 by President Joko Widodo. Furthermore, on April 1, 2020, the Regent of Klaten, Sri Mulyani, declared Klaten Regency an Extraordinary Event (KLB) after 1 person was tested positive for the Covid-19 virus. The signs of the crisis are real and unavoidable.
- b. *The acute stage* is the stage where the crisis has really occurred and losses have begun to be experienced. The tourism crisis experienced by Ponggok Tourism Village has gone through the *Acute Stage*, this is because the negative impact of the Covid-19 pandemic is unavoidable. Losses can be seen from the reduced tourist arrivals and very significant income from the tourism sector. The Covid-19 pandemic has also made tourist destinations in Ponggok Village temporarily closed.
- c. *The Chronic Stage* is the stage of post-crisis recovery. At this stage, the Ponggok Tourism Village began to recover after the Covid-19 cases began to decrease such as the implementation of health protocols ranging from spraying disinfectants in tourist areas, checking body temperature, limiting the number of tourists so as not to crowd, providing hand sanitizers, instructions for using masks, forming a covid task force, seating arrangements, and setting up online reservation procedures.
- d. *Resolution* or the resolution stage, namely the condition of repair or recovery for a new or better goal. The resolution stage for the Ponggok Village tourism crisis has not yet fully occurred because the Covid-19 pandemic has not yet been completed. However, this process has begun because tourist destinations have started to open so that tourists have started visiting with various New Normal tourism regulations. The Ponggok Village Government has also followed the 'The New Ponggok' program for a better Ponggok Village after the pandemic.

Crisis Communication (Situational Crisis Communication Theory)

The crisis communication theory that can be used to see the crisis strategy (Crisis Response) made by organizational managers is the situational crisis communication theory (SCCT) which was initiated by Timothy W. Coombs and Sherry J. Holladay (1995). This theory emphasizes the important thing, namely efforts to protect the public and organizational actors from losses and damage due to the crisis. SCCT explains that there are three main strategies to respond to a crisis (Coombs, 1995). The three strategies are:

- a. *Deny strategies*: this strategy is done by creating a message stating that an organization is not in crisis. Messages are also made to blame others outside stating that the organization is experiencing a crisis.
- b. *Diminish strategies* (reduction strategies): these strategies are carried out by the organization to reduce the impact that occurs due to the crisis. Two things an organization can do are *excuse* and *justification*. In this case, the organization will try to ensure that the crisis can be overcome and claim that the consequences of the crisis are not serious. This is also what

the Ponggok Village Government has done in the face of the Covid-19 Pandemic, namely trying to create positive messages through social media.

- c. *Rebuild* strategies (rebuild strategies): in this strategy, the organization seeks to change the public's perception of the organization, apologize and admit that the crisis really happened. This strategy was also carried out by the Ponggok Village Government when cases emerged of managers who were exposed to Covid-19 during the reopening of the Umbul Ponggok water tourism vehicle. One additional strategy is *reinforcing* (strengthening) where the organization seeks to seek community support by means of reminder (remind), ingratiation (saying good things) such as announcing what efforts have been made by the organization to deal with crises, and victimage, namely reminding stakeholders. that organizations are also victims of a crisis (Coombs WT, 2007).

These three strategies will be used by researchers to analyze the content of the Ponggok Village Government's posts on the Ponggok Village official Instagram social media account.

3. Method

This study will use qualitative approach. Qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example behavior, perceptions, motivations, actions, and others holistically and by means of descriptions in the form of words and language in a special context that is natural and natural. utilizing various natural methods (Moleong, 2011). The data source comes from primary data, namely informants consisting of the Head of Ponggok Village, Head of Bumdes Tirta Mandiri, Supervisor of the Creative Team of Ponggok Village, Head of Ponggok Village Planning, Head of Ponggok Village BPD and Program and Operational Manager of Tirta Mandiri BUMDes and secondary data, namely supporting information sourced from books, articles, news, journals, and official documents of the Ponggok Village Government as well as Ponggok Village official social media. Data collection techniques used in this study were observation and interviews. From the data obtained, then the accuracy will be checked through data validity techniques. In this study, the validity of the data using triangulation techniques. Technique triangulation could shared Becomes four, namely triangulation sources, methods, investigators, and theories Subagyo (1997) . The data analysis technique used in this study is the analytical technique revealed by Miles and Hubberman (2005), namely data reduction, data presentation, and conclusions. In connection with this research, the author tries to understand the phenomenon of crisis communication management during the Covid-19 pandemic in Ponggok Village by conducting observations and interviews. The results of the research will be presented in the form of a written report using words.

4. Results and Discussion

The Covid-19 pandemic that has come to Indonesia since March 2020 has not yet been completed until this research was written . According to the Ponggok Village Government, due to the Covid-19 pandemic, the tourism business in Ponggok Village has suffered huge losses, so this non-natural disaster is designated as a tourism crisis event. Ponggok Tourism Village is part of a mainstay destination in Klaten Regency which is close to Prambanan Temple which is Indonesia's mainstay tourist destination. Citing data from the Ponggok Village Government, the impact and loss due to the Covid-19 pandemic is the potential for losing tourist visits within a period of 1 year (March 2020-March 2021) of around 1.2 billion Rupiah. According to the Tirta Tourism Management Association (ASWITA) Klaten Regency, the water tourism object in Klaten has lost up to 80% of potential income (Jawapos.com, 2021). In addition, the economic impact that occurs is the potential loss of Village Original Income (PAD) from the

tourism sector during the 2020 pandemic, tourist attractions in Ponggok Village were only open for 5 months and fully opened only in September 2020. However, there were very few visitors. This was confirmed by Suyantoko as Head of the Village Tourism Division of BUMDes Tirta Mandiri, Ponggok Village:

"...during this pandemic, visitors have dropped drastically. In November 2020, visitors were only 3,000 for 1 month. Meanwhile, in 2018-2019, visitors to Umbul Pongok alone can reach 10,000-12,000 people on weekdays, and can reach over 15,000 people on weekends..." (Research Data, July 2021)

In line with what the Head of Ponggok Village, Junaedi Mulyana:

"...the potential loss experienced by Ponggok Village, especially in the income of Umbul Ponggok worth Rp. 30 million per day...." (Research Data, July 2021)

The loss submitted by the Ponggok Village Head if calculated in a matter of months is around 900 million Rupiah. The decline in tourist destinations in Ponggok Village is not only due to visitor restrictions or additional regulations related to health protocols, but also changes in regulations that still change frequently, especially if it is necessary to temporarily close tourist destinations. This causes *zero income*. As stated by the Head of the Village Tourism Division of BUMDes Tirta Mandiri, Ponggok Village:

"...there is a limit on visitors to only 25% of capacity, this is better than the word closed. If it is closed, there will be no income at all...." (Researcher Data, July 2021).

The Ponggok Village Government in managing village tourism is obliged to provide comfort and security certainty for visitors. However, existing disease outbreaks can cause disruption of a sense of security for tourists. This can cause a tourism crisis so that it can damage the reputation of Ponggok Tourism Village and can affect tourist visits to Ponggok Village. This is in accordance with the notion of the tourism crisis expressed by Beirman (2015: 175). The tourism crisis is an event or situation that severely undermines survival, reputation, marketing power, perceptions of tourist destinations and related organizations. The tourism crisis is a negative event for tourism actors such as the Ponggok Village Government. This can worsen the image that has been built and hinder the achievement of the important goals of the Ponggok Village Government. Therefore, it is necessary to apply crisis communication management.

The Indonesian government through the Ministry of Tourism and Creative Economy has divided 3 stages for tourism crisis management during the Covid-19 Pandemic Period. The three stages are the 'emergency response', which is the period from March to May 29, 2020, the recovery stage, which is the period from June to December 2020, and the normalization stage, which is the period from January to December 2021 (Kemenparekraf, 2020). This stage needs to be applied to the village government level which has a tourist destination so that the tourism recovery process can be carried out quickly. The time period at this stage is the basis for researchers to see the practice of tourism crisis management in Ponggok Village.

The results of this study describe the concept of crisis management and crisis communication with stages including the *Prodromal Stage*, *Acute Stage*, *Chronic Stage* and *Resolution*. The following are the results of research findings at each stage in the case study of the tourism crisis in Ponggok Village due to the Covid-19 Pandemic.

Prodromal Stage / December 2019- March 2020

In the pre-crisis period, organizations should not stand still and do nothing. Signs always appear before a crisis hits. This can be realized by the organization with a strategy of preparation and long-term thinking. Information related to the Covid-19 virus that spread in Wuhan, China at the end of 2019 caused many people to be infected and make new behaviors in Wuhan. The news can be accessed easily through print, electronic and online media. The first case in Indonesia in March 2020 was a sign that the Covid-19 outbreak had arrived in Indonesia. In response to this, tourist destinations in Ponggok Village were temporarily closed from March

18, 2020 to March 29, 2020. According to Agus Santoso as Marketing BUM of Tirta Mandiri Village, the closure was carried out after going through a coordination meeting and according to an appeal from the Klaten Regency Tourism Office. Before it was decided to temporarily close, the tour manager had prepared hand sanitizer and also sprayed disinfectant as an initial step to prevent the corona virus. Early detection and communication with stakeholders carried out by the Ponggok Village Government is the first step to reduce the risk of a crisis.

Acute Stage / Emergency Response (March -29 May 2020)

In the acute stage, a crisis that occurs in an organization has caused losses. The organization must ensure that the crisis communication carried out will have a significant impact on reducing the negative impact of the crisis. Response in times of crisis requires special attention. In this study, we take the example of the Covid-19 pandemic case in Ponggok Village from March 2020 to March 2021. The pandemic is an extraordinary event that has a negative impact on the tourism sector in Ponggok Village. Therefore, it is necessary to handle and manage the crisis well so that the impact does not drag on until the post-pandemic. The Ponggok Village Government responded to the crisis by mobilizing all available resources. Maximizing Ponggok Kreatif Hub to manage all social media accounts in Ponggok Village and control all news. All social media accounts are activated and used to update information on policy developments so that they are conveyed more quickly to the public. Next, the researcher analyzed the communication strategy that was applied using *Situational Crisis Communications Theory* (SCCT).

Responding to Crisis

At the emergency response stage, the Ponggok Village Government chose a preventive measure by accepting this crisis as a place for evaluating human resources and amenities. The crisis was also responded to by innovating and increasing the speed of response to reduce uncertainty and as soon as possible to provide correct and accurate information. The Ponggok Village Government did this when the crisis due to the pandemic occurred. The act of communication is in the form of making an official statement by issuing an *official statement* or *holding statement*. Ponggok Kreatif Hub (Pongkrea) is assigned to provide direct services to potential tourists who are affected, among others, by confirming those who have already made a reservation. This is in accordance with what was conveyed by Atta Verin as the Coordinator of Ponggok Kreatif Hub:

"...At the beginning of the pandemic in March 2020, all destinations in Ponggok were temporarily closed, the Pongkrea Team then accommodated all those who had reservations, and that was quite a lot until June. We apologize by making direct contact and sending emails to potential visitors..." (Researcher data, 2021)

Prospective tourists are given two options to cancel the visit or reschedule the visit. The offer was given because the results of the Ponggok Village Government meeting predict that in October 2020 everything will be normal. However, October 2020, the tourist attraction in Ponggok Village is only open for three weeks. Finally, the Pongkrea Team decided to give understanding to prospective tourists who had reservations to cancel their visits indefinitely.

Crisis Communication Media during the Covid-19 Pandemic

Ponggok Kreatif Hub manages 7 social media owned by the Ponggok Village Government and Tirta Mandiri BUMDes. Of the 7 social media, Ponggok Kreatif Hub focuses more on Facebook and Instagram. Facebook is used as a platform to convey the concepts and programs of the Ponggok Village Head to residents. Before the pandemic, the Ponggok Village Head had a 'jagongan' routine, namely activities to convey his work program to the community, but during this Covid-19 pandemic, crowding activities were prohibited and demanded the

Ponggok Village Government to make innovations in communicating its activities. Another target of the Ponggok Village branding innovation during the Covid-19 pandemic is Instagram users. Prior to the Covid-19 pandemic, the Ponggok Village Government focused on marketing the Ponggok *Umbul* tourist destination. The underwater beauty of Umbul Ponggok has become a mainstay promotion object and fulfills uploads on Instagram. During the Covid-19 pandemic with the temporary closure of tourist attractions, the Ponggok Village Government made branding innovations through uploading content on Instagram. The content prepared by Ponggok Kreatif Hub is always mapped out in monitoring and evaluation (Monev) activities that need to be highlighted by Ponggok Kreatif Hub for one month. The focus of content during this pandemic is communicating sustainable village programs and reducing the negative impacts of the Pandemic. Covid-19.

When there was a tourism crisis due to the Covid-19 virus outbreak, the Ponggok Village Government through Pongkrea provided information regarding the regulations that apply during the pandemic through its social media. However, from observations made by researchers, the most updated social media is Instagram @pongkok_village.

Table 1. Crisis communication via Instagram @pongkok_village

No	Date	Post Content	Information
1	April 6, 2020	Ponggok Village Head's official statement regarding the preparedness of Ponggok Village facing the Covid-19 Pandemic	Ensure that Ponggok has responded quickly to signs of crisis by forming a Covid-19 task force team and preventing the spread of the Covid-19 virus by temporarily closing all tourist destinations in Ponggok Village
2	July 1 2020	Enabling the work of the Ponggok Creative Hub Team	The Ponggok Village marketing digitization team, Ponggok Kreatif Hub was also appointed to manage, distribute and inform news during the Covid-19 pandemic.
3	7 July 2020	Preparation of Covid-19 Health Protocols for tourists	The Ponggok Village Government responded quickly to new travel habits by following the Covid-19 health protocol

Source: data processed by researchers

Next for the crisis response. The Ponggok Village Government maximizes all social media for each tourist destination. This is done with the aim that the public is more precise and focused on getting information from the intended destination.

Negative news

The COVID-19 pandemic not only had an impact on the temporary closure of tourist destinations in Ponggok Village, which caused a large loss of income. In addition, the Ponggok Village Government must also fight against negative news as a result of the crisis. The results of the study, researchers received information that there were two news reports that had an unfavorable impact on the image of tourist destinations in Ponggok Village

Virus Contagious in Water

The statement that had emerged in the community that swimming could be the cause of the transmission of the Covid-19 virus had a bad impact on the image of Ponggok Village as a Water Tourism Village. Almost all tourist destinations in Ponggok are water tourism destinations. Responding to issues circulating in the community, the Pongkrea team immediately carried out research related to the news. The results of the study found that 'there is no evidence, the virus is transmitted in water'. The clarification was made by the Ponggok Village Government by issuing the first edition of the e-magazine during the Covid-19 pandemic.



Figure 1 : E-Magazine Pongkok Village' Clarification
Sources : *Researcher data*

Officer Confirmed Positive for Covid-19 in Umbul Pongkok

Reports related to officers at the Pongkok Umbul tourist attraction who were confirmed to be positive for Covid-19 could give a bad image to Pongkok Village. This can affect the perception of potential tourists that Pongkok has not been able to implement health protocols properly and provide security assurance for visitors. As an effort to avoid a negative image in the minds of potential tourists, the Pongkok Village Government swiftly makes positive news about water tourism and enforces health protocols in Pongkok Village tourist destinations through social media and e-magazines.

Post Crisis Recovery Stage (Cronic Stage)/ Recovery Stage (June – December 2021)

The recovery phase of Indonesian tourism is marked by the entry of the 'new normal' phase or adaptation to new habits. This phase begins with the issuance of the Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/MENKES/382/2020 concerning health

protocols for the community in public places or facilities in the context of preventing and controlling Covid-19. This regulation later became the basis for implementing health protocols in tourist destinations. At this stage, the focus on handling the crisis has ended or is reduced, then the focus will be on the aftermath of the crisis. In the case of the tourism crisis in Ponggok Village caused by the Covid-19 Pandemic, the most important thing is to give tourists confidence to visit again and improve the image that was badly damaged due to the news during the crisis. At this stage it takes a long time, especially the Covid-19 virus outbreak has not completely disappeared or been completed. Cooperation from various parties is needed for the post-crisis recovery process.

For the recovery of tourism in Indonesia after being affected by the Covid-19 pandemic, President Joko Widodo gave directions on the new normal order.

"...focus on encouraging domestic tourism with domestic tourism programs that are safe from Covid-19 and environmentally friendly, accompanied by the promotion of local products and tourist attractions that prioritize local values..." (President of the Republic of Indonesia, Joko Widodo)

The President's directive was then responded to by the Ponggok Village Head through the launch of the concept of 'The New Ponggok', namely normal tourist conditions with some changes in visitor behavior by implementing the Covid-19 health protocol. *The New Ponggok* is a form of adaptation of the *new normal or new habit* that is echoed by the central government to live side by side with Covid-19. The Ponggok Village Government also launched the hashtags #thenewpongkok #ambyurlagi and #pongkokmakmurlestari2025. This hashtag is used in every post uploaded on the official Ponggok Village social media account for the restoration of the Ponggok Village image. The important things in The New Ponggok concept are as follows:

Security

Tourist safety is a top priority that is promoted in the new pongkok. This can be done by implementing the Covid-19 health protocol with strict supervision. Provisions from the central government continue to be pursued by the Ponggok Village Government such as obtaining a CHSE certificate from the Ministry of Tourism and Creative Economy. This certificate is proof of the consistency of the Ponggok Village Government in implementing health protocols and providing assurance to tourists that their safety when traveling in Poggok is guaranteed.

The health protocols in New Ponggok are divided into 3, namely standard protocols such as COVID-19 screening, social distancing, use of masks, washing hands with soap for up to 20 seconds and cleanliness of locations, accommodation and facilities. Furthermore, the health protocols are standard hygiene procedures for perpetrators, Ponggok Village tourism service operators, decontamination installations for people and goods, as well as hygiene procedures before opening hours and after closing hours. The third is a special protocol consisting of the alertness of the Ponggok Village Covid-19 Cluster Team at all tourist sites, complete first aid procedures or if a positive case occurs in the screening process, and special isolation rooms at each tourist location.

Tour service modification

The new norm after the Covid-19 pandemic is avoiding crowds and keeping a distance. This was responded to in The New Ponggok by making modifications to tourist services. There are 4 main points that are the focus of Ponggok Village in an effort to modify tourism services. First, private, semi-private and virtual tours to limit the number of visitors. Second, the concept of e-ticketing and 'all-in' packages to limit the interaction of tourism actors with visitors. Third, apply the storynomic concept to increase the selling value of tourism products. And fourth, namely job creation in all aspects of tourism services and products.

Changes in the behavior of practitioners and tour operators

In this new normal period, the Ponggok Village Government changed the orientation of their tourism business in terms of quantity and quality. This is evidenced by intensive training for practitioners and tour operators in Ponggok Village so that the service value changes for the better and is able to provide economic value that is more than quantity. By carrying out the 'Memorable Customer' service concept or impressive service, the Ponggok Village Government hopes that there will be changes as follows

- a. All practitioners and tour operators are required to comply with and implement the Covid-19 health protocol and make new regulations that must be obeyed internally with consequences if they violate
- b. Fully understand that behavior (attitude) and service (service) are an important part of the selling value of Ponggok tourism products
- c. Ready to take part in training to adapt the *Memorable Customer Service concept*
- d. Using *creative marketing* in digital form and direct services by prioritizing Javanese culture.

Resolution/ Normalization Phase (January –December 2021)

The Ponggok Village Government carried out marketing recovery by implementing a re-branding of Ponggok Village at the normalization stage . Branding is one of three Indonesian tourism marketing strategies, namely BAS (Branding, Advertising and Selling). Branding is an effort that can be made by organizations to communicate a new image and identity or manage reputation and maintain the features that already exist in people's minds. The practice of branding in Ponggok Village during the Covid-19 pandemic was supported by the establishment of the Ponggok Kreatif Hub (Pongkrea) as the digital marketing manager for Ponggok Village. The establishment of Pongkrea during the Covid-19 pandemic was the initiation of upgrading human resources. The current Ponggok Village Government is no longer focused on targeting visitors and income (money). But transforming its focus to developing the good quality of human resources and services in existing tourist destinations. This is in accordance with the vision and mission of the Village Head in the third period. In the first and second periods, the Village Head still sold Ponggok Village as a Water Tourism Village to attract people to visit and contribute to Village Original Income. However, in his third term of leadership, the Village Head introduced more *sustainability* and the spirit of sustainable prosperous ponggok (prosperous ponggok residents, sustainable nature). This was conveyed by the Pongkrea Coordinator, Atta Vena as follows:

"...it's no longer a matter of 'Selling yourself' here and there for profit, but must increase creative and collaborative work with many parties to increase benefits for residents and their natural resources. Ponggok Village residents are considered too comfortable so far because without a big promotion many visitors have come to Ponggok, education and health facilities have been provided free of charge. This covid-19 pandemic provides an opportunity for the Ponggok Village government to improve the quality of Human Resources so that they are more developed and initiate digital marketing...." (Researcher data, 2021)

The transformation of Ponggok Village's focus from quantitative to qualitative can be seen from content uploads on Ponggok Village's Instagram social media. Through social media, Ponggok Village invites people to change tourist behavior when visiting Ponggok Village. In the past, when you went to Umbul Ponggok, you paid a ticket to get food wrapped in plastic, now you can't. Currently, the culinary arts at Ponggok Umbul are also incorporated into container named 'Pawone Ponggok', this aims to reduce waste. This campaign is communicated through uploads on social media, it is hoped that when they return to Ponggok Village, new tourist behavior can be implemented properly.

Data shows that before the pandemic, Ponggok village could produce up to 1 ton of waste, 90% of which was plastic waste from tourists. During this pandemic, Ponggok began to change the concept of tourism and the concept of sales service. These are all branded by the Ponggok Kreatif Hub Team and distributed to the entire community through uploaded content on social media. Commitment to transforming towards quality with the vision of Ponggok prospering sustainably caring for nature, at the meeting each participant is asked to bring a tumbler for drinking) this was conveyed through an Instagram upload on July 11, 2020. The government really uses Instagram to maintain the existence of Ponggok Village. The following are the results of the researcher's observations on the information submitted through the content uploaded to Instagram @pongkok_village from July 2020 to March 2021.

The New Ponggok

The momentum of the COVID-19 pandemic was used by the Head of Ponggok Village, Junaedhi Mulyono to introduce the new Ponggok. According to Junaedi, The New Ponggok means tourists and residents of Ponggok 'calm, and peaceful', Ponggok village as well as residents and visitors together to create Ponggok that means to be sustainable. The New Ponggok is the result of marketing recovery during the Covid-19 pandemic. One of the results of the new pongkok is the presence of the tour package menu 'the new umbul pongkok'. Umbul Ponggok is a leading destination in Ponggok Village. The charm of the Ponggok pennant can always be an attraction for tourists to visit Ponggok Village. This is what makes the marketing team always present updates on Umbul Ponggok, one of which is the tour package menu 'the new Umbul Ponggok'. There are several packages that tourists can choose from as follows.

- The entrance ticket price is IDR 25,000 per person per 2 hours, this provision is given as an effort to reduce crowds.
- Safe package, the package price is IDR 50,000, visitors can enjoy the Ponggok pennant water ride for 2 hours including buoys and snorkel gear.
- A comfortable package, by paying Rp. 120,000, visitors can already be in the pennant pongkok area for 2 hours, rent a buoy, snorkel gear, welcome drink and snacks and 30 minutes of underwater photos
- The tilapia package, the package price is IDR 250,000, tourists are entitled to facilities equivalent to 2 convenient packages and 2 lunch packages
- The pomfret package, by paying IDR 500,000, tourists are entitled to a comfortable package facility for 4 people for 4 hours and 4 lunch packages and an additional 30 minutes of underwater photos.
- Koi package, the package price is IDR 990,000, tourists are entitled to a life package facility for 4 people for 4 hours, 4 lunch packages and an additional 1 hour for underwater photos with 1 property and 2 walker tickets.

In addition to offering new Ponggok pennant tour packages during the pandemic, there is also a Homestay package as a supporting facility for tourist destinations, which of course have implemented health protocols. The following is a homestay package offer 'the new poggok'

- Ponggok 1 package, package price is IDR 300,000, tourists can get 1 comfortable package at Umbul Ponggok and 1 room at Tirta Mandiri Ponggok homestay for 1 person
- Ponggok 2 package, package price is IDR 500,000, tourists can get 2 convenient packages at Umbul Ponggok and 1 room that can be used for 2 people at Tirta Mandiri Ponggok homestay and 2 breakfast packages
- Ponggok 3 package, package price is IDR 500,000, tourists can get 1 package of tilapia in Pongkok pennant, 1 room maximum for 4 people at Tirta Mandiri Ponggok homestay and 1 hour additional underwater photos.

- Pongkok 4 package, the package price is IDR 550,000, tourists can get 1 package of tilapia facilities, 1 Tirta Mandiri Pongkok homestay room for a maximum of 4 people and 1 under water walker ticket.
- Paker Pongkok 5, package price is IDR 750,000, tourists can get 1 package of tilapia facilities, 1 Tirta Mandiri Pongkok homestay room for a maximum of 4 people, 2 under water walker tickets and 2 complete Pongkok-style lunches
- Pongkok 6 package, the package price is IDR 750,000, tourists can get 1 package of pomfret, 1 Tirta Mandiri Pongkok homestay room for a maximum of 4 people, 1 additional hour for underwater photos, and 1 additional hour at Umbul Pongkok.

The marketing team of Pongkok Village also made other innovations to answer the tourism crisis in Pongkok Village during the Covid-19 pandemic. The 'Village Study Center' business unit which was the prima donna before the pandemic where groups or agencies could learn about village development with Pongkok Village had to be off during the pandemic because they had to avoid crowds. To answer this problem, the marketing team made a 'premium lunch' package at Pongkok Ciblon. There are 3 packages offered, namely:

- Eating with the village head djoned

The head of Pongkok Village, Mulyadi Djunaidi, became an inspirational figure after bringing Pongkok Village into a rich village in Indonesia. Mulyadi's ability to build Pongkok Village is an attraction for the community to be able to study together. Seizing this opportunity, the make-up team made a premium lunch package with 'pak lurah' at a price of Rp. 500,000. This package can be an option for the community to study with Pongkok exclusively and not in crowds. This package reservation is made the day before to confirm the Village Head's willingness and to negotiate a package menu that applies to a maximum of 4 people.

- Eating with Mrs. Nana (Socioprenership Chat with the wife of the Pongkok Village Head)

In addition to the Pongkok village head, the wife of the Pongkok village head is also an inspirational figure. Therefore, Pongkok also provides a package to study together with the wife of the Pongkok Village Head with a package price of IDR 500,000. This package reservation is made the day before to confirm the willingness of the Village Head's wife and to negotiate a package menu that applies to a maximum of 4 people.

- 1 Hour Bumdes Tirta Mandiri up close

Bumdes Tirta Mandiri is one of the Bumdes in Indonesia that has succeeded in providing income for Village Original Income (PAD) of more than 1 billion per year. This has become the focus of many parties and has made Bumdes Tirta Mandiri a learning center for the development of Bumdes in other areas. This package is provided to study with resource persons from Bumdes Tirta Mandiri for 1 hour. The price of this package is IDR 400,000 including lunch. This package reservation was made the day before to confirm the availability of resource persons from Bumdes and to negotiate a package menu that was valid for a maximum of 4 people.

Another New Pongkok is the new tagline echoed by the Pongkok Village Government, namely 'Pongkok Wani Sinau' which means Pongkok dares to learn. The learning spirit of the residents of Pongkok Village is packaged by the marketing team and presented in a study package with Pongkok which can be a choice for tourists to get other experiences while visiting Pongkok Village, the 5 packages are as follows:

- 1 hour with Pongkok Green Library.
- 1 hour Pongkok culinary class
- 1 hour traditional dance introduction class
- 1 hour Mocopat learning class
- 1 hour of learning Javanese



Figure 2 : The new Umbul Ponggok's package
Sources : Researcher data

5. Conclusion

The impact of the Covid-19 pandemic on the tourism sector is very significant. The Covid-19 pandemic has caused a decline in the number of tourists by 90% and the potential loss of Ponggok Village PAD from the tourism sector as much as 2 billion Rupiah. The Ponggok Village Government has implemented crisis communication to deal with the tourism crisis due to the Covid-19 pandemic. In the pre-crisis period, the Ponggok Village Government had carried out early detection of the crisis through a temporary closure policy at an early stage and monitoring news developments related to Covid-19 in the media. The Ponggok Village Government also maintains good communication with stakeholders tourism, such as the Tourism Office of Klaten Regency, Central Java AND the Ministry of Tourism and Creative Economy. In addition, the Ponggok Village Government also maintains communication with other partners, the media, PT Aqua. The Ponggok Village Government optimizes the role of Ponggok Kreatif Hub (Pongkrea) in managing social media in Ponggok Village to communicate with potential tourists. The crisis communication strategy carried out by the Ponggok Village Government in dealing with the crisis due to the Covid-19 Pandemic is to combine several strategies in SCCT to handle the crisis properly so that it does not have a bad impact on the image/reputation of tourist destinations in Ponggok Village . To maintain the image of tourism, the Ponggok Village Government compiled a marketing recovery campaign program with the hastga 'The newpongkok'.

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