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Post Covid-19 Policy Strategy of Tourism Village as an Effort of Resilience and Sustainability of the Village: A Case Study in *Penglipuran* Tourism Village, Bali

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Abstract

Penglipuran is one of the traditional villages in Bangli Regency which has a variety of uniqueness, such as strong and persistent traditional Balinese cultural traditions. Unfortunately, during the Covid-19 pandemic, tourism become one of the most negatively affected sectors, as a result, tourist visit to traditional villages in Bali, especially Penglipuran Village, have decreased drastically. Related to the phenomenon, this research was conducted to formulate effective policy strategy after the pandemic. This research employs qualitative research method where the data was taken from in depth interview and participated observation. There are 10% of the community, decision makers were taken as the primary source of data. The data then analyzed through a qualitative descriptive method with a SWOT analysis tool. The results shows that four alternatives were obtained from SO, WO, ST, and WT which could be a priority for alternative tourism village strategies in reviving Penglipuran Village after the Covid-19 pandemic. Those alternatives than produce prominent policy strategic such as potential empowerment on branding and promotion, management policy on conservation, and particular policy on village management.

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1. Introduction

The tourism sector has potential opportunities to be developed as an effort to improve the economy of a country. Apart from being a medium that is able to introduce the culture or the natural beauty of an area, the tourism sector is also able to revive the welfare of an area. One model for the development of the tourism sector in Indonesia is village-based tourism. According to *Pariwisata Inti Rakyat* , a tourist village is a rural area that offers an overall atmosphere that reflects the authenticity of the countryside both from socio-economic life, socio-culture, customs, daily life, typical village architecture and spatial planning, unique and interesting economic activities, as well as unique and interesting economic activities, also has the potential to develop various components of tourism such as attractions, accommodation, food and beverages, and other tourism needs (Law on Regional Autonomy, Law No. 22/99).

The development of social tourism-based tourism village aims to maintain, manage, and organize various tourism potentials owned by an area, so that it can contribute to the economy, especially in increasing equitable development and the village-level economy. The concept of a tourist village is not only formed to reduce the level of urbanization from rural to urban areas, it can also improve people's welfare by creating new jobs for the community. The management of the tourist village adheres to a profit-sharing system which is very different from the business-oriented system. The benchmark for the success of a tourist village is not only increasing income, but also community participation to get welfare (Ministry of Tourism, 2019).

The Covid-19 pandemic has had a real impact on various sectors of life, one of which is the tourism sector. Bali is one of the provinces most affected by the pandemic, because most of the economic life of its people depends on the tourism sector. Data for 2019 shows that the tourism sector contributes 78% to Bali's economy (Ministry of Tourism and Creative Economy, 2019). Bali tourism seems to be in suspended animation, tourism activity and the level of tourist visits have decreased significantly. Tourist villages in Bali have become deserted, the closure of tourist villages was carried out to support government programs related to social restrictions and community activities as an effort to prevent the spread of the Covid-19 virus. Business actors in the tourism sector are struggling to survive.

Bali has become worse off due to the decline in tourism as the economic heart of Bali. 179 tourist villages spread across nine regencies/cities in Bali are now trying to survive and re-emerge into sustainable tourism villages and plan a new economic revival after Covid-19. One of them is the Penglipuran tourist village, which is located in Kubu Village, Bangli Regency. The existence of the Covid-19 outbreak did not reduce the enthusiasm of the managers and stakeholders of the Penglipuran tourism village to continue to adapt and innovate in the face of the Covid-19 emergency. Policies in managing village potential are very important in overcoming current problems in the tourism sector. The potential of the village can still be utilized and developed in order to be able to make a positive contribution to village independence.

According to (Soleh, 2017), village potential is a village capability that may be developed in the village autonomy area with the aim of improving community welfare. In general, village potential consists of physical potential which includes land; water; climate; geographic environment; cattle; and human resources, as well as non-physical potentials consisting of the community with its patterns and interactions; social institutions; educational institutions; social organization; village apparatus and civil servants (Soleh, 2017). A village has three main potential elements that make it a tourist village (Susilo, 2008), the first is tourism potential; art; and distinctive culture. Secondly, it has easy accessibility and infrastructure that supports the tourism village program. Thirdly, ensuring security, order, and cleanliness of the village environment.

These three potential elements make the Penglipuran tourist village famous among domestic and international tourists, as well as many national and international awards. The Penglipuran tourist village has unique efforts, strategies, and steps to maintain the survival and sustainability of the Penglipuran tourist village during the pandemic. Resilience in terms of showing the ability to respond to a problem / obstacle / obstacle / pressure that was not previously anticipated in a healthy and productive manner (Shatte and Reivich, 2002). Meanwhile, the sustainability of tourism villages is an effort made by villages to be more qualified, credible, and able to collaborate and compete at domestic and international levels, by focusing on three sustainable aspects (Haris, 2000), namely economic sustainability, environmental sustainability, and social sustainability.

The main objective and focus of this research is to describe the unique efforts, strategies, and steps that have been carried out by the Penglipuran Tourism Village, and to formulate the Penglipuran Tourism Village policy strategy by optimizing the physical and non-physical potential of the village, so that the tourism village can survive and be sustainable and can generate livelihoods economy post Covid-19. The priority of this research is the priority of alternative tourism village strategies that can be used as a basic foothold in reviving the post-Covid-19 Penglipuran Tourism Village, which may also be applied to other tourist villages in Bali. In general, this paper will consist of four main parts, namely the background that describes the context of the research; the primacy/significance of the research; focus and organization of writing, materials and research methodologies describing the literature review; the method used; research stages; as well as data analysis techniques, results and discussions that describe the results of research and data processing associated with theories, as well as conclusions.

2. Materials and Methods

Survival and sustainability of tourist villages after the Covid-19 Pandemic.

Tourism village is synonymous with cultural content tourism which can provide a wide space for the community to participate in developing village potential in order to improve community welfare (Risman, 2016). In general, every village has village potential that can be utilized and developed in order to be able to make a positive contribution to village independence. There are six factors supporting the development of tourist villages (Utomo, 2017), including having the main attraction in the form of natural and product potential, the support of human resources in management, strong motivation from the local community, having adequate facilities and infrastructure, having supporting facilities. tourism activities, the existence of institutional support that regulates tourism activities, and the availability of land/areas that are possible to be developed. Based on this description, the main purpose of a tourism village is the welfare of the community, by involving the community to participate in utilizing and developing village potential so that it can create village independence. humans (Endah, 2018).

The Covid-19 pandemic has become a global disaster because of the ease and speed with which the virus spreads. Tourism is the sector that is most vulnerable to being affected, and Bali is feeling the impact of the pandemic, because most of the economic life of its people depends on the tourism sector. The pandemic is a challenge for tourist villages to survive and sustainably contribute positively to the welfare of the community and create village independence. Resilience is the ability to adapt positively as an effort to bounce back from negative experiences that come from learning and experience (Hegney, 2008). Meanwhile, sustainability tourism is basically carried out to ensure that the natural, social and cultural resources used for tourism development in the current generation can

be enjoyed for generations to come. In this case, according to the 1993 WTO, there are four conceptual approaches to sustainable development, including environmental friendly, culturally acceptable, economically viable, and socially responsible (Wiranatha, 2006).

As an effort to overcome the challenges of the Covid-19 pandemic, tourism must now be reoriented to sustainable tourism, because it is of higher quality and can make tourist destinations and related stakeholders more aware of the factors of security, comfort, health, and safety of tourists (Gill and Williams , 2014). Innovation and adaptation to the efforts / strategies / steps taken by the Penglipuran Tourism Village manager and all Penglipuran tourism stakeholders are needed in the face of the Covid-19 emergency, so that the survival and sustainability of the Penglipuran tourist village can be maintained.

Methods

This study uses a qualitative descriptive method in the form of exposure or description in the form of words, expressions, opinions, or ideas. The location of this research is Penglipuran Tourism Village, which is located in Kubu Village, Bangli Regency, Bali Province. Penglipuran was chosen as the research location because this village is one of the tourist villages that has been certified CHSE (Cleanliness, Health, Safety, Environmental Sustainability), has a lot of uniqueness and village potential, has received many world-class awards so it is famous to foreign countries, and is considered innovative in efforts to maintain village viability and sustainability during the Covid-19 emergency.

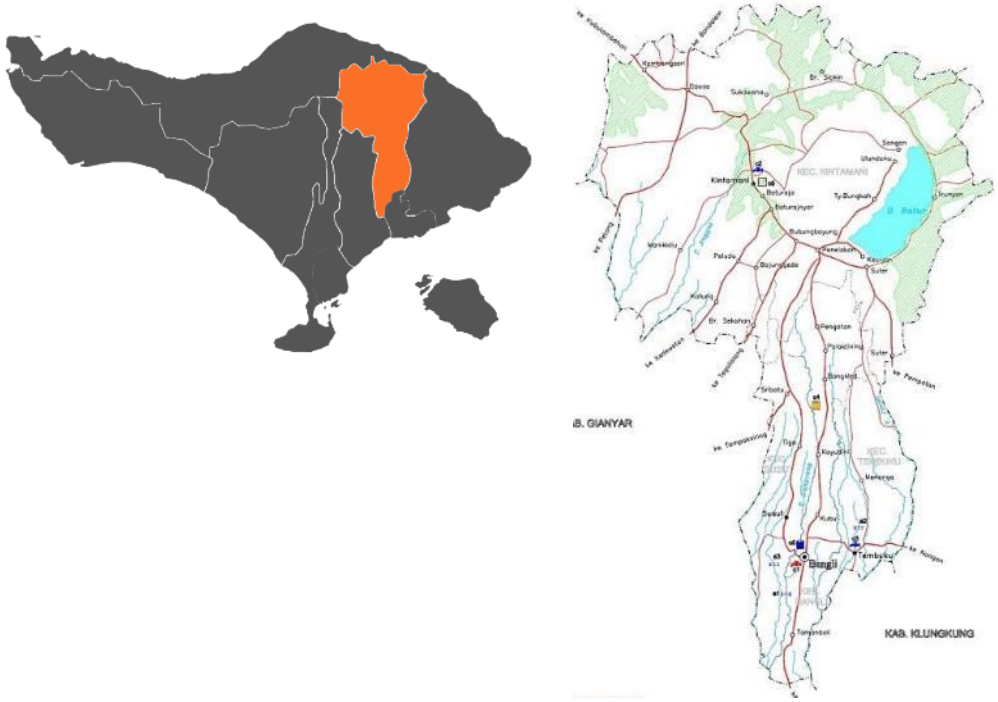


Figure 1. The Location of Penglipuran Village
Source: RP2KPKP Kab. Bangli, 2016

The SWOT analysis tool (Strengths, Weaknesses, Opportunities, Threats) is used to formulate the Penglipuran Tourism Village policy strategy by optimizing the physical and non-physical potential of the village, so that the tourist village can survive and be sustainable in the face of the Covid-19

emergency, by previously recognizing the potential/ the strengths and weaknesses of the Penglipuran Tourism Village and the external opportunities and challenges faced by the Penglipuran Tourism Village to be able to survive and be sustainable and be able to generate a new economy after Covid-19.

Research stages

This research was carried out in two stages, they are the identification stage of the efforts/strategies/steps that have been carried out by the Penglipuran Tourism Village manager and all Penglipuran tourism stakeholders in dealing with the Covid-19 emergency period. Next is the stage of formulating alternative priorities for the Penglipuran Tourism Village policy strategy by optimizing the physical and non-physical potential of the village, so that the tourist village can survive and be sustainable and can generate a new economy after Covid-19. The stage of formulating a policy strategy using a SWOT analysis tool.

SWOT analysis

SWOT analysis is an important strategic planning tool to assist planners in comparing an organization's internal strengths and weaknesses with external opportunities and threats (Boone, et al, 2008). SWOT analysis is the initial process in formulating a policy strategy to help Penglipuran Tourism Village survive and be sustainable by optimizing its physical and non-physical potential. A SWOT matrix will be formulated to help determine the four priority types of policy strategies by first identifying the internal and external factors of the tourism village. Internal factors consist of aspects of strength (strength, related to physical and non-physical potential) and weakness of the tourist village. External factors consist of aspects of opportunities and threats.

Identification of the efforts of Penglipuran stakeholders during the Covid-19 emergency

The first stage of the research is to identify the efforts that have been made by the stakeholders of the Penglipuran Tourism Village related to the Covid-19 pandemic, as an effort to maintain the resilience and sustainability of the tourist village. Data collection techniques were obtained through in-depth interviews with tourism village managers, focus group discussions, observations, literature studies, and document studies. The data analysis technique used is qualitative analysis, as proposed by Miles and Hubberman in (Sugiyono, 2007), consisting of data collection, data reduction, data presentation, and drawing conclusions.

Formulation of alternative priority policy strategies for Penglipuran Tourism Village

The second stage of the research was carried out by first identifying the internal (strength and weakness) and external (opportunities and threats) factors of Pengliburan Tourism Village related to efforts to survive and sustain tourism villages during the Covid-19 emergency. After the four factors are identified, an evaluation of external and internal factors is carried out. A SWOT matrix will be formulated to help determine the four priority types of Penglipuran Tourism Village policy strategies that can be carried out, namely the SO (Strengths-Opportunities) strategy: by utilizing the strengths of the Penglipuran Tourism Village to take advantage of external opportunities; WO (Weaknesses-Opportunities) strategy: minimize/improve the existing weaknesses of Penglipuran Tourism Village

by taking advantage of external opportunities; ST strategy (Strengths-Threats): using the strengths of Penglipuran Tourism Village to avoid/reduce the impact of external threats; WT strategy (Weaknesses-Threats): is a defensive tactic aimed at reducing the weaknesses of Penglipuran Tourism Village in order to avoid external threats.

3. Results and Discussions

Penglipuran Tourism Village tourism conditions during the Covid-19 pandemic

Penglipuran Village in Bangli Regency is one of the traditional villages that is the prima donna of Bali tourism. First opened to the public and tourism in 1995, the village with an area of 112 hectares and inhabited by 1,038 people/ 240 families (Muliawan, 2017) offers many tourist attractions. The architectural characteristics of the Balinese Aga village or Ancient Bali, the pattern of settlement arrangement with a luan orientation (main/sacred) and teben (disgusting/dirty), cultural heritage (traditions, ways of life, religion, local food, art and music, traditional clothing, work, history, and language), as well as a beautiful environment because it is surrounded by bamboo forests as village protector covering an area of 75 ha. The various uniqueness of the village both in terms of physical, socio-cultural life, tradition, and ecology have made the village, which was nicknamed the cleanest village in 2016 and was named a resilient-independent village in 2021, well known to foreign countries.

Since its status as a conservation village, all village activities have been managed by the Penglipuran Tourism Village Management Institute (Profile Penglipuran Tourism Village, 2013), chaired by I Nengah Moneng. This management agency is under the auspices of the traditional village, and is fully responsible to the traditional village. Tourism development in Penglipuran Village is carried out by prioritizing the participation of traditional villages. In this case, the traditional village is located as a supervisory board that has the authority to decide everything related to tourism development in Penglipuran Village.



Figure 1. Penglipuran Tourism Village Attractions
Source: penglipuran.net, akses 2021

This includes deciding to temporarily close the tourist village and not accepting The first tourist visit was on March 18, 2020 to reduce the rate of spread of Covid-19 cases (Moneng, 2021). The decision to close the tourist village was taken after the traditional village party held a meeting with the village community and the tourism village management agency. Penglipuran Tourism Village was

closely guarded, the traditional village chief and the tourist village manager together with Pecalang intensified patrols to anticipate tourists who were desperate to come to Penglipuran Village.



Figure 2. Penglipuran Village is Temporarily Closed to Suppress The Spread of Covid-19
Source: https://www.antarafoto.com/; https://bali.inews.id/

The decision was considered appropriate to be applied to the conditions at that time, but there were challenges that emerged, the survival and sustainability of tourist villages in making a positive contribution to the welfare of the community. Almost 80% of the people of Penglipuran Village rely on the tourism sector for the economy (Moneng, 2021). Since the establishment of Penglipuran Village's status as a tourist village, many rural communities rely on the creative economy to support their daily lives. Handicrafts and knick-knacks made of bamboo and wood, paintings, Balinese clothes, and Balinese food are the main commodities of the Penglipuran village community (**Figure 3.**). The majority of the people of Penglipuran Village rely on tourists to sell their handicrafts. The lack of visitors and the enactment of the closure of tourist villages have a bad impact on the community, especially regarding the economy of the village community. Their income has decreased or even disappeared due to the Covid-19 pandemic.



Figure 3. Featured Commodities of Penglipuran Tourism Village Community
Source: penglipuran.net, akses 2021

The wheels of the economy must keep turning in order to survive. Essential needs such as eating, drinking, working, resting, and health must still be fulfilled so that humans can stay alive (Geras, 2016). Although tourism-related activities are temporarily closed, many rural communities who are engaged in agriculture, animal husbandry, and culinary arts can still carry out their activities as usual. Today, when the Covid-19 pandemic hit, many rural communities returned to carrying out their economic activities by farming and raising livestock (Moneng, 2021).

Adaptation, innovation, and collaboration in responding to the Covid-19 pandemic

In the economic/business field, pandemic conditions can be seen as external shocks that may be faced by business actors, in addition to other pressures such as natural disasters, economic crises, political crises, and riots (Linnenleucke et al, 2012). In this case, the response of business actors to these external pressures is very important to determine whether the business being undertaken is able to survive or not. Penglipuran Village tourism stakeholders must adapt to this uncertain situation. Adaptive capability is crucially needed to strengthen business resilience in times of crisis (Battisti and Deakins, 2012). In the tourism sector, the main key for tourism and creative economy actors to survive in the midst of a pandemic is to have good adaptability, innovation, and collaboration (Kemenparekraf, 2021).

Penglipuran Tourism Village Management and related stakeholders have adapted to the new normal, innovation, and collaboration to survive and be sustainable and can generate a new economy during the Covid-19 emergency. The various forms of adaptation, innovation and collaboration that have been carried out have of course been adapted to the character and abilities of the elements in the village (physical and non-physical potential) as well as government programs. Regarding the adaptation to the new normal, Penglipuran Tourism Village managers and stakeholders have implemented the 5M health protocol, requiring all visitors to wear masks, providing sinks at several strategic points in tourist villages and in every villager's house to familiarize visitors with washing their hands, requiring visitors to keep their distance when traveling, limiting activities that can create crowds, and limiting mobility and interaction by requiring visitors to access *the PeduliLindungi* application before entering the tourist village to facilitate the tracking process. Routine spraying of disinfectants is carried out by tourism village managers, environmental heads, and traditional villages in tourist villages to prevent the spread of the Covid-19 virus.



Figure 4. Implementation of Health Protocols in Penglipuran Tourism Village
Source: Prasandya, 2021

All efforts or strategies carried out by managers and related stakeholders have earned Penglipuran Tourism Village an award for Sustainable Tourism Village (Certificate No. STC-

03/XII/2020) by the Indonesian Sustainable Tourism Council Certification Agency CB-ISTC and meet the standards of CHSE, Cleanliness, Health, Safety, Environmental Sustainability (CHSE 04044/2020). In addition, the adaptation of the new normal as a form of long-term thinking in the event of a "force majeure" such as the current Covid-19 pandemic has been carried out by the Penglipuran Traditional Village long ago. The concept of saving and the values of independence have been inherited by the village's predecessors. This saving concept is evident in the rows of jineng buildings (places to store rice) located in the front area of the tourist village/parking lot currently, which are used when there is a shortage of food (Moneng, 2021). This means that Penglipuran Tourism Village is used to preparing reserve funds that are used for unexpected things such as the Bali Bombing 1, Bali Bombing 2, and the eruption of Mount Agung. Until now when the pandemic hit, the manager of the Penglipuran Tourism Village still had reserve funds for village operations.



Figure 5. Penglipuran Tourism Village Certified CHSE
Source: Prasandya, 2021

The pandemic is managed to become an opportunity for the Penglipuran Tourism Village. Tourist villages are constantly innovating to avoid stagnation and can survive even in difficult situations. The economic revival is just starting to be planned, the village community cannot fully depend on the tourism sector. Many people in Penglipuran Village still have main jobs outside of tourism such as farmers, breeders, and craftsmen (Moneng, 2021). This field of work is occupied by the community as an effort to survive the economy during the pandemic. This economic survival effort is a strength possessed by tourist villages and indicates the character of independence that was actually owned by the tourism village community before the Covid-19 pandemic.

These three areas of work are currently the focus of the Penglipuran Village community in facing economic paralysis due to the Covid-19 pandemic. Farming business groups are formed based on the results of the fields as a forum for farmers/breeders to gather, exchange ideas, and work together to develop their farming businesses. These farming groups are generally formed on the basis of common interests, common environmental conditions (social, economic, resources), and familiarity to improve and develop the business of farmer members. As a result, currently the Penglipuran Village community has several farming groups, one of which is the taro (Colocasia esculenta L.) farming group. In addition, there are also groups of chicken breeders, ornamental fish nurseries, and ornamental plant nurseries which are formed based on the hobbies of the village community. The production and marketing of Dewi Penglipuran's organic fertilizer has been increased again. Now, the manager of the ornamental plant nursery center in Penglipuran continues to innovate to produce quality organic fertilizers that are specifically used for bonsai and other ornamental plants.

Collaborative cooperation is carried out by the manager of the Penglipuran Tourism Village, by applying the concept of "penta helix" collaboration in order to strengthen the resilience of the village economy and improve community welfare (Moneng, 2021). The "penta helix" collaboration is a collaborative activity carried out between fields by optimizing the roles of academic elements as drafters, business as enablers, community as accelerators, government acting as regulators; controller; coordinator, as well as the media who act as expanders (Regulation of the Minister of Tourism of the Republic of Indonesia Number 14 of 2016). In the internal environment, the tourism village manager, the head of the environment, and the traditional village formed a mutual cooperation task force related to the handling of Covid-19. In this collaboration, sekeha teruna (village youth) are involved in every activity related to handling Covid-19.

Formulation of alternative priority policy strategies for Penglipuran Tourism Village

One of the sectors most affected by the Covid-19 pandemic is the tourism sector, the strategic planning of tourism village policies after the Covid-19 pandemic is crucial as an effort to overcome the problems of the tourism sector. The alternative priority of the Penglipuran Tourism Village policy strategy needs to be formulated, so that the Penglipuran Tourism Village can survive and be sustainable and can generate a new economy after Covid-19 to improve the welfare of the village community. The formulation of alternative priorities for tourism village policy strategies is carried out by first identifying the internal factors and external factors of the tourist village. Internal factors consist of aspects of strength (strength, related to physical and non-physical potential) and weakness of the tourist village. External factors consist of aspects of opportunities and threats. The four types of priority policy strategies that are appropriate to be implemented in Penglipuran Tourism Village are presented in the following SWOT matrix form (Table 1.)

Based on the results of the SWOT analysis, by utilizing the strengths of the Penglipuran Tourism Village to take advantage of external opportunities (SO), several policy strategy formulations were obtained, including the selection of stakeholders in academia, business, community, government, and media in accordance with the criteria and in line with tourism village management goals. Development of promotion and marketing of local culinary products, agricultural and livestock products, as well as digital handicrafts by empowering village millennials/*sekaha teruna*. Optimizing the use of village reserve funds to generate a new economy after Covid-19, by promoting tourism villages and marketing products digitally.

Several strategies can be formulated to minimize the weaknesses of tourist villages by taking advantage of existing external opportunities (WO), including making the typical culinary tourism of a tourist village a potential new business opportunity by cooperating with other stakeholders as drafters, enablers, accelerators, controllers, and expanders. Utilizing and maximizing potential open space spots for tourist villages to meet tourist preferences for open spaces in tourist destinations, increasing understanding of the millennial generation of village/*sekeha teruna* on the conservation of traditional core zone houses through education by strengthening the traditional dormitory (*pasraman*), as well as collaborating with other stakeholders to improve community capabilities related to the promotion and marketing of the digital era as a form of empowering rural communities.

Strategy (ST) by using the strengths of tourist villages to avoid/reduce the impact of external threats by empowering the village millennial generation to play a more role in developing villages, such as helping to promote tourist villages virtually by making tourism village branding stronger and authentic. Increase public awareness and understanding of other creative industries (agriculture, animal husbandry, creative economy) owned by Penglipuran Tourism Village to reduce the community's full dependence on the tourism sector. Strategies (WT) that can be formulated to reduce

the weaknesses of tourist villages in order to avoid external threats include the development of creative innovations for the tourist village industry through virtual trips and online tour guides, as well as empowering village millennials / sekeha teruna to better direct their abilities in mastering technology and internet for positive village development activities.

Table 1. SWOT Matrix Priority of Penglipuran Village Policy Strategy

Intern Factors / **External Factors**	**Strength** 1) Collaboration opportunities are open 2) *Skeha teruna* is well-versed in technology and internet 3) There is a farming group 4) Village culinary potential: *loloh cemceman*, purple sweet potato klepon, taro snack 5) Agricultural & livestock products: ornamental plants, organic fertilizers, ornamental fish, and chickens. 6) Handicraft products from bamboo roots 7) Familiar with concept of saving (reserve funds) 8) Penglipuran Tourism Village is CHSE certified	**Weakness** 1) 80% of residents depend on tourism 2) Relying on tourists who come to sell merchandise 3) Lack of community understanding of traditional core zone house conservation 4) Do not understand and master marketing trends that are appropriate for the digital era 5) Village morphology is very standard so it is difficult to develop spatially
Opportunities 1) The pentahelix colaboration program by the Minister of Tourism to restore tourism 2) Tourist preferences during the pandemic tend to choose open places 3) The culinary business will never go out, become a potential business opportunity 4) Quality tourism trends: quality of experiences, quality of profit, dan quality of life. 5) Not many tourist villages have CHSE certificates 6) The rapid development of technology and the internet in the digital era	***Strength – Opportunities* (SO)** a) Selecting collaborative stakeholders in academia, business, community, government, and media to stimulate Penglipuran tourism b) Local culinary products (*loloh cemceman, purple cassava klepon, taro snac*k), agricultural products (ornamental plant seeds and organic fertilizers), livestock products (ornamental fish and chicken), and handicrafts, are promoted and marketed digitally by *sekaha teruna* c) Optimization of reserve funds for promotion of tourist villages and digital product marketing to support quality of experiences, quality of profit, and quality of life of tourist villages	***Weakness – Opportunities* (WO)** a) Collaborating with other stakeholders to optimize the culinary specialties of tourist villages so that they can be used as potential new business opportunities b) Utilizing & maximizing the existence of potential open space spots in tourist villages to accommodate tourists' preferences for open spaces c) Educate the community, especially the younger generation/sekeha teruna to increase their understanding of the conservation of traditional core zone houses d) Empowerment of rural communities with the assistance of other stakeholders to improve community capabilities related to promotion and marketing of the digital era
Threats 1) Uncertainty when the pandemic will end 2) Several tourist destinations in Bali offer virtual tours	***Strength – Threats* (ST)** a) Empowerment of sekeha teruna/millennials in their role in developing villages: virtual promotion of tourist villages by highlighting the advantages of	***Weakness – Threats* (WT)** a) Developing creative innovations for the tourist village industry through virtual trips and online tour guides b) Empowerment of village millennials/sekeha teruna to better

3) People's mindset is very dependent on tourism 4) Many other tourist villages imitate the style and management of Penglipuran Village 5) Millennials are vulnerable to losing their identity because they are distracted by various things in cyberspace (internet addiction)	Penglipuran compared to other tourist villages, including the efforts that have been made by villages to eradicate the spread of the virus b) Collaboration with other stakeholders to reorient community dependence on the tourism sector by introducing other alternative industries (agriculture, animal husbandry, creative economy) owned by the village.	direct their abilities in mastering technology and the internet for positive village development activities.

4. Conclusion

Penglipuran Tourism Village faces challenges of sustainability and resilience during the Covid-19 emergency, the implementation of the temporary closure of tourist villages has a negative impact on the community, especially related to the economy of the village community because almost 80% of the people of Penglipuran Village rely on the economy in the tourism sector. Adaptations, innovations and collaborations that are tailored to the character and abilities of the elements in the village (physical and non-physical potential) as well as government programs, are carried out by tourism village managers so that the Penglipuran Tourism Village can survive and be sustainable in the midst of the Covid-19 pandemic. Strategic planning of tourism village policies after the Covid-19 pandemic is crucial as an effort to overcome the problems of the tourism sector.

There are four types of priority policy strategies that can be applied by Penglipuran Tourism Village, namely strategies related to strength-opportunities such as determining pentahelix stakeholders who can be invited to collaborate who have the same vision with tourism village managers, promotion and digital marketing of superior products of tourist villages by empowering millennials. village/*sekeha teruna,* and optimizing the use of village reserve funds for promotional activities and digital marketing. Strategies related to weakness-opportunities such as developing superior village culinary products as potential new business opportunities, optimizing the existence of potential open spaces in tourist villages to accommodate tourism activities in the new era of life, educating village millennials/sekeha terunas to increase their understanding on conservation, as well as community empowerment in digital promotion and marketing.

Strategies related to strength-threats such as promoting tourism villages virtually by increasing village branding and highlighting village authenticity, reducing complete dependence on the tourism sector by increasing public awareness and understanding of the potential of other creative industries owned by tourist villages. Strategies related to weakness-opportunities such as developing innovations in promoting tourist villages with virtual trips and online tour guides, as well as directing the ability of village millennials in mastering technology and the internet to contribute positively to tourist villages. The four priority types of policy strategies can be used as a basis for reviving the post-Covid-19 Penglipuran Tourism Village, and may also be applied to other tourist villages in Bali that are struggling to maintain village viability and sustainability.

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