



Tourism Recovery Strategy in The Indonesia-Singapore Border Area during The Covid-19 Pandemic: A Case Study in The Lagoi Tourism Area, Riau Islands Province

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Abstract

One of the destinations which has experienced the impact of the Covid-19 pandemic is the Lagoi Tourism Area. In an effort to recover the economy due to the Covid-19 pandemic, in June 2020 the government issued a new normalcy policy, one of which was the reopening of various activities including tourist areas by implementing tourist SOPs during the Covid-19 pandemic. This study aims to identify the number of visitors before and during the Covid-19 pandemic, verify the application of the CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) guidelines during the Covid-19 pandemic, and examine tourism recovery strategies during the Covid-19 pandemic. The method used is descriptive analysis and SWOT. The research results are 1) the number of tourists from the Lagoi Tourism Area during the Covid-19 pandemic decreased by 81.49% compared to before the Covid-19 pandemic; 2) overall the Lagoi Tourism Area has implemented the CHSE rules; and 3) the tourism recovery strategy during the Covid-19 pandemic which can be applied in the Lagoi Tourism Area is the SO (Strength-Opportunity) strategy, namely maintaining Natural Resources and Human Resources, increasing the application of health protocols so that they can become pilot tourism areas during the Covid-19 pandemic, increased tourism promotion through digital media and improved regional image to build tourism market trust.

Keywords: Covid-19 pandemic; border areas tourism; tourists, recovery strategies

Introduction

History recorded the year 2020 as the year of a deadly global epidemic which paralyzed various world economic activities. The outbreak was called Covid-19 which stands for Coronavirus Disease-19. WHO (World Health Organization) as a world health organization has declared this outbreak as a global pandemic.

Covid-19 is an outbreak with rapid transmission virus which is through droplets of patients infected with the corona virus. To reduce the spread of Covid-19, one of the government's efforts is to implement Large-Scale Social Restrictions (*Pembatasan Sosial Berskala Besar/PSBB*) aiming to limit the human mobility (Ministry of Health Republic of Indonesia, 2020). The restriction policy certainly has an impact on activities in various sectors. According to economic analyst, one of the sectors which has experienced the impact of the Covid-19 pandemic is the tourism industry. Due to the pandemic, many local and foreign tourists canceled their intention to visit Tourist Attractions (*Objek Daya Tarik Wisata/ODTW*).

One of the well-known Tourist Attractions and visited by many foreign tourists is the Lagoi Tourism Area which is located in Teluk Sebong District, Bintan Regency, Riau Islands Province. The Lagoi tourist area is directly adjacent to Singapore, and it becomes one of the factors causing this tourist attraction to be in great demand by foreign tourists.

The Lagoi Tourism Area or commonly known as Bintan Resort is the result of a collaboration between the Riau Islands Regional Government and Singaporean entrepreneurs. This area has been opened in 1996 or for 25 years as an Integrated Tourism Exclusive Area managed by PT Bintan Resort Cakrawala (BRC). In the Riau Islands Regional Regulation No. 2 of 2012 concerning the Master Plan for Tourism Development, the Lagoi tourist area is the only tourist area which has developed.

In Bintan Regency Spatial Plan, the Lagoi Tourism Area is a district strategic area. Lagoi Tourism Area is included as a marine tourism area due to its location on the north coast of Bintan Regency. Bintan Resort is a tourist destination drawing up as a spectacular beach in the north of the island, with 23,000 hectares area of white sand overlooking the South China Sea. In addition, the leading tourist attraction in the Lagoi tourist area is Treasure Bay. Treasure Bay is the largest saltwater swimming pool in Southeast Asia which is one of the artificial tourist attractions in Bintan Regency.

Indeed, the occurrence of the Covid-19 pandemic in 2020 resulted in a decrease in the number of tourists coming to the Lagoi Tourism Area. This is also supported by the PSBB policy, Restrictions Towards Community Activities (*Pemberlakuan Pembatasan Kegiatan Masyarakat/PPKM*) and the Ministry of Law and Human Rights Regulation No. 11/2020 concerning a Temporary Ban for Foreigners to Enter or Transit in Indonesia.

As a step to reduce the impact of tourism businesses during and at the time of Covid-19 pandemic, UNWTO (2020) released recommendations which can be applied by tourism stakeholders. The recommendations made are intended so that tourism stakeholders can survive in three stages of the pandemic, namely at the stage of crisis management and impact mitigation, the stage of providing stimulus and accelerating recovery, and the preparation stage for the future of tourism during the Covid-19 pandemic (Ioannides & Gyimóthy, 2020).

In addition, the government's efforts in restoring Indonesian tourism through the Ministry of Tourism and Creative Economy have compiled the CHSE (Cleanliness, Health, Safety, Environment Sustainability) program as a strategy for restoring tourist destinations during the Covid-19 pandemic. This strategy put together the tourism industry and the creative economy tourism actors to create tourism which is productive and safe from Covid-19 (Herdiana, 2020). This implementation guide is an operational guide from the Decree of the Minister of Health Number HK.01.07/Menkes/382/2020 concerning Health Protocols for the Community in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Disease 2019 (Covid-19). This guide

refers to the protocols and guidelines that have been established by the Government of Indonesia, World Health Organization (WHO), and the World Travel & Tourism Council (WTTC) in the context of preventing and handling Covid-19.

Therefore, this study aims to identify the number of visitors to the Lagoi Tourism Area before and after the Covid-19 pandemic, to verify the Lagoi Tourism Area in implementing tourism rules during the Covid-19 pandemic set by the Ministry of Tourism and Creative Economy in the form of the CHSE (Cleanliness, Health, Safety, and Environmental Sustainability) program, as well as determining tourism recovery strategies which can be applied to the Lagoi Tourism Area during the Covid-19 pandemic.

Research Methods

Approach and Paradigm

This research uses rationalistic and phenomenological paradigms. This rationalistic paradigm allows researchers to explore the realities which exist in the field without being limited by theories or literature. Meanwhile the phenomenological paradigm is defined as a study which seeks to analyze descriptively and introspectively about all awareness of the human form and experience both in the sensory, conceptual, moral, aesthetic, and religious aspects (Creswell, 1994). Furthermore, the research method used in this study is a mixed method or qualitative and quantitative approaches.

Research Objects

Objects in this research are 1) Lagoi Tourism Area, 2) Lagoi Tourism Attraction Area, 3) Tourist amenities Lagoi Tourism Area, 4) Tourism accessibility of the Lagoi Tourism Area, 5) CHSE (Cleanliness, Health, Safety, Environment Sustainability) strategy.

Data Collection Methods

The primary data collection technique was in the form of field observations, while interviews and questionnaires were addressed to the Head of the Bintan Regency Tourism and Culture Office, the manager of the Lagoi tourist area, the sub-district head of Teluk Sebong sub-district, and documentation. Secondary data collection techniques consist of agency surveys (Bintan Regency Tourism Office, Lagoi Tourism Area Manager (PT. BRC), Teluk Sebong District Government, and literature studies. Secondary data needed is the number of tourists before and during the Covid-19 pandemic, the Lagoi Tourism Area master plan, and a list of infrastructure facilities for the Lagoi Tourism Area.

Data Analysis Methods

The analytical method used in this research is descriptive analysis and SWOT (Strength, Weakness, Opportunity, Threat). The SWOT analysis technique is used to determine the right strategy for tourism recovery during the Covid-19 pandemic for tourism

sustainability in the research area. The SWOT matrix is a tool used to compile the company's strategic factors (Rangkuti, 2013; Hernawan et al., 2019) (see Table 1).

Table 1. SWOT Matrix

IFAS	STRENGTH (S)	WEAKNESS (W)
EFAS	Determine 5-10 strength factors	Determine 5-10 weakness factors
OPPORTUNITY (O)	STRATEGI SO	STRATEGI WO
Determine 5-10 opportunity factors	Take advantage of potential to seize opportunities	Overcoming/minimizing weaknesses to seize opportunities
THREAT (T)	STRATEGI ST	STRATEGI WT
Determine 5-10 threat factors	Take advantage of potential to face threats	Minimizing weaknesses to face threats

Source: Lukmandono, 2015

After drawing the calculation results from IFAS and EFAS as well as the SWOT matrix and to sharpen the analysis, a SWOT analysis diagram is used (See Figure 1.)



Source: Rangkuti (2013)

Figure 1. Diagram of SWOT Analysis

Result and Discussion

The Lagoi tourist area is located in Teluk Secong District, Bintan Regency, Riau Islands Province. The Lagoi Tourism Area or known as the Lagoi Integrated Tourism Area is an exclusive tourism area (nautical and resort) on an international scale. This area is the result of collaboration between the Indonesian government and the Singapore government. The collaboration in the development of this area has been started since 1991 until 2004. The area of the Lagoi tourist area is 23,000 hectares. In the first phase

of development, there are nine resorts built, namely: Nirwana Resort Hotel, Indra Maya Villa, Mayang Sari, Banyu Biru, Nirwana Beach Club, Bayan Tree, Angsana, Club Med, and Bintan Lagoon. The second phase of development consists of Lagoi Plaza, Swiss Bell Hotel, and The Shancaya Hotel in 2015 (Josep, 2019). The Lagoi Tourism Area has several tourist attractions, namely: Lagoi Beach, Lagoi Safari, Resort/Hotel, Golf Course. The location map and map of the tourist attraction of the Lagoi Tourism Area can be seen in Figure 2 and Figure 3.



Figure 2. *Research Location Map*



Source: Bintanresort.com

Figure 3. *Location of Lagoi Tourism Attraction Objects*

Differences in the Total of Visitors to the Lagoi Tourism Area Before and During the Covid-19 Pandemic

Pre-Covid-19 Pandemic

The Lagoi Tourism Area is one of the popular tourist destinations. The natural beauty of the Lagoi area is one of the factors which make Lagoi famous in foreign countries. In www.lifewaysjournal.com
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addition, this area is highly strategically located due to it is directly adjacent to the State of Singapore.

Before the Covid-19 pandemic, the Lagoi Tourism Area experienced development from year to year. This can be seen from the number of tourist visits which have increased every year. The data on the number of visitors to the Lagoi Tourism Area in the one year prior to the Covid-19 pandemic can be seen in Table 2.

Table 2. Total Number of Tourists at Lagoi Tourism Area in 2019

Month	Number of Tourists (person)
January	73883
February	79753
March	76451
April	85666
May	80458
June	117786
July	102397
August	99027
September	83171
October	82823
November	90662
December	122365
Total	1094442

Source: Bintan Regency Tourism Office, processed in 2021

Based on Table 2, the number of tourists visiting the Lagoi Tourism Area in 2019 or the year before the Covid-19 pandemic was 1,094,442 tourists. They come from various origin, both Indonesia and other countries. The foreign tourists come from Singapore, China, Malaysia, the Philippines, France, Germany, India, Taiwan, Korea, the United States, England, and other countries.

During the Covid-19 Pandemic

Covid-19 with a pandemic status was determined by the government on March 14, 2020. After that, the Minister of Law and Human Rights Regulation No. 11/2020 was also enacted regarding the prohibition of human mobility, including traveling to tourism

Table 3. Total Tourists Visiting Lagoi Tourism Area at 2020

Month	Number of Tourists (person)
January	98780
February	36413
March	18770
April	319
May	947

Month	Number of Tourists (person)
June	1047
July	2615
August	4650
September	4469
October	9270
November	8156
December	17127
Total	202563

Source: Bintan Regency Tourism Office, processed in 2021

areas. As a result of the regulation, the Lagoi Tourism Area is affected. Based on an interview with the Head of the Culture and Tourism Office of Bintan Regency in April 2021, the Covid-19 pandemic has greatly impacted the Lagoi Tourism Area, namely a significant decrease in the number of tourists (See Table 3).

Based on Table 3, the number of visits in one year (2020) during the Covid-19 pandemic was 202,563 visits. When compared to the number of visits one year before the Covid-19 pandemic (2019), there has been a decrease of 81.49%. The existence of regulations prohibiting foreign tourists from entering Indonesia and the closing of exits from countries of origin for foreign tourists caused a decrease in the number of visitors who travelled to this area (Khadafi & Dina, 2020). In addition, the Large-Scale Social Restrictions (PSBB) regulations have an impact on reducing the number of local tourist visiting to this area, as well as the closing of port doors making mobility from/to Bintan Regency very limited.



Figure 4. Condition of Several Tourism Area in Lagoi Area (2021)

Based on field observations in March 2021, the condition of the Lagoi Tourism Area is silent. As a result, many economic activities have been closed, even though usually in this area, MSME bazaars and festivals are often held to attract tourists. The condition of tourist objects in the Lagoi Tourism Area can be seen in Figure 4.

Suitability Level of CHSE Program (Cleanliness, Health, Safety, Environment Sustainability) in Lagoi Tourism Area

Tourism during the Covid-19 pandemic must follow appropriate health protocols. The government establishes a policy through the Ministry of Health of the Republic of Indonesia HK.01.07/MENKES/382/2020 regarding the Health Protocol for the Community in Public Places and Facilities in the Context of Prevention and Control of Corona Virus Diseases 2019 (Covid-19). Furthermore, the Ministry of Tourism and Creative Economy issued a guide/SOP in the form of a CHSE (Cleanliness, Health, Safety and Environmental Sustainability) program in tourism areas.

Based on the results of the verification of the suitability of the CHSE program in the Lagoi Tourism Area, from a total of 28 CHSE indicators/guidelines (cleanliness, health, safety, and environmental sustainability), 26 indicators or 93% have been implemented in the Lagoi Tourism Area. Meanwhile, two indicators of CHSE or 7% have not been implemented, namely performing arts and health insurance, especially for high-risk activities.

Based on the results of an interview with the Head of the Culture and Tourism Office of Bintan Regency in April 2021, the reasons for not implementing the two indicators were as follow. First, art performances invited a lot of masses, so the manager chose to postpone the event. Although in fact, every year in the Lagoi Tourism Area there is an annual event or festival. Second, the provision of health insurance has not been implemented because in the tourist area, there is no type of high-risk tourism activity which requires health insurance for tourists.

Tourism Recovery Strategies of Lagoi Tourism Area

In an effort to restore tourism during the Covid-19 pandemic, good planning is needed. To find out the tourism recovery strategy both during the Covid-19 pandemic and afterwards in the Lagoi Tourism Area, a SWOT analysis was carried out.

Identification of Internal and External Factors of Lagoi Tourism Area

Based on the results of observations and interviews with informants, below is several internal and external factors of the Lagoi Tourism Area as described (See Tables 4 and 5).

Table 4. Identification of Internal Factors at Lagoi Tourism Area

No.	Internal Factors
Strength	
1	Lagoi Tourism Area has a strategic location
2	The natural resources of the Lagoi area are very potential

No.	Internal Factors
3	The available human resources in the Lagoi area are sufficient, both in quality and quantity
4	The image of the Lagoi Tourism Area is already worldwide
5	The Lagoi Tourism Area seems exclusive and has its own characteristics
6	The Lagoi Tourism Area has implemented health protocols during the Covid-19 pandemic
7	Several resorts/hotels in the Lagoi Tourism Area have been certified by the CHSE program
Weakness	
1	Lack of community support around tourist areas
2	The distance between tourist objects in the area is relatively far
3	Resort prices/fees tend to be expensive
4	Lack of public transportation and accommodation facilities in tourist areas

Source: Analysis Results, 2021

Table 5. Identification of External Factors at Lagoi Tourism Area

No.	External Factors
Opportunity	
1	Opportunities to increase cooperation between managers of the Lagoi Tourism Area with the Provincial Government of the Riau Islands and with other provincial governments
2	The area can be a model tourist area during the Covid-19 pandemic
3	Government policy in providing incentives to tourism workers
4	To build trust in the local/archipelagic tourism market
5	Digital transformation and innovation
Threat	
1	The world in general and including Indonesia is hit by the Covid-19 pandemic
2	The number of visitors is seasonal and the number of visitors decreases during the Covid-19 pandemic
3	Reducing the number of tourism workers in the Lagoi Tourism Area
4	The closure of international routes due to the closure of exits from several countries of origin for foreign tourists

Source: Analysis Results, 2021

Calculation of IFAS and EFAS

Calculation of IFAS (Internal Factor Analysis Strategy) and EFAS (External Factor Analysis Strategy) is a data processing process in the form of weighting and rating on each factor. The results of the calculation of IFAS and EFAS are in Table 6.

Table 6. Table of IFAS Score Calculation of Lagoi Tourism Area

Code	Internal Factors	Weight	Rating	Score
Strength				
S1	Lagoi Tourism Area has a strategic location	0.27	3.33	0.91
S2	The natural resources of the Lagoi area are very potential	0.25	3.00	0.74
S3	The available human resources in the Lagoi area are sufficient, both in quality and quantity	0.25	3.00	0.74
S4	The image of the Lagoi Tourism Area is already worldwide	0.3	3.67	1.09
S5	The Lagoi Tourism Area seems exclusive and has its own characteristics	0.25	3.00	0.74
S6	The Lagoi Tourism Area has implemented health protocols during the Covid-19 pandemic	0.33	4.00	1.31
S7	Several resorts/hotels in the Lagoi Tourism Area have been certified by the CHSE program	0.25	3.00	0.74
Total				6.26
Weakness				
W1	Lack of community support around tourist areas	-0.22	-2.67	0.57
W2	The distance between tourist objects in the area is relatively far	-0.22	-2.67	0.59
W3	Resort prices/fees tend to be expensive	-0.22	-2.67	0.59
W4	Lack of public transportation and accommodation facilities in tourist areas	-0.22	-2.67	0.59
Total				2.35

Source: Analysis Results, 2021

Based on Table 6, the total score on the strength factor is 6.26. The highest score for strength comes from the criteria "Lagoi Tourism Area has implemented health protocols during the Covid-19 pandemic" with a score of 1.31. The criterion with the second largest score is from the criteria "The image of the Lagoi Tourism Area is global" with a score of 1.09. Meanwhile the weakness factor with a total score of 2.35. The criteria for weakness which must be considered are "The distance of the tourist attraction in the area is relatively far"; "Resort prices/fees tend to be expensive"; and "Lack of public transportation and accommodation facilities within the Tourism Areas" with a score of 0.59 each.

Table 7. IFAS Score Calculation of Lagoi Tourism Area

Code	External Factors	Weight	Rating	Score
Opportunity				
O1	Opportunities to increase cooperation between managers of the Lagoi Tourism Area with the Provincial Government of the Riau Islands and with other provincial governments	0.78	3.00	2.35
O2	The area can be a model tourist area during the Covid-19 pandemic	1.04	4.00	4.18
O3	Government policy in providing incentives to tourism workers	0.78	3.00	2.35

Code	External Factors	Weight	Rating	Score
O4	To build trust in the local/archipelagic tourism market	0.78	3.00	2.35
O5	Digital transformation and innovation	0.85	3.33	2.83
Total				14.06
Threat				
T1	The world in general and including Indonesia is hit by the Covid-19 pandemic	-0.78	-3.00	2.35
T2	The number of visitors is seasonal and the number of visitors decreases during the Covid-19 pandemic	-0.89	-3.33	2.98
T3	Reducing the number of tourism workers in the Lagoi Tourism Area	-0.78	-3.00	2.35
T4	The closure of international routes due to the closure of exits from several countries of origin for foreign tourists	-0.78	-3.00	2.35
Total				10.03

Source: Analysis Results, 2021

Based on Table 7, the total score on the opportunity factor is 14.06. The highest score for the opportunity comes from the criteria "Lagoi Tourism Area can become a pilot tourism area during the Covid-19 pandemic" with a score of 4.18. Meanwhile the threat factor amounted to 10.03. The threat factor which must be considered is "The number of visitors is seasonal and the number of visitors decreases during the Covid-19 pandemic" with a score of 2.98.

SWOT Matrix of Lagoi Tourism Area

Based on the identification of internal and external factors, a SWOT matrix is obtained in the form of tourism recovery strategies in the Lagoi Tourism Area which can be seen in Table 8.

Table 8. SWOT Matrix of Lagoi Tourism Area

	Strength	Weakness
	<ol style="list-style-type: none"> 1. Lagoi Tourism Area has a strategic location 2. The natural resources of the Lagoi area are very potential 3. The available human resources in the Lagoi area are sufficient, both in quality and quantity 4. The image of the Lagoi Tourism Area is already worldwide 5. The Lagoi Tourism Area seems exclusive and has its own characteristics 6. The Lagoi Tourism Area has implemented health protocols during the Covid-19 pandemic 7. Several resorts/hotels in the Lagoi Tourism Area have been certified by the CHSE program 	<ol style="list-style-type: none"> 1. Lack of community support around tourist areas 2. The distance between tourist objects in the area is relatively far 3. Resort prices/fees tend to be expensive 4. Lack of public transportation and accommodation facilities in tourist areas

Opportunity	SO	WO
<ol style="list-style-type: none"> 1. Opportunities to increase cooperation between managers of the Lagoi Tourism Area with the Provincial Government of the Riau Islands and with other provincial governments 2. The area can be a model tourist area during the Covid-19 pandemic 3. Government policy in providing incentives to tourism workers 4. To build trust in the local/archipelagic tourism market 5. Digital transformation and innovation 	<ol style="list-style-type: none"> 1. Maintaining natural conditions and the quality of Lagoi tourism human resources so that it can become a pilot tourism area during the Covid-19 pandemic. (S1, S2, S3, S4, S7, O2) 2. Improving the application of health protocols in the Lagoi Tourism Area and increasing the number of tourist objects in the form of resorts/hotels certified by the CHSE program as well as increasing collaboration between the government and area managers in terms of implementing tourist SOPs during the Covid-19 pandemic to become a pilot tourism area during the pandemic Covid-19. (S5, S6, O1, O2) 3. Maintaining existing human resources through the provision of labor incentives (S2, O3) 4. Promote tourism through digital media to build tourism market trust. (S7, O4, O5) 5. Improving the image of the region by creating festivals, such as cultural festivals, sports festivals or holding annual events through intergovernmental cooperation. (S1, S4, S5, S6, O1, O2, O4) 	<ol style="list-style-type: none"> 1. Increase cooperation with the government and provide discounted prices so that it can build trust in the local tourism market and become a model tourism area. (W1, W4, W3, O3) 2. Creating public trust around the tourist area through the cooperation of the local government and the area manager as well as providing incentives to the workforce. (W1, W3, O1) 3. Increase the number of public transportations in digitalization-based tourist areas in order to build tourism market trust. (W4, W5, O4)
Threat	ST	WT
<ol style="list-style-type: none"> 1. The world in general and including Indonesia is hit by the Covid-19 pandemic 2. The number of visitors is seasonal and the number of visitors decreases during the Covid-19 pandemic 3. Reducing the number of tourism workers in the Lagoi Tourism Area 4. The closure of international routes due to the closure of exits from several countries of origin for foreign tourists 	<ol style="list-style-type: none"> 1. Improving the image of tourism objects and conducting socialization to increase the number of tourists and minimize the reduction in the number of tourism workers. (S1, S2, S3, S4, S5, S6, S7, T1, T2, T3, T4) 2. Improve the implementation of health protocols to attract local/archipelagic tourists. (S6, S7, T1, T2, T4) 	<ol style="list-style-type: none"> 1. Providing various facilities and facilities at affordable prices through tourism promotions and involving the surrounding community to attract domestic tourists. (W1, W2, W3, W4, W5, T1, T2, T3, T4) 2. Provide counseling to the surrounding community and tourism officers in an effort to increase community participation in the Lagoi Tourism Area. (W2, W1, T1, T2, T3, T4)

Source: Analysis Results, 2021

SWOT Diagram Analysis of Lagoi Tourism Area

To sharpen the analysis, a SWOT analysis diagram is used which aims to determine the position of the Lagoi Tourism Area and consider recovery strategies for tourism

sustainability. The SWOT analysis diagram is obtained from the calculation of the difference in the total score of internal factors and the difference in the total score of external factors. Based on the difference in the total score of internal factors of 3.92 and the difference in the total score of external factors of 4.03 forming a diagram as shown in Figure 5.



Figure 5. SWOT Analysis Diagram of Lagoi Tourism Area

Based on Figure 5, the SWOT analysis diagram shows that the Lagoi Tourism Area is in a quadrant I condition with an abscissa point (3.91 ; 4.03) which means it is in a highly favourable condition. This area has strengths so it can take advantage of opportunities. The right strategy used in this condition is to support significant growth (Growth Oriented Strategy). The diagram above is between strengths and opportunities. Therefore, the strategy which can be applied in the Lagoi Tourism Area for tourism recovery during the Covid-19 pandemic is by utilizing strengths to seize opportunities or SO strategies. From the results of the SWOT matrix as shown in Table 8. SO strategy (a strategy that utilizes strengths to seize opportunities) is the best tourism recovery strategy that needs to be implemented in the Lagoi Tourism Area.

Conclusion

Based on the discussion described above, several conclusions can be drawn as follows.

1. The number of tourists visiting to the Lagoi Tourism Area during the Covid-19 pandemic has decreased when compared to the number of tourist visits before the Covid-19 pandemic. The decline in the number of tourists visiting in 2019-2020 was 81.49%.

2. The Lagoi Tourism Area as a whole has implemented the CHSE (Cleanliness, Health, Safety, Environment Sustainability) Program guidelines which are travel guidelines during the Covid-19 pandemic. A total of 26 CHSE program guidelines have been implemented out of a total of 28 CHSE guidelines (93%).
3. Based on the IFAS and EFAS values, the Lagoi Tourism Area is in Quadrant I, which means that the recovery strategy to be applied is the SO strategy, namely utilizing the strengths of the Lagoi Tourism Area to seize opportunities, namely increasing local and foreign tourists both during the Covid-19 pandemic and afterward.

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