

# Management Policy During Pandemic and Post Pandemic, Kampung Labirin Tourism Village Central Bogor

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## ABSTRACT

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The Tourism Village sector is still a mainstay in encouraging the revival of the village economy after the pandemic. The importance of holding village-based tourism activities aims to improve the socio-economic conditions of the relevant village communities. During the Pandemic, Tourism activities were temporarily stopped but the participation of all parties was needed, including the community in the local area by helping to maintain cleanliness and environmental sustainability in tourist villages. Apart from being built by Astra's CSR, Labirin Village is also collaborating with the Rain Terminal Foundation to develop the 3 hectare village into a tourist village. This research aims to analyze the management policies implemented during the COVID-19 pandemic and post-pandemic in the Kampung Labirin Tourism Village. This village is a tourist destination famous for its jungle maze, which attracted many tourists before the pandemic. However, the COVID-19 pandemic caused a significant decline in tourist visits and had a negative impact on the local economy. The results of this research show that the Kampung Labirin Tourism Village has implemented various management policies during the COVID-19 pandemic to mitigate its impacts. These policies include reducing visiting capacity, implementing strict health protocols, developing digital tourism products, and collaborating with related parties to promote safety and cleanliness.

*Keywords: Management Policy, Pandemic, COVID-19, Tourist Village, Labirin Village*

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## 1. INTRODUCTION

Encouraging the COVID-19 pandemic to be detected in Indonesia in the first quarter of 2020, precisely in March 2020 [1]. From now until 2021, the pandemic has spread to all provinces in Indonesia. Efforts to prevent and suppress the spread of the virus have been made by controlling the transmission and spread of the COVID-19 virus by wearing masks, washing hands with soap, maintaining distance and avoiding crowds [2]. Policy implementation is very important in restoring the economy or tourism sector income. Tourist villages have many advantages and are important for tourism development at the local level, successful tourist villages can become an important source of income for local communities. Kampung Labirin is an urban tourism destination where there are various kinds of attractions displayed by the young people of Kampung Labirin, apart from that, Kampung Labirin also offers the sensation of being trapped in a densely populated residential area.

Previous research is the researcher's effort to look for comparisons and then to find new inspiration for further research. In addition, previous studies help research position the research and show the originality of the research. The following is previous research. First, research conducted by [3] in his research entitled "Implementation of Tourism Policy in Tourism Villages in General". Second, research conducted by [4] in his research entitled "Effectiveness of the Labyrinth Thematic Village Program in Empowering the Community Economy in Babakan Pasar Subdistrict, Bogor City". Meanwhile, the research that the author is reviewing focuses on "Management Policies During the Pandemic and Post-Pandemic in the Kampung Labirin Tourism Village, Central Bogor". This

research has different focuses and objectives from previous research, although it is still related to the development of tourist villages.

Based on the description previously explained, the author formulates the problem of this research, namely. First, identify the 3A (Attractions, Accessibility, Amenities) of the Kampung Labirin tourist village. Second, what are the management policies for the Kampung Labirin tourist village during the pandemic and post-pandemic. Third, how to implement the management policy for the Kampung Labirin tourist village. The aim of this research is to examine the importance of implementing management policies and strategies for economic recovery in the Kampung Labirin tourist village.

## 2. LITERATURE REVIEW

### 2.1 *Tourist Destinations*

(In Law No. 10, 2009) concerning tourism, a tourist destination is defined as a geographical area located in one or several areas that contain elements of tourist attraction, facilities, accessibility, accommodation and community participation which are interrelated in realizing tourism. [5] explains that a tourist destination is a place that has real or perceived boundaries, whether in the form of physical boundaries (islands), politically, or based on markets [6]–[10]. A tourist destination is a place where all tourism activities can be carried out with the availability of the main elements of a tourist destination in the form of tourist objects and attractions, tourist infrastructure, tourist facilities and supporting facilities.

### 2.2 *Tourist Village*

(In Law No. 10, 2009) concerning Tourism, it is explained that a tourist village has a more specific meaning than the definition of a village. A tourist village is a tourist destination area, also known as a tourism destination, which integrates tourist attractions, public facilities, tourism facilities, accessibility, which are presented in a structure of community life that is integrated with applicable procedures and traditions. [11] a tourist village is a combination of attractions, accommodation and supporting facilities packaged in a pattern of community life that is integrated with the prevailing procedures and traditions, thus making the village a tourist destination.

### 2.3 *Implementation Of Tourism Destination Management Policies*

[9], states that the implementation of public policies are actions carried out by individuals or groups in the government and private sector which are directed at achieving the goals set out in previous policy decisions. Implementation of tourist destination management policies refers to the process of implementing and implementing policies established to manage and develop certain tourist destinations. Tourist destination management policies focus on efforts to increase attractiveness, improve infrastructure, manage visitors, protect the environment, improve the quality of tourist experiences, and advance destination sustainability.

## 3. METHODS

This research method uses descriptive research with a qualitative approach. According to [12] qualitative research is research that understands ongoing social phenomena in an in-depth, comprehensive and descriptive way. Data collection techniques in this research consist of primary sources resulting from direct observation at the location of the Kampung Labirin tourist village in

Central Bogor, conducting structured interviews with managers and tourists who visit the Kampung Labirin tourist village, and secondary data sources in this research were generated through literature studies, journal articles, books that are relevant to the research that will be discussed.

The data validation technique in this research uses a triangulation method by combining various sources, including observation, interviews and literature studies [13]. Apart from that, this research also uses the SWOC analysis method, which is a form of situation analysis by systematically identifying various factors regarding the strengths and weaknesses of an organization and opportunities and challenges from the environment to formulate organizational strategies. To create a good strategic plan, you can do it by analyzing each strength, weakness, opportunity and challenge. The snow card technique can be used to carry out SWOC analysis. The results of this analysis will give rise to a combination of strengths-opportunities, strengths-challenges, weaknesses-opportunities and weaknesses-challenges strategies in the Kampung Labirin tourist village.

#### 4. RESULTS AND DISCUSSION

##### **Labyrinth Village**

Kampung Labirin is a tourist village located in Babakan Pasar Subdistrict, Bogor Tengah District, Bogor City, more precisely in the village of Kebon Jukut RW 10. Kampung Labirin was founded in 2018, the idea of this tourist village has crossed the minds of the Rain Terminal many times, especially when Kang Bima Arya saw the location of the village and said that this location was actually very beautiful from a distance. This idea became more concrete when Kak Anggun from the Rain Terminal became the Indonesian delegate in leadership training in Japan. Finally, when he arrived in Indonesia, this idea was executed with Kak Sela by making a proposal to Astra Honda Motor. A large team was formed, Mr. Ence, and the residents of Rw 10 Kebon Jukut welcomed this idea and worked together morning and night to prepare the festival. This festival is proof of collaboration between Regional Government, Private Sector, NGOs and local residents.

Before becoming a tourist attraction, looking at the condition of the area, there are many conditions that need to be improved, where many children in Labirin Village have dropped out of school, there is a high unemployment rate, the village infrastructure needs improvement, as well as changing the mindset of the residents to be more environmentally conscious. After developing into a tourist spot, many changes occurred in this village. The 30 meter long bridge that crosses the Ciliwung River is the main entrance to Labirin Village. After the village was inaugurated, it was finally repaired after many years.

Apart from that, local children also received scholarships from Astra and were trained directly by the Rain Terminal Foundation, the village infrastructure was repaired by painting uniforms green, and residents were used to manage Labirin Village directly so they could earn income. Head of the Bogor City Tourism and Culture Department, Atep Budiman, said that Labirin Village is one of six tourist locations developed by the Bogor City Government. Especially in the context of economic recovery after the Covid-19 pandemic. Even though there is no entrance ticket to Labirin Village, tourists can buy a package to visit Labirin Village. Both individuals, groups and companies.

##### **Attractions**

Labirin Village has several types of attractions and activities, including water tourism is one of the spots in the Labirin Tourism Village. There are rides available, namely rubber boats, kayaks and water balloons. Tourists can enjoy the water rides guided by rowers who have undergone certified training first, but if you want to row yourself you can also ride a kayak. The rowers on this water tour are native residents of Kampung Kebon Jukut RW 10.

### Attractions

Village has several types of attractions and activities, including:

- 1) Water tourism is one of the spots in the Labirin Tourism Village, where rides are available, namely boat rubber, like, And balloon water. Para traveler Can enjoy vehicle water the Which guided by rowers who have undergone certified training first, but if If you want to paddle yourself, you can also ride a kayak. The rowers on this water tour original inhabitant Kebon Jukut Village RW 10.



Figure A.1. Activity Water Tourism

- 2) Emping jengkol is a superior MSME typical of Kebon Jukut Village which is made from pure jengkol without any mixture. This Jengkol emping UMKM is a home production that has been going on for generations and is used as a means of livelihood. The stone used to pound the jengkol emping is a prehistoric stone that is approximately 20-40 years old. Apart from jengkol chips, local residents produce jengkol chips with various flavors such as: spicy and balado.



Figure A.2. Making Jengkol Emping

- 3) Angklung is a typical Indonesian musical instrument that is often found in West Java, this traditional musical instrument is made from bamboo. Angklung personnel consist of

children from grades 1 elementary school to 3 middle school who live in the Kebon Jukut area. The trainer himself is also a native of Labirin Village.



Figure A.3. Tim Angklung

- 4) Marawis is a band that uses clapping instruments as its main instrument, this musical instrument is used to accompany Islamic songs. Marawis is regularly played and maintained in Kebon Jukut Village because of the importance of maintaining Islamic traditions for the residents of Kebon Jukut. Marawis members consist of elementary school children.



Figure A.4. Marawis Team

- 5) Traditional dance that is played is entitled the Mojang Priangan Dance which tells the story of the joy and beauty of women in the Land of Sunda. This dance is also a form of Modern Sundanese dance with movements consisting of twisting movements, swaying hips, and Jaipong hand movements. Friends danced this because they had an interest in dancing Jaipong and also because they wanted to contribute to the Kampung Labirin event. The daily activities of members are 3rd grade vocational school students and college students.





Picture A. 5. Regional Dance Team

### **Accessibility**

Accessibility includes ease and comfort in reaching tourism destinations. This involves transportation, road infrastructure, flight routes and good connectivity between destinations and tourist markets. Good accessibility factors, such as an efficient transportation network and easy access to destinations.

Accessibility to Kampung Labirin is very easy and can be done from any direction, because Kampung Labirin is located in the middle of Bogor City. There are 2 accesses to the Labirin Tourism Village, namely, the Main Gate, via the connecting bridge between Labirin Village and the Jl, Riau complex which is behind the Baranang Siang Terminal or the Bogor Grand Mosque, and on average public transport vehicles in Bogor City all pass through the Baranang Terminal Siang and Labirin Village are in Ring 2 of the Bogor Botanical Gardens, and Gapura Gate, Kebon Jukut RW 10 via Jl, Roda or Pasar Bogor Surya Kencana and enter Jl, Roda III or Gg, Litih access to Jl, wheel is on the SSA route (One Way System) Otista.

### **Accommodation**

Accommodation refers to the lodging facilities available at a tourism destination. This includes hotels, villas, resorts, traditional inns, and other accommodations that meet travelers' needs and preferences. The availability of adequate and quality accommodation is important to provide a comfortable and satisfying staying experience for visiting tourists. Accommodation or amenities in the Kampung Labirin tourist village are some of the residences of local residents and/or units developed based on the concept of residential areas. Labirin Village also has facilities and unique tourist attractions that are rarely available at tourist attractions in general, namely, the Ciliwung River, we use it as a water ride and have 4 rubber boats in 2018 from AHM CSR assistance. In 2020, the Bogor City government allocated Hiba funds for the Tourism Sector to Kampung Labirin for facilities and infrastructure procurement, including: 4 units of rubber boats, 3 units of water balloons, and 3 units of kayaks, then Kedai Labirin from AHM funds and input for the ride-hailing business unit water, merchandise, and admission tickets that we collect. We created the Labirin Shop which is located on the edge of the Ciliwung River by renting a 3-story house which we will make as a Labirin Business House (business unit). Kebon Jukut Village RW 10 Babakan Pasar Subdistrict is a dense village full of alleys, and that was the source of the initial idea to be formed or conceptualized and called the Labirin Village Tourism (Labirin means alley or room full of alleys). Since it opened in December 2018, many tourists have visited Labirin Village.

### **Labirin Village Tourism Village Management Policy During Pandemic And Post Pandemic**

The management policy of the Kampung Labirin tourist village during the Covid-19 pandemic and post-pandemic has had an important impact on the economic recovery of the tourism

sector. Labirin Village management policies during the Covid-19 Pandemic include: implementing Covid-19 health protocols, providing hand washing equipment in the form of barrels of water, soap, hand sanitizer. Not only at the entrance, but every 15 meters along the road, in the alleys of Kampung Lairin, complete with a number of permanent props in the form of announcements, outreach about Covid-19 and its prevention. In fact, throughout 2020, many agendas are planned to be held in Labirin Village. There is already an event calendar with tour packages already designed. Even at the Kampung Labirin festival there are at least six companies that have surveyed and will visit. Due to the Covid-19 pandemic, it has been postponed. Only individual or private visits that do not cause crowds are still ongoing.

Then, the management policies for the Kampung Labirin tourist village after the Covid-19 pandemic in an effort to recover the economy include: Planning a development strategy by increasing the implementation of the festival which was previously postponed. During the festival activities there will be a culinary bazaar which will be a special attraction for visitors. Labirin Village management promotes it through social media, namely, Instagram, Facebook and Google Business, with a limited number of visitors. The management of the Kampung Labirin tourist village also sells festival tickets via Instagram just to watch the festival performances. Visitors or tourists who have purchased tickets and are present at Kampung Labirin, if they want to enjoy culinary delights, can exchange their money for vouchers prepared by the management at the entrance to Kampung Labirin. The management of the Kampung Labirin tourist village also prepares guides during the festival, for visitors who will tour the village and get more information about Kampung Labirin. Labirin Village in Bogor City is one of 81 villages assisted by Astra spread throughout Indonesia.

#### **Implementation Of Labirin Village Tourism Village Management Policy**

The importance of holding village-based tourism activities aims to improve the socio-economic conditions of the surrounding community. Implementation of the Kampung Labirin tourist village management policy is a complex effort and involves various factors, including: Government, Management Team, and the Tourism Village Community.

Diversification of tourism products and services allows Kampung Labirin to attract different types of visitors and increase revenue. The management of Labirin Village has short term and long term management strategies. Implementation of Kampung Labirin tourist village management policies in developing tourist products and services that are attractive to visitors. This includes the development of tourist attractions, such as interesting mazes, as well as the development of a variety of unique and diverse tourist activities. This year, Labirin Village has even added to its tourist area by developing river-based water tourism located in RW 3. Now visitors, apart from being able to travel to experience the sensation of exploring the alleys and the local wisdom of Labirin Village, can also play on a giant ball or float in the river. Ciliwung. Ciliwung Labirin (Cila) shop which visitors can use to relax on the banks of the Ciliwung River, at the entrance and at a number of points there are also aqua ponik-aqua ponik, where plants are starting to grow, adding to the beauty. Then at several points there are now spots in the form of hand paintings on the walls (murals) for tourists to take photos or selfies.

#### **SWOC Analysis**

The first result in internal environmental factor analysis is to explain the two parts of SWOC, namely strengths and weaknesses. This section explains the extent to which strengths and weaknesses can be exploited.

##### **A. Internal factors in the Kampung Labirin tourist village:**

###### **Strength (Strength):**

- 1) Unique concept: Kampung Labirin Bogor Tourism Village has a unique labyrinth concept, which can attract tourists who are looking for a different experience.

- 2) Strategic location: Bogor is a popular tourist city with good accessibility from Jakarta and the surrounding area.
- 3) Income potential: Kampung Labirin Bogor Tourism Village can provide an additional source of income for local residents through the sale of entrance tickets and local products.
- 4) Weakness (Weakness):
- 5) Infrastructure limitations: The infrastructure in the Kampung Labirin Bogor Tourism Village may not be fully ready to receive large numbers of visitors after the pandemic.
- 6) Lack of promotion: Ineffective promotion can hamper the expected number of tourist visits.
- 7) Dependence on weather: Because this Tourism Village has an open concept, bad weather can affect the tourist experience and reduce the number of visitors.

**B. External factors consist of opportunities and challenges faced by the Kampung Labirin tourist village:**

**Opportunities:**

- 1) Increased interest in natural tourist destinations: After the COVID-19 pandemic, tourists' interest in natural and outdoor destinations is likely to increase as they seek safe, natural outdoor experiences.
- 2) Promotion via social media: Utilization of social media can be an opportunity to expand reach and increase awareness about the Kampung Labirin Bogor Tourism Village.
- 3) Collaboration with related parties: Collaboration with local governments, travel agents and local communities can help improve promotion and facilities in this Tourism Village.
- 4) Challenges:
- 5) Security and health: After the COVID-19 pandemic, strict security and health policies will be the main challenge in receiving tourist visits.
- 6) Competition from other tourist destinations: Competition with other tourist destinations around Bogor can be a challenge in attracting and retaining tourists.
- 7) Maze maintenance: Maintenance and maintenance of complex mazes can be a challenge in maintaining a good experience for tourists.

**EFE AND IFE (External Factor Evaluation And Internal Factor Evaluation Matrix)**

In facing this SWOC analysis, related parties can use their strengths and opportunities to strengthen the Kampung Labirin Bogor Tourism Village. However, it is also important to address existing weaknesses and challenges, such as improving infrastructure, more effective promotions, improving facilities, and paying attention to tourist safety and health.

This Labyrinth Village tourist village is one of the tourist destinations whose residents work together to make their settlements clean, beautiful and attractive to visitors and definitely useful. This labyrinth village has a special guide who explains the ins and outs of the labyrinth village itself. Together the residents received coaching and training initiated by the Regional Government of Bogor City with PT Astra International, Tbk and made Labirin Village into the Thematic Village of Kampung Berseri Astra. Astra's CSR (Corporate Social Responsibilities) program provides assistance in the form of facilities, infrastructure and also post-facilities to the community so that they can develop themselves based on sustainable contribution programs in the fields of health, education, environment and entrepreneurship in the village environment.

## CONCLUSION

Labyrinth Village in Bogor is a unique and interesting tourist destination in Indonesia. This village is famous for having a complex, maze-like network of streets and alleys designed to create an interesting adventurous experience for visitors. The Kampung Labyrinth tourist village has



attractive tourism potential with its diverse tourist attractions, adequate accessibility through two gates, and available accommodation options. Then, adopt the Kampung Labirin tourist village policy which is responsive and adaptive in facing the post-COVID-19 pandemic situation, emphasizing economic recovery policies, strict cleanliness and sanitation, product service innovation, intensive marketing, and continuous monitoring and evaluation. Furthermore, the implementation of the Kampung Labirin tourist village management policy was successful in improving the quality and attractiveness of this tourist destination. The steps taken, such as establishing an effective management team, careful planning, improving infrastructure, and developing tourism products and services, contributed to the successful implementation of the policy.

## SUGGESTION

In developing the Kampung Labirin tourist village, further policies or strategies are needed, paying attention to developing more diverse tourist attractions according to current developments, improving accessibility facilities, and expanding accommodation options to better meet visitor needs. Through implementing policies in tourist villages, local communities can be more aware of their tourism potential and the importance of maintaining the quality and sustainability of tourism. This policy could involve training and education for local communities about tourism management, environmental awareness, and the importance of maintaining friendliness towards tourists. In this way, local communities can become active partners in the development and management of Labirin Village. It is hoped that future researchers can use different sample models for research or combine them in order to enrich research findings in the Kampung Labirin tourist village.

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