

TOURISM SOCIAL ENTERPRISES' RESPONSE TO COVID-19 CRISIS

**A CASE STUDY OF BALI AND INCLUSIVE
TOURISM**



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List of Abbreviations

SE	Social Enterprise
TSE	Tourism Social Enterprise
COVID-19	Corona Virus Disease referred to 2019
SARS	Severe Acute Respiratory Syndrom
WHO	World Health Organization
UNDP	United Nations Development Program
UN	United Nations
UNWTO	United Nations World Tourism Organization
ITDC	Indonesia Tourism Development Corporation
SDGs	Sustainable Development Goals
ESCAP	The United Nations Economic and Social Commission for Asia and the Pacific
OECD	The Organisation for Economic Co-operation and Development
T-DIGD	Tourism-Driven Inclusive Growth Diagnostic
NSPK	Norma, Standar, Prosedur, dan Kriteria
RPJMN	Rencana Pembangunan Jangka Menengah Nasional
LLCs	Limited Liability Company
GDP	Gross Domestic Product
SEES	Social Economic-Ecological Systems
DMO	Destination Marketing Organization
NGO	Non-Governmental Organization
ROR	Relative Overall Resilience
IDR	Indonesian Rupiah
USD	United States Dollar

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Abstract

The tourism industry has long been associated with the potential for social and economic development (Sutawa, 2012). The aim of this research is to study tourism social enterprises not only as a means of generating economic growth, but mainly focusing on the socio-cultural perspective, where social enterprises can actually address certain needs in their regions and communities. During the research process, the world pandemic caused by COVID-19 started, which has had a tremendous impact on the tourism industry as such. Thus, the research question was shaped in accordance with this disruption, focusing on exploring the social enterprises' responses to this unfortunate event. The crisis has also impacted the data collection process, therefore fieldwork research is combined with secondary data and new ways of gathering data through digital infrastructure. To attain a comprehensive understanding from a different point of views, the in-depth interviews with 8 social enterprises in Bali have been carried out. The number of respondents might not be sufficient to make any generalizations, nevertheless, it served well the purpose of this study. The literature review is concerned with the concepts of tourism social enterprises, inclusive tourism, crisis management and resilience and scopes down the focus of this study on understanding the response of various actors. It is important to note, that this research focused on the situation in Indonesia at the beginning of raising cases of COVID-19 and crisis being in early stages. Moreover, it uncovers the gap within the research done on this topic so far. Finally, the conclusion and recommendations have been made. Yet, the authors provide suggestions on further research on tourism social enterprises' survival during long-lasting crises, and how should be relevant stakeholders consulted. Distinct and new concepts have been identified by this research, hence there is a space for a further research study

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1. Introduction

1.1. Background and Challenges

Tourism is the key driver for the Balinese economy, considered as a holiday paradise, however, poverty is very often not considered as part of the image. Poverty in developing countries is largely a structural problem rather than an individual problem. Indonesia as a middle-income country is positioned as a country with the largest economy in Southeast Asia (worldbank, 2020). On the contrary, Indonesia is ranked below among the countries with the lack of proper infrastructure, information, training and skills, a conducive regulatory environment, and widespread access to financial services constraints market activity and perpetuates poverty (usnews, 2019). According to the Human Capital Index 2017, Indonesia is very much behind the neighboring countries in the region of southeast's, considering the skills and knowledge for the people, and also their preparation for the future job opportunities (worldeconomicforum, 2017),.

Social enterprise development in Southeast Asia appears to be in an emerging stage motivated by the innovative efforts of isolated social entrepreneurs who are working without established networks and stable sources of support (Kerlin, 2010). Based on the research made by “Sociopreneur Milenial” (Kurniawan, 2018) the generation of Millenials is the most interested in social entrepreneurship in Indonesia. Their study also showed, that women have a strong position in the context of social enterprises, and they commonly are represented in leadership positions. Statistically, the local community (61%) is the main beneficiary, which is followed by women (48%), and the young population (44%). This study also highlights that social entrepreneur`s work is supported by unemployed young people in Indonesia, as there is a significant lack of productive work and a large number of the unemployed youth population.

In relation to the tourism sector, the social entrepreneurs are in the position, where they more and more define how to practice tourism development in both, developed and developing countries. In accordance to British Council (2018) studies, “*The State of Social Enterprise in Indonesia*” social entrepreneurs tend to have strong network connections and their budgets even exceed the public institutions, however, in Indonesia, most of them are small enterprises funded either by the owner, family or from donations.

According to the Indonesian director of tourism and creative economy, Dr. Ari Margiono, Leonardo Adypurnama Teguh Sambodo, in Indonesia, social enterprise has a significant impact on tackling and solving issues within communities (bappenas, 2020). There has been an increased interest from the government, which has shown support to social entrepreneurs in recent years, however, it has not come to the point to introduce the framework for social entrepreneurship (BritishCouncil, 2018).

The social economy is also part of several national strategies including the Standards, Norms, Criteria and also procedures such “NSPK - Norma, Standar, Prosedur, dan Kriteria” *National Entrepreneurship Development* and the *Medium-Term Development Plan 2015-2019*. It was later followed by the 2019-2020 development plan, “RPJMN - Rencana Pembangunan Jangka Menengah Nasional”, which was developed under the Ministry of National Development Planning with the specific strategy focusing on poverty in terms of culture and limited business opportunities, fostering economy through agriculture, strengthening mining sectors, fisheries, modernizing the service sector (bappenas, 2020). The focus was put more on technology and innovation in the country and increased the overall quality of job opportunities.

Despite the effort and of the mentioned progress, the Indonesian government faces some of the challenges related to the development of the policies for social entrepreneurs. The social enterprise ecosystem is supported by a variety of entities such as business support organizations, policymakers, enablers, higher education institutions, impact investors and financiers (BritishCouncil, 2018).

The collaboration between the government ministries, agencies, and other important state actors has been over the past years the main challenge for the government. There is an evident issue, with “who” takes the main responsibility for social enterprises in Indonesia, and also lack of legal entity related to this issue, which causes, that these enterprises are commonly registered as Limited Liability Company (LLCs). In Indonesia, social enterprises make an economic, environmental, and also social impact, accounting for 1.9% of Indonesia’s GDP. However, very often social enterprises work towards the direction of creating social impact, that does not consider the business part, and thus attempt to remain sustainable (BritishCouncil, 2018).

According to the Director of co-operatives and small-medium enterprises, Ir. Ahmad Dading Gunadi, M.A. there is a need for effective entrepreneurship programs, which can be achieved through collaboration with universities across the country, as well as the unification of rural

and urban areas and thus communities living in these areas (BritishCouncil, 2018). Other authors stress the importance of Yulius, Siregar, and Tampubolon (2015) on increased and systematic impact measurement, with the focus on impact investment. However, the research made by UNDP (2017) focused on women-led social enterprises found, that non-financial support such as networking, training to gain business skills, mentorship, financial management training, etc. played a significant role if they were to succeed. On the contrary, the support for social enterprises in Indonesia comes from Start-Up Assistance Organizations which approach is more generic and industry agnostic and aims to include a wide range of social enterprise members (Bhardwaj, 2018).

The higher education institutions also support social entrepreneurship, through skill training, undertaking research in this problem area, but also running programs to motivate students to work in rural communities. The report delivered by British Council (2018) proved that the majority of social enterprises in Indonesia work towards inclusive development, as they try to address the inclusiveness of communities such as private museums, religious associations, organizations with environmental agenda, community-based tourism organizations, etc. (BritishCouncil, 2018).

On the same note, the head of the Department of Cultural Affairs, Totok Anindya Barata, finds the huge potentiality for instituting the social enterprises in both, cultural and tourism sector, by passing the culture on to the younger generations in Indonesia.

Considering the current global crisis caused by COVID-19, Bali with its 60% GDP coming from the tourism industry, experienced a 93,24 % decrease in foreign tourist arrivals in April 2020 (CNN, 2020). Clearly, the Balinese economy is experiencing one of the most significant impacts, which caused that in the same month, around 55 000 formal workers were laid off, but also over 17 000 informal workers such as market sellers and craftsmen were impacted by the pandemic (CNN, 2020).

1.2. Significance of the project

The concept of inclusive tourism development can help us to think constructively and critically about ways of approaching tourism so that it can provide a holistic range of benefits and lead

to more equitable and sustainable outcomes. Evidently, the challenge is seen here in the power, which in some cases might construct the meaning and nature of development. Given that tourism is an industry that has long been associated with a potential for social and economic development (Sutawa, 2012) the literature on social entrepreneurship within tourism is surprisingly sparse. How can be social entrepreneurship in the tourism sector socially inclusive and, to some degree, empowering.

The current virus situation has forced social enterprises around the world to take action towards this crisis that is unwanted, unpredicted, extraordinary, and almost uncontrollable. It causes a serious threat to organizations in relation to its basic structure and fundamental norms and values which requires taking critical decisions. Social enterprises need to respond to those unexpected changes and disruptions with the ability to adapt their business models. Moreover, the work of social entrepreneurs is even more critical during the COVID-19 pandemic, as they reach those who the market and governments are unable to account for (weforum, 2020). Small enterprises are usually less resilient as holding limited amounts of resources.

Social enterprises face numerous challenges every day, one of the most significant challenges is, not having enough funding and financial capital resulting in not able to provide a competitive salary when employing a highly skilled workforce. However, in times of the COVID-19 crisis, some social enterprises are facing severe constraints or bankruptcy where the created social impact can be lost, for example with more people falling into poverty (OECD, 2020). In order to keep the social enterprises still operating, skills, and innovative spirit in the team is essential to create activities that will provide some financial support. Moreover, during the crisis, social enterprises ended up in a situation where the need for funding to survive is enormous and the platform that will provide information and bring social enterprises together to collaborate and share a valuable insight is still a challenge (medium, 2020). This research might also bring a new point of view to practitioners, on social enterprise resilience, when defining the key resources and capabilities.

1.3. Aim/Research Question

There is an evident gap in tourism and business studies, in understanding how various types of social enterprises operate in the space between the public and private sectors. In terms of tourism development, there is a need to rethink the alters which are very dynamic in creation

of the development. The challenge of this research will be therefore to explore how social enterprises respond to the previously mentioned challenges and also study social enterprise resilience when defining the key resources and capabilities with the focus on Bali where the research will take place. Since Bali opened to the tourists for the first time in 1921, there have been various crises and disasters happening on the island. The measurements to rebuild the image of Bali, which took place on the local, governmental and international level, boosted Bali's tourism product, but also notably contributed to a creation of a substantial platform for resilience and recovery. Therefore, Bali contributes to the enlightenment study in crisis management, resilience, and tourism social enterprises (Putra, 2006). We will look at the tourism social enterprises not only as a way of generating economic growth but also from a socio-cultural perspective, where the social enterprises can actually address certain needs in the communities and regions they operate.

- In particular, this master thesis will investigate social enterprise' crisis management and resilience in the current COVID-19 crisis with the links to inclusive tourism in Bali.

1.3.1. Objectives

- To explore the nexus between tourism social enterprises with crisis management, resilience, and inclusive tourism theories
- To identify current responses of Bali tourism SE in the COVID-19 crisis
- To investigate factors influencing tourism social enterprise resilience utilizing the case study of Bali
- To make recommendations that enhance tourism social enterprises' resilience in current and future crises

2. Theory

Referring to the research question, “investigate social enterprise’ crisis management and resilience in the current COVID-19 crisis with the links to inclusive tourism in Bali”, this chapter will introduce the background to the concepts of social enterprises, tourism social enterprises, furthermore, the concept of inclusive tourism will be explored and finally, in order to understand the response of various actors during the pandemic, resilience in the current context will be examined.



Figure 1: Diagram for data collection

2.1. Social Entrepreneurship

The term social entrepreneurship is quite a complex concept and difficult to define, as it contains two essential concepts: Social and Entrepreneurship, therefore these topics will be explored below to get a better understanding of the meaning. As the research question states, the social entrepreneurship concept is one of the core topics that this master thesis will explore.

2.1.1. History of social entrepreneurship

Social entrepreneurship brought attention to the variety of fields where it has fostered important changes since the beginning of the 20th century. Therefore, policymakers, conscious citizens and disadvantaged communities turned to private entrepreneurs to bring innovative and responsible solutions to address the issues of poverty, inequality and how uneven is wealth

distributed around the world. Throughout the years and previous crises, the private sector has been seen as a source of funds for social development (Biddulph, 2018).

However, the current trends of globalization, low rates of economic growth, the increasing complexity of society, and the model of development have changed over the years. These changes resulted in emerging new needs and thriving demand for new services. Moreover, demography and economic shift came with changes in population needs such as the entrance of women to the workforce, migratory flows, and more knowledge in the economy (Grieco, 2015).

The set of social organizations aim to participate in the governance system in order to enhance economic, social, and environmental conditions for communities and co-work with the government state. The social economy is linked to popular associations and cooperatives with a modern system of values and perspectives supporting the most vulnerable social groups (Grieco, 2015).

The step to a balanced social economy needs to be limited to the market offers, with economic, social and political institutions being unable to fulfill the essential needs of a large segment of the population. The economic crisis played a big role in how the social economy has developed. Moreover, the crisis showed how governmental institutions failed to include everyone's needs (Grieco, 2015).

Organizations in the social economy have also other functions that play an important role in society. However, the common one is the social purpose which is understood from a combination of two aspects, economic activity and social mission that provides new ways of engaging with society. Therefore, companies had to shift from product-orientation to market orientation and adapt to meet customer's needs. The industrialization brought up topics of environmental impact and economic crisis causing tension in the society. It led companies to become more ethically and socially responsible that included production, social financing, and corporate behavior (Grieco, 2015).

Social economy has typically four groups of organizations, cooperatives, non-profits, foundations, volunteer associations and lastly form of social enterprise. Their activities incorporate value creation for communities in a way of training and caring programs, in cultural and economic nature. Although, social enterprise can be distinguished from the social economy in the sense of income, which is not acquired only from donations but also through trading and other economic activity (Grieco, 2015).

2.1.2. Definition of Social Entrepreneurship

The term entrepreneurship will be first interpreted in order to understand the definition of social entrepreneurship. *“The concept of entrepreneurship refers to the identification, evaluation, and exploitation of opportunities to bring new products or services into existence as new outputs to be sold at prices higher than their cost of production”* (Grieco, 2015). The definition provides the main idea of entrepreneurship, taking a risk that will generate profit from a specific activity. Others such as Schaefer and Matt (2016) talk about entrepreneurship as a way to transform industries, institutions, and society. The social sector in the studies interprets how organizations engage with social issues and find solutions to improve the world (Grieco, 2015).

Due to the hybrid structure of social entrepreneurship it is rather difficult to define its process which combines different fields. Numerous definitions can agree on social entrepreneurship being motivated by social value creation, that can be translated into a social mission, providing solutions to social issues (Santos, 2012), producing initiatives that support social wealth, and processing current social needs (Choi, 2014). On the other hand, some argue the need for economic value is important to sustain the business and provide a product and service. As described by Grieco (2015) the role of SE *“arises to tackle social challenges and to respond to them when the market and the public sector do not”*.

Despite the fact that SE can have a different meaning it shows the interests of scholars to continue to study that term (Grieco, 2015).

The focus of SE is to produce initiatives supporting social wealth and “uplift marginalized and disadvantaged groups” in the society. Social entrepreneurs can recognize opportunities, that enable them to create social value and help to solve social issues by providing fulfillment of basic social needs such as food, water, basic medical services, etc. (Grieco, 2015). Social entrepreneurs are usually individuals, groups, networks, organizations, or alliances that seek to promote a large-scale change in how public organizations such as government, NGOs and other businesses address important social problems. (Bielefeld, 2009) Moreover, SE provides social development in a form of social change that initiates commitment, innovation, vision, and shift in the leadership. (Day, 2016)

Scholars find it difficult to agree on the field that social entrepreneurship falls into. It is due to the fact that SE can be either for-profit or non-profit sector, both come with advantages and

disadvantages. However, the majority of literature favors the concept of SE to be non-profit. On the other hand, the rest of the literature defines SE as innovative activities with a social purpose established mainly for-profit. SE focused on for-profit are depending on commercial capital with financial return (Nicholls, 2006) describes a broad perspective on SE, which can be defined as an innovative and sustainable approach to solving market issues. Therefore, SE can engage with various business models that are for and not-for-profit, but the importance lies in the success of measuring the social impact (Grieco, 2015).

Innovation and innovative approaches have been discussed in various articles as a common feature of social entrepreneurship. In this section, innovation as an important element of SE describes new ways of marketing and delivering products and services. Therefore, the role of entrepreneurs does not require to invent new products but rather build on existing ones with a new approach. Innovation is a never-ending process of exploring, learning, and improving to ensure the organization can find ways to make a profit and fund ideas (Grieco, 2015). According to OECD (2010) the innovative approach “aims to provide innovative solutions to unsolved social problems, putting social value creation at the heart of their mission in order to improve individuals’ and communities’ lives and increase their well-being”.

In recent decades, there has been a surge from the private sector to create projects and initiatives that would contribute to achieving Agenda 2030. Due to that, some businesses have been encouraged to engage in activities related to conscious international development (Biddulph, 2018).

2.2. Tourism social entrepreneurship

The background of social entrepreneurship has been explored and defined in the paragraphs above, however, this thesis focuses on social entrepreneurship in tourism sectors which will be explained below. Day (2016) talks about entrepreneurship as the area of tourism study being overlooked by academics where most of the research focused on case studies instead of addressing SE in the realm of tourism. As mentioned in previous literature, social value creation is an essential and critical factor of every social enterprise also in the tourism field. Those enterprises aim to support sustainable regional development and ensure the empowerment of communities by improving the quality of life. Tourism social enterprises are important in many developing countries due to the fact the government and its institutions do

not necessarily support social entrepreneurship activities within the tourism sector. This happens because institutions are absent, and they lack the resources to provide basic infrastructure and development activities for enterprises to operate in (weforum, 2020). However, a recent study of Altinay (2016) showed the interest and growth of tourism social enterprises supporting various sustainability projects. Social festivals, social restaurants, community development projects can be a way to foster a more social way of food production and healthy lifestyle values (Altinay, 2016). Moreover, Sheldon defines tourism social entrepreneurship as *“a process that uses tourism to create innovative solutions to immediate social, environmental and economic problems in destinations by mobilizing the ideas, capacities, resources and social agreements, from within or outside the destination, required for its sustainable social transformation.”* (Sheldon, 2016)

2.3. Inclusive tourism development

By definition, inclusive tourism is transformative tourism, which engages marginalized groups taking part in ethical production or consumption of tourism, and at the same time, this group of people shares its benefits (tourismeschool, 2016). In terms of inclusiveness, ethical production and consumption are a significant part of inclusive tourism (tourismeschool, 2020). Inequality, understanding the situation of minorities, challenging stereotypes are just a few examples, of key elements of the definition. Authors Butler and Rogers (2016) argue, that the purpose is also to look at tourism as an inclusive development mechanism, which acts the same as Global North vs. South, which forces us to think about inclusive tourism development with respect and without any differences. According to the author Biddulph (2018), one way of looking at inclusive tourism development is a re-draw the tourism map, which contributes to the creation of new sites of experience but also supports the promotion of respect and understanding between host and guest.

Inclusive tourism aims to enhance social but also economic development and in the same to achieve significant social change, not only within the sector but also in the political economy. Scholars Scheyvens and Biddulph (2017), introduced in their studies an analytical framework for inclusive tourism, which draws the picture of ethical and beneficial inclusion of marginalized people in the production and consumption of tourism. Evidently, the concept of inclusive tourism and sustainability brings critical constructive thinking towards a more comprehensive approach and unbiased and sustainable outcomes. Therefore, actors from varied settings should be engaged in this process, whose role is to bring together people involved in

the consumption and production of tourism, but they should also be able to create the environment for benefiting from tourism.

On the global scale, inclusion is presented by the United Nations agenda, sustainable development goals (SDGs), as the most significant principle (UNDP, 2020). According to the United Nations Development Program (UNDP), there is evidence that numerous people are excluded from the development, due to their ethnicity, gender, poverty, disability, sexual orientation, etc. (UNDP, 2020). Inclusive development and reduction of poverty can be therefore achieved only if all groups of people are part of the creation of opportunities, participation in decision making, and also these people must share benefits of development (UNDP, 2016). The same applies also to profit businesses which can reduce poverty by including low-income communities in their value chain (businessfordevelopment, 2020).

From a business perspective, if the public and private sector work together, and at the same time both sectors include development goals into their business strategies, this should result in the creation of better employment and entrepreneurship opportunities for low-income people, and also work towards poverty reduction effects (UN, 2019).

Besides the business-centric approach, social development objectives, along with an appreciation of human dignity and overcoming inequalities, are crucial elements of inclusive development (UN, 2019). This approach also supports the idea of neoliberalism in terms of economic growth, which considers the inclusion of poor people in the market economy as a part of poverty reduction (Kiely, 2007).

Based on the agenda of the United Nations' department, of Economic and Social Affairs, accessibility is an important aspect of any responsible and sustainable development policy (UN, 2020). Accessibility is a precondition for an inclusive society for all and may be defined as *the provision of flexibility to accommodate each user's needs and preferences* (UN, 2015).

What is more, there is evidence in the professional sphere that accessibility, it's not only a human right, but also an opportunity within the business context, and brings benefits to economic and social values or wider society (UN, 2006). In accordance with the studies of the World Health Organization the disability directly affects a third of the population (WHO, 2011). Even though the literature recognizes a vast potential market for the tourism industry in this context, lack of access to tourism and travel services as well as facilities, along with discriminatory policies and methods are a barrier to entering the market (European Commission, 2013).

Bakker (2018) developed a “Tourism-Driven Inclusive Growth Diagnostic” (T-DIGD) framework, which contributes to the “deep determinants” of tourism inclusive development studies. This conceptual framework is based on the studies of Rodrik, Hausmann, and Velasco (2008), who adapted the growth diagnostic to the explicit demand of the tourism sector, which also contributes to the other practitioners from this field in designing interventions and the policies and thus advertise the inclusive growth.

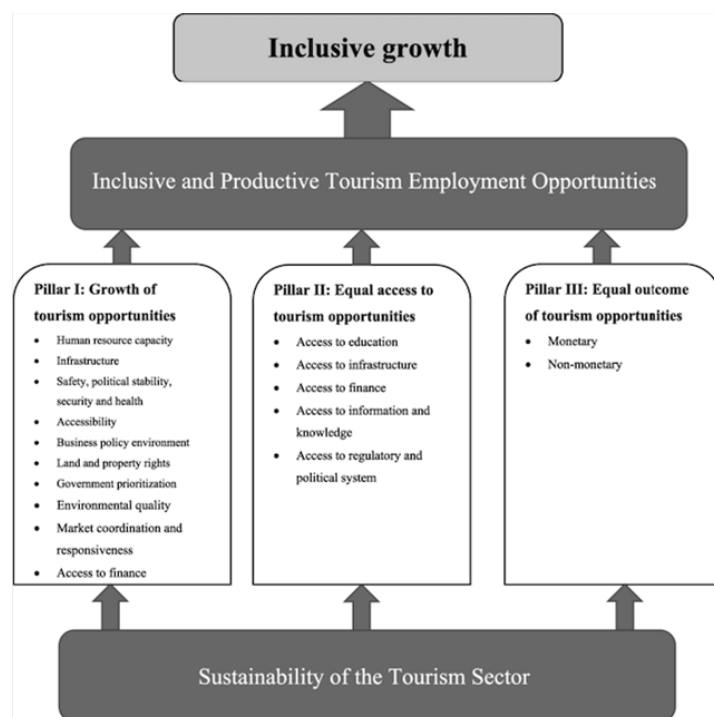


Figure 2: Tourism-Driven Inclusive Growth Diagnostic” (T-DIGD) framework

This framework is concerned by the high levels of inequality, which in accordance with the framework could be eliminated if the contribution of tourism could be recognized as a tool for inclusive growth.

2.4. Organizational resilience

The following paragraph will be presenting the meaning of the word “resilience” and its interpretation in the sense of organization specifically social enterprise. However, there are numerous definitions, Davoudi (2012) explains it from the Latin root *re-lire* as a spring back. It was used first by physical scientists who interpreted the nature of spring and the stability of various materials and its resistance to external disturbance. Later on, it has been used in the field of ecology, since then the meaning of this concept emerged, and other fields adopted it.

Moreover, Wikipedia provides a holistic view on the definition of resilience as *“the ability of a system to withstand changes in its environment and still function”* (wikipedia, 2020) wherein Merriam-Webster defines it as an ability to *“recover or adjust easily to a change”* (merriam-webster, 2020). Erol (2010) summarized various definitions from academics and professionals, such as van Opstal (2007), who defines it as a complex system with the capacity to *“survive, adapt, evolve and grow in the face of turbulent change or crisis”*.

All definitions have a common aspect, where resilience is a form of response to unexpected changes and the way it is adapted and responded to these changes. It can have different forms that focus on resilience in the organization (Orchiston (2016); Lee (2013); Stephenson (2010), engineering Pariès (2011), ecology Davoudi (2012), tourism Luthe, (2014); Cochrane (2015), etc.

This paper will be centered around social enterprise resilience and organizational resilience in the tourism field in Bali. Previous studies on organizational resilience and response to the crisis have been conducted around the world. However, as previously mentioned Bali has suffered from terrorist attacks, the SARS virus, or earthquakes that impacted not only tourism businesses. In such times, it is essential that organizations have the ability to adapt to changes, collaborate and innovate in order to provide a creative response to the environment. Organizations respond to disruptions and uncertain situations in a way to showcase the level of resilience or failure (Stephenson, 2010). Due to that, Stephenson (2010) stresses the importance to include activities like centralizing internal controls, adapting, learning, creativity in organizations. On the other hand, Lee (2013) discusses the need of having strong leadership present in the organization which can help to understand the operating environment, the ability to adapt and manage possible vulnerabilities when the fast change comes.

According to Lee (2013), organizational resilience has an important role to provide a competitive advantage and it commits to a fast and successful recovery for communities. Moreover, organizations face challenges to demonstrate progress and prioritize and allocate financial resources towards becoming more resilient during the crisis. Organizational resilience focuses more on social and cultural factors which are more difficult to measure.

Tourism resilience in this context of Bali is centered around fast variables, where the COVID-19 pandemic caused the sudden decrease of tourists and income for a destination dependent on tourism. Current times of crises call for tourism to be as resilient as possible and to be able to recover from the stress that tourism has been experiencing and emerging in social, economic,

and ecological systems (Orchiston, 2016). However, tourism has been recovering mainly from the environmental crisis (Orchiston, 2016) and focusing on economic resilience (Lew A. , 2014), as Orchiston (2016) points out there is a lack of quantitative studies to be done on the resilience of tourism organizations. Furthermore, Canterbury's research on the environmental crisis shows the importance of preparing the organization in terms of cultural aspects of leadership, including staff engagement and crisis preparedness. Collaboration and Innovation factors were ranked to be critical for organizations to respond to a fast-changing tourism sector (Orchiston, 2016).

Luthe and Wyss (2014) explain it through social economic-ecological systems (SEES) which is inter-related to tourism resilience and aims to ensure the stability of local tourism economies and supporting further development and innovation activities. The system closely connects to a concept of governance network and its different organizational scales to meet two criteria. In order to prepare for unexpected events to occur, diversity and flexibility are essential factors that can help to strengthen collective actions and enhance social learning (Luthe & Wyss, 2014).

Moreover, Luthe and Wyss (2014) suggest the collaboration between individual actors and DMO's can increase the performance, on the other hand it also creates challenges such as lack of trust, common goals, and resource constraints.

The literature highlights various resilience concepts that emerged throughout the time from Mallak (1998) to Somers (2009) who contributed with significant theoretical knowledge. Moreover, McManus (2008) proposed the concept of Relative Overall Resilience (ROR) which consisted of three factors: situation awareness, management of keystone vulnerabilities and adaptive capacity, and 15 indicators. However, the ROR concept has been adjusted several times to create a resilience model that can support various types of organizations. Therefore, this paper is inspired by the New Model of Organizational Resilience with a focus on adaptive capacity and planning introduced by McManus (2008). The concept of organizational resilience was adopted to a specific case of social enterprises in Bali and therefore focuses mainly on Adaptive capacity and a little less on Planning activities as SE enterprises interviewed did not have specific plans in place. Adaptive capacity is an essential factor in literature, explaining how enterprises behave when change is happening, although it also shows the competitiveness of the organization f.e by designing and developing new solutions. According to McManus' (2008) in Lee's (2013) paper, proposed indicators can be reorganized

to a form that will be supported by collected data. The table below showcases the concept with two factors, twelve indicators, and definitions made for this case.

Factors	Indicators	Definitions
Adaptive capacity	Information and knowledge	The knowledge and information is shared with employees, to be able to fill in roles in case unexpected events occur.
	Situation monitoring and reporting	Employees are encouraged to monitor the current situation about the organization and report on positive and negative news to a leader.
	Staff engagement	The staff is involved in understanding their role within the organization's resilience and necessary skills to solve the problem and achieve long-term success.
	Leadership	Leadership is an essential part of strategy evaluation and decision-making process. In this thesis owners of SE and government are taken as important leaders to look up to.
	Decision-making	The decision-making process is critical to effectively respond to a crisis. Because most of the interviewed SE are small scale, the owners are responsible for taking tough decisions and providing solutions and implementation ideas.
	Internal resources	The ability of the organization to operate and provide extra capacities during crises.
	Innovation/ Creativity	Resilience encourages organizations to use creative and innovative approaches to find a solution.
	Minimization of silos	Minimizing social, cultural, and behavioral barriers
Planning	Planning strategies	The development and evaluation of plans and strategies to manage vulnerabilities the organization is facing.
	Proactive posture	Strategic response to early signals of crisis
	External resources	Effectively manage suppliers and ensure access to needed resources
	Recovery priorities	What are the recovery priorities for the organization?

Figure 3: New Model of Organizational Resilience (Lee, 2013)

2.5. Crises Management in the tourism context

The tourism industry, like no other industry relies on image creation, which is also a deciding factor when selling the destination. Salazar and Graburn (2014) emphasized that it cannot be

seen or touched before purchasing it. In the context of crises in tourism, crisis situations might have a negative impact on the image of a tourism destination but what's more also on the global tourism industry (Sausmarez, 2007). Clearly, the feeling of safety at a destination plays an important role in the decision making of tourists, (Raina, 2010). Thus, it is a tourism provider's responsibility to diminish the feeling of uncertainty and risk perception of their customers (Glaesser, 2003). Yet, the tourism literature has contributed to crises management theories with several case studies and strategic approaches, nonetheless, these studies have been focusing on the individual types of crises with the very distinct background which does not apply a generic approach to the crisis's management, in the tourism context.

In general, tourism crisis literature considers each stakeholder involved in the tourism product as an important part of crisis management, in order to minimize the negative effects of crises (Glaesser, 2003). It also suggests that the critical factors which influence the strategies and resource management access in the destination in times of crisis are managed more effectively if each stakeholder is aware of its position under the mentioned circumstances. Therefore, the importance of cooperation, clear communication, and strategic planning as the essential element of crisis management are challenged, due to the various stakeholder involved in the tourism product (Martens, 2016).

The crisis management literature recognizes the two terms, which are active and reactive crisis management. Active crisis management focuses on the development and realization of the measures, which prevent in case of any potential crisis (Waller, 2014). On the contrary, reactive crisis management deals with already existing and inherent crisis, which aim is to reduce the negative influences, which were already created and identified by the crisis, by applying relevant crisis management strategies. Therefore, if the crisis occurs, it is the decision of action groups and institutions in the destinations, whether they intend to act at an early stage of the crisis, or they attend to wait how the crisis develops before it becomes active.

In terms of crisis and disaster in this specific context, in the literature "crisis" refers to "*a situation where the root cause of an event is, to some extent, self-inflicted through such problems as inept management structures and practices or a failure to adapt to change*" (Ritchie, 2004). On the contrary, author Faulkner (Faulkner, 2001) sees the issue within this context in the inefficient research methods carried out and lack of engagement in field research.

In his "Tourism Disaster Management framework", Faulkner (2001) outlines the following most significant categories phase to be preoccupied with: *disaster process, elements of the*

disaster management and responses, and principal ingredients of disaster management strategies (Faulkner, 2001). This conceptual framework explores and analyzes the concrete cases of tourism disasters. Yet, it has been recognized in the crises and disaster management literature as a generic model, there is a need for testing and cultivating, which would contribute to a better understanding of basic principles of tourism disasters (Ritchie, 2004). Furthermore, he also argues, that there is no such a destination, which is “disaster immune“. However, in the case of disaster events, there is a place for the development of disaster management strategies, and thus every destination can come up with the solution for minimizing the damage caused by such events (Faulkner, 2001).

In recent years, the view on disasters has shifted from environmental to human toll disasters, followed by the increase of population growth, urbanization, economic pressure etc. Richardson argues that the complexity of this world we live in makes us more vulnerable against disasters of crises (Richardson, 1994). In terms of the tourism industry, there is an evident gap in the literature, dealing with disaster and crisis impacts on tourism, which is also related to the lack of research carried out on the responses of industry and government agencies to deal with these impacts. The research is needed in order to develop relevant strategies for the future of the tourism industry.

The image of a destination is not necessarily influenced only by tourism forms, but also political structure and relationship with other nations plays an important role whether potential tourists will visit the destination (Kesi, 2011). Furthermore, the image of a destination as well as the political, economic, and social situation in the destination is highly influenced by the unfavorable news, and through non-tourism-related information sources (Echtner, 2003). Meaning, that media is a crucial element of crisis management theory, therefore Keown-McMullan (1997) in his work argues, the importance of comprehensive communication strategy, as the media groups tend to seek the fast and authentic flow of information. The impact of media on a disaster or crisis event might be devastating on the destination and its market. Very often the misperception is the key element of the media reports, which very often changes the image of a disaster-affected destination from “pleasure travel” to a “dangerous journey” to be rather avoided (Cassedy, 1991).

In a disaster area, handling the crises very much depends on how effective the services can be reestablished to normal. Nonetheless how quickly the destination is able to recover is subject to market communication plans, and how these plans have been unified with the initial disaster

management strategies (Faulkner, 2001). Therefore the prompt response and strategic planning are the key aspects of avoiding or minimizing the impacts caused by a crisis. In terms of response to a particular crisis or disaster, studies showed that individuals as well as communities living in the affected areas, very often learn from the previous experience and gain knowledge of the impacts of the particular event, which makes them more resistant and prepared for possible crises in the future. (Wall, 1996).

“Recovery plan” plays an important part in defining the mentioned term, even if the chance that the event will repeat in the future is pretty low. The recovery plan plays an important role in the mitigation of the long-term impacts of the crisis, even though some scholars suggest to include disaster strategies as an integral part of their business plans (Cassedy, 1991).

3. Methodology chapter

The following chapter is concerned with the fundamental methodological approaches, chosen to best fit the research study. Qualitative data have been used in this study, to explore the phenomenon in the current context. The data have been gathered in the form of interviews with the various social enterprises in Bali. Furthermore, this chapter includes the ethical consideration, trustworthiness of the research and finally, the limitations of the research are outlined.

3.1. Research paradigm

The research paradigm attends to outline the interpretation of data collection and presents the approach chosen for the research (Johnson, 2004). The social world will be viewed through a constructivist methodological approach, which suits the tourism and the strategy of this research. According to Piaget (wikipedia, 2020), social constructivism is a social phenomenon and social practice based on the assumption that knowledge is acquired, on the basis of some form of manipulation with the discovered knowledge by the knowing subject. Thus, cognition does not arise by passive acceptance of the presented knowledge, but it is an active process of the cognitive subject. Constructivism is a direction that declares that knowledge as such does not exist and therefore cannot be acquired. It can only be created, while the social dimension enters into this process, as well as the preconceptions of the subject of cognition, and its previous cognition (Matthews, 2010).

Even though this approach to social science is not very much recognized among tourism texts, authors Jennings (2001) and Davies (2003) outline the significance of these paradigms within tourism research. According to the authors, social constructivists tend to be influenced by political, social, and economic values, which might be the reason, for different interests among the scientific communities as well as certain theoretical conjectures. Furthermore, our constructed ideas are regularly reviewed and reworked by social actors involved, in this specific case, social entrepreneurs (Matthews, 2010). Moreover, researchers are also social actors and therefore will contribute to this research with their own meanings and understanding of the world.

Based on Scotland's paper (2012), the research paradigm contains the following elements: ontology, epistemology, methodology, and methods. Researchers need to take into account

ontology which accounts for what is reality, where on the other hand epistemology is concerned about how knowledge is acquired. Methodology aims to specify a strategy of how are the data collected, from whom and how. Lastly, in order to collect the data a specific method such as interviews, need to be decided upon to analyze the data (Scotland, 2012).

This approach justifies different conscious or unconscious meta-theoretical assumptions behind theories, practical and empirical work while taking into account the nature of science and society. These assumptions aim to show the environment and background we as researchers are coming from (sociological dimension), the main objectives we want to achieve from this research (ontological dimension), and finally how we can come to an understanding of it (epistemological dimension).

The choice of approach in the research is surely important, however, by justifying the constructivist approach, the focus on the research question is even more important than the choice of method and the paradigm.

Author Creswell (2009) claims that the main principle of research is to introduce new ideas and generate new information, which aligns with the constructivist approach, and puts emphasis on the prior knowledge and the experience. In other words, the research aims to develop the idea theories based on case studies and investigation, and since tourism is such a broad industry, it is crucial for researchers to emphasize the effectiveness and efficiency of such an industry.

The inductive approach was chosen, starting with the research question, collection of empirical data, and finally generating the theoretical ground. That helped to establish social theory and explain the topic, which focuses on deep, rich, and real data. This type of research deals with the understanding of human behavior, naturalistic, and uncontrolled from the actor's point of view. Its main characteristics, which are ethnography, case study, and in-depth interviews were the most suitable for this research. An inductive approach emphasizes the relationship between the researcher and the subject (Bernard, 2002).

3.2. Case Study

This case study method was chosen to explore the topic in-depth within social studies, the case study is the most suitable research method. It allowed us to investigate and understand the

complexity of the issues within the topic of social entrepreneurship in the specific context and area, and a limited number. It also helped us to navigate the results of our analysis beyond the quantitative method, and rather focus on the behavioral setting and perspective of the social enterprises. Thus, we were able to evaluate the effectiveness of activities and initiatives of these social enterprises as well as analysis with the contextual and detailed lens. Scholars within social studies argue that this method is taken on value mainly when researching issues related to sociology, community problems, poverty or unemployment, etc.

It is also argued that the case study seeks to clarify the method and result of the phenomenon through comprehensive observation and analysis of the specific case under investigation (Tellis, 1997). Author Yin (1984) defines the case study *“as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used.”*

Yin (1984) also argues that a case study aims to perceive any natural phenomena, which exist in the set of data, by focusing on a specific geographical area and studying the subjects of interest respectively. Thus, using this method, the data are being observed at the micro level unlike quantitative data, which are observed at the macro level.

In other words, a case study is a unique way of observing any natural phenomenon which exists in a set of data. By unique, it is meant that only a very small geographical area or a number of subjects of interest are examined in detail. Unlike quantitative analysis which observes patterns in data at the macro level on the basis of the frequency of occurrence of the phenomena being observed, case studies observe the data at the micro-level (Yin, 1984).

With respect to the research question, a single-case design was adopted, due to the fact that the incidents based on which the research question was formulated, were rather limited to a single circumstance, in this specific case, the current COVID-19 crises and its consequences.

This study aims to explore, identify, and examine the concept of inclusive tourism development, which align with the objectives of resilience management, harmonizing the equitable and sustainable outcomes. Furthermore, we will also explore the nexus of social enterprises and their activities in development, challenged by their relationship between the private and public sectors.

The researchers focus on Indonesia, specifically on the Bali island which has been a popular tourism destination for people from all around the world. Due to the COVID-19 crisis, Bali has lost many potential foreign tourists and an income and negatively influencing the informal tourism economy and vulnerable groups. Social enterprises, that are related to tourism are therefore very essential during this crisis and addressing issues such as systematic inequality ensure improving the quality of life and community empowerment. These organizations have an important role of helping and solving problems for low-income communities and other groups that would otherwise benefit from tourism. As presented by the World Economic Forum, it is evident, that there is a special need for social enterprises during the pandemic through various supportive initiatives. Due to the current situation, social enterprises ended up without an income to support their social project and with the challenges of adapting and creating a crisis plan.

The topic of tourism social enterprise resilience is not a well-researched area in tourism, and therefore we believe the Bali case study can contribute with knowledge and new ideas of approaching this phenomenon.

3.3.Data collection

Interviews in qualitative research, seek to uncover the story behind a respondent's experiences, which helps the interviewer to obtain in-depth information about the particular topic (McNamara, 1999). Qualitative research recognizes 3 types of interviews: unstructured, semi-structured, and structured. According to authors Bell and Waters (2014), most interviews are a combination of structured and unstructured, which provide the researcher with the flexibility to choose from the set of responses, which makes the analyses easy. For this research, the semi-structured in-depth interviews were used, in order to unfold the issues that respondents considered as important. Many researchers consider using in-depth, semi-structured interviews when conducting the research studies on emotions, opinions, complex behaviors, and distinctive spectrum of experiences (Thrift, 2009). In this research, in-depth interviews from direct sources provided us with a new perspective on the chosen research question and also allowed us to use the critical quotes from contributors.

Since the research topic has been shaped during our trip to Bali and during the COVID-19 pandemic, we were limited to the extent of who we can interview in such a situation, calling for using an online platform. Therefore, purposeful sampling was chosen as appropriate and widely used in qualitative research to be more effective. The mission was to find all social enterprises in Bali and make a list that followed more further research to identify the connection

to tourism. From the list of 55 social enterprises, 16 were selected based on their main product, vision, and mission but also direct and indirect relation to tourism played an important role. However, because of special circumstances, not all of the contacted social enterprises could provide an interview. As Bernard (2002) and Spradley (1979) note, it is important that social enterprise is willingly participating and communicating their experience (Palinkas, 2015). Previously mentioned social enterprises have been contacted through the email, Facebook and other social networks. Before the interview process, researchers send an email to the chosen enterprises, introducing their work, and also presenting the key areas which the researchers aimed to ask.

Data collection took place between Friday 10th of July 2020 and Tuesday 28th of July 2020 usually in the morning hours due to the time difference with Indonesia. The crisis caused the interviews with owners to be conducted through an online platform called Zoom, and not face to face as it would be expected. The Zoom became an essential technological part of the research which enabled us to record the interview and communicate with social enterprises and between each other. One of the interviews was conducted through WhatsApp voice message recording, as a result of a weak internet connection in a rural area in Bali where the owner of SE resided at that time.

Researchers interviewed owners from Germany, Australia, the US, France, and Slovakia who are living and operating in Indonesia however coming from other countries. Through these interviews, we were able to gain a network of other social enterprises and owners relevant to the studies. Collected interviews helped to understand how specific social enterprises dealt with the crisis, their first steps, and the challenges faced.

The table below provides a brief profile of the participants:

Organization	Type of org.	Name	Nationality	Occupation
Bali eco stay	Social enterprise	John Blundstone	Australian	Owner
Enjoy life	NGO	Majo Lemo	Slovak	Owner

Bali Eco-Lodge	Ethical business	Norm Vat Hoff	Australian	Owner
Step Wise Travel	Social enterprise	Matteo Bierschneider	German	Owner
Bali recycling, Kono	Social enterprise	Olivier Pouillon	American	Owner
Refillmybottle, Bgreener	Social enterprise	Alexander Tsuk	French	Owner
East Bali cashews	Social enterprise	Aresty Amalia Andini	Indonesian	People operations division
Five pillar experiences, Five pillar foundation	Social enterprise/ NGO	Wira Guna	Indonesian	Co-Owner

Figure 4: A brief profile of the participants

3.4. Data analysis

The aim of this section is to describe, discuss, evaluate, and explain the data collected by students. Firstly, the coding was applied, as a way of analyzing the interview transcripts. The main purpose was to uncover and later determine common themes and patterns of the main themes within tourism studies. Therefore, within the inductive approach, thematic content analysis was chosen as the most suitable and flexible collection method. Researchers were focusing on the relevant themes, and this method helped to highlight the important phenomena, for further data analysis. Using this method, it was very important for the researchers to be objective, detached, and stay close to the data. In this stage, the conceptualization of the data took place, meaning that the main themes related to research question, resilience, inclusiveness, and social enterprises in the current context were specified. Once the main themes were determined, labeling was used in order to pick up the most relevant to the research topic. This method helped researchers to gain new knowledge about the researched topic, thanks to participants' in this study and their perspective.

„Relevant themes do not emerge from the data set; they are constructed by the researcher.“
(Victoria Clarke, 2020)

Reviewing themes, by comparing them to chosen theoretical frameworks, this was a critical point, since the empirical codes which were supposed to correspond with the concepts and theories, we have found in the literature prior to data collection, or whether they challenged the theories.

Interviews were recorded and after that transcribed into the written form. Prior to the interview stage, we have designed an interview template, which helped us as researchers to reflect upon the theories and frameworks of this study most effectively. Furthermore, we formulated 10 questions, divided into 4 sections, based on the main research areas of this project, and in order to create a suggestion of essential attention, less demanding on the part of the one being interviewed. Applying the semi-structured interview approach, the researchers were able to follow a set of common topics and get the needed answers that navigated the conversation admissible and feasible format.

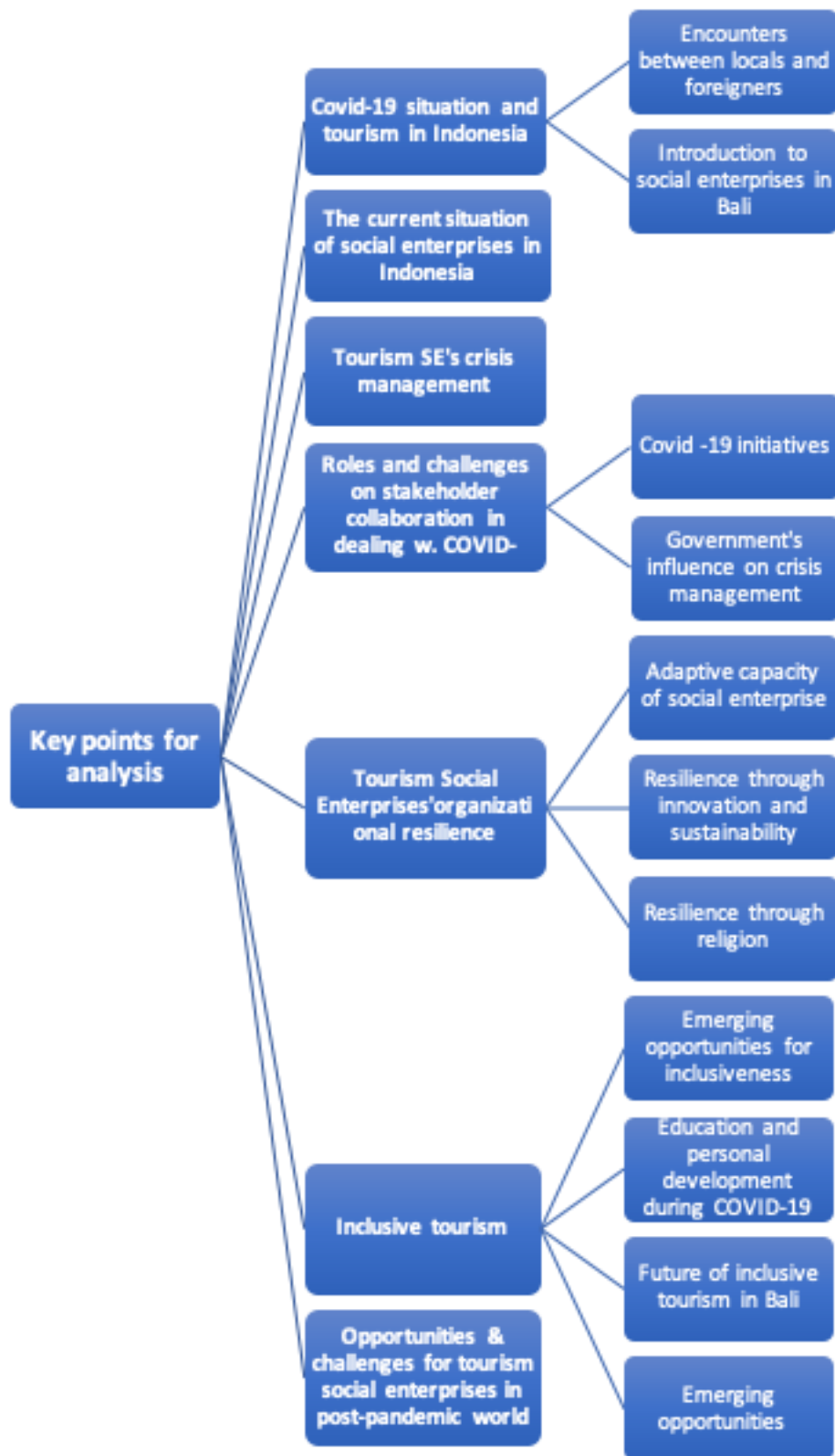


Figure 5: Diagram of key points for analysis

3.5. Interview guide

The key element when doing the interview is to understand what the respondents say, and thus asks the right type of questions. The questions being asked during the interview are either open-ended, which most likely have objective answers, while closed-ended questions very often aim for an answer in a particular way. Creswell (2009) suggests using in the qualitative research open-ended questions since they provide respondents with more options to respond. The focus was to ask questions which were adequate and consistent and were asked with respect to the content of this project.

The first part of the interview guide (See Appendix 9) is focusing on crisis management of the organization, in relation to organizational and financial challenges caused by COVID-19 crises, and also deals with the topic such as government help, employee's skills and partnerships in the same context.

The second part seeks to answer the questions related to organizational resilience, more specifically on the decision making during COVID-19, the first steps that the organization had to make when the COVID-19 crisis started. This part also explores the continuity of enterprises during the mentioned period of time.

Thirdly, researchers focused on the learning approach of the enterprises, such as leadership style, and the role of innovation in the organization.

The last part of the interview guide focuses on inclusive tourism, sustainable practices, and access to education for the employees. Despite the fact that each contributor has a different professional background, the interview guide had to be adapted to each individual and so the structure of the interview questions. Thus, the flexibility of data collection played an essential role in the development of the interview template.

Hence, the questions incorporate simple language, it was easy to modify them to given circumstances such as job position and its specifics, and honesty to the interview.

3.6. Secondary data

Apart from the interviews collected by researchers, primary data was triangulated with secondary sources including academic papers, journals, textbooks, articles, news, and empirical sources based upon interviews, fieldwork, and observations in order to support the findings of this study. Thus, by applying both approaches, the theory and data in this study were interpreted in a way, to explain clearly the phenomenon of social enterprises, inclusiveness, and resilience in the current context. One of the reports from the British council called *Developing an Inclusive and Creative Economy: “The State of Social Enterprise in Indonesia”* (2018) gives a detailed overview of the environment of social enterprises in Indonesia and findings showcasing challenges social enterprises face. According to Matthews and Ross (2010) secondary data accounts for data that was produced by other authors and companies and encompasses qualitative data in the form of field notes, statistics and responses to questionnaires, and interviews.

Researchers decided to use secondary data, as Indonesia and especially Bali has experienced numerous crises and therefore the internet can provide valuable information from past and present cases. One of the most popular ways to gain data during COVID-19 was from webinars, from sources such as the UNWTO and other tourism actors informing about various tourism-related topics. Therefore, webinars related to Bali, resilience and inclusive tourism will be reviewed and then can be used in the part of analysis.

3.7. Ethical consideration

“Qualitative researchers face ethical dilemmas such as respect for privacy, the establishment of honest and open interactions, and avoiding misrepresentations” (Sanjari, 2014). When doing interviews where people elicit their experiences and feelings, it is very important to ensure that provided data is confidential and only researchers have access to it. Moreover, interviews usually provide detailed data about interview participants which must be carefully taken care of and do not lead to uncovering the identity (Matthews, 2010).

Before the interviews were conducted, all respondents were informed about their contribution to the study and were explained the matter of confidentiality. It is critical for the interviewee to use this approach since it develops the trust and honesty between the researcher and participants.

Thus, informed consent was provided in exchange for taking part in the research study, which is a typical etiquette in such a method. All the interviews were recorded through the “Zoom” platform with the participants' authorization. The recording played a crucial role in the analysis of the data stage, in order to enable interpretation of the collected data. The most of recordings were transcribed, using Otter.ai system, and additionally listened and edited by researchers to avoid any biases and misunderstandings the transcribing technology could cause. Interview which took place on WhatsApp was transcribed using voice transcription technology and listened to again by a student. Recordings will be kept in student's computers for 5 years.

3.8. Trustworthiness of the research

In order to gain a full understanding of the topic being researched, different sources and methods within case studies were applied. Using multiple sources allowed us to get a broader perspective as well as compare and evaluate the data using “multiple sources evidence” approach also called “triangulation” thus contributed to validity and credibility of the qualitative research used in this research (Cohen, 2000). Triangulation also allowed us to increase the confidence in our findings by approaching the studied topic, which is quite new and not yet explored, with innovative ways and applying a variety of theories related to the researched topic. Using this method, we also aimed to provide a greater understanding of the researched area to the reader.

Considering that each researcher has a unique way of looking at the various situations, and is also to some extent biased, as a research, we had put an emphasis on confirmability. Confirmability in qualitative research has to do with trustworthiness and level of confidence, meaning that the findings of the study are shaped by participants and their arguments, rather than researchers themselves. Therefore, as researchers in this study, we have derived the findings from the data we obtained from the participants to achieve the transparency of the study and also to get an overview and understanding of the researched phenomenon. During this process, we have used verification, as we recorded and transcribed the interviews which are the main source of data in this study. We have been writing notes about our progress and observations, which later we defined as challenges we faced.

Dependability is an important part of trustworthiness that aims to ensure traceable, coherent, and unmistakably documented the development of the research process (Tobin, 2004). This

method is also concerned with the results of the research and conditions in which the research was made. This specific study has been fundamentally influenced by the world pandemic COVID-19, which impacted the travel industry to a big extent.

In practice, dependability means that the results and methodological approach might be different depending on the situation and conditions, which influence the future approaches to this study but also the experience of the respondents would not be the same again.

3.9. Transferability

As mentioned in the previous chapters, the aim of this study is also to contribute to the literature and help future researchers to understand the situation and context in which this study was conducted. Taking into consideration the COVID-19 pandemic, around which the research question and objectives of this research were shaped, we transferred information with the responsibility and respect to the situation as well as the social enterprises itself, and thus use this information in the new context. It is important to realize that there was an evident gap in the literature regarding the researched topic, however, as secondary data, we have kept the critical approach and used available online articles, online webinars, experts' opinions, books, and online news discussing the COVID-19 situation.

Authors Lincoln & Guba (1985) explain, that transferability is:

„in summary, not the naturalist's task to provide an index of transferability, it is his or her responsibility to provide the database that makes transferability judgments possible on the part of potential appliers.”

Therefore, the critical point is that we as researchers in this study cannot guarantee the applicability of findings within this research study, rather our aim is to confirm that the study's findings could be potentially applied in the different contexts and populations.

3.10. Limitations

Overall, the crises caused by COVID-19 within the tourism and travel sector caused the shift towards innovative, dramatic, and new ways of working. This crisis has also caused research in “Global North” to have limited access to In-person data collection. Not only the logistical barrier was an obstacle, but also we had to set the objectives of this research with the respect to ethical consideration in this setting, and considering this unfortunate situation also take into

the consideration, that the research participants and their businesses were significantly impacted, we aimed to also contribute to the research participants and also literature. Furthermore, we had to adjust the research methodologies such as sample size and gathering of data, in more creative ways, and rely on digital technologies such as WhatsApp, Zoom, E-mail. These platforms played a crucial role in our research process. They substituted the personal meetings which we would otherwise take place in Bali, during our fieldwork.

Despite the fact that the mentioned platforms allowed us to conduct the needed data, we were to some extent limited by this method. It was challenging to manage the online meetings and overall communications with the respondents, due to time zone difference, weak internet connection in Bali especially in the remote areas, but also lost of battery power on the phone/computer. Furthermore, for the fact that many businesses were impacted by these crises, it took them a long time to reply to our emails and thus slowed down the process of gathering data. Therefore, researchers used Facebook, and lastly WhatsApp to connect with some social enterprises. In terms of the actual interview, the online mode of collection data was challenging especially in terms of visual attention, since the focus was on three group members, also background activities, and technical glitches during the call. Additionally, analyzing the data via the video calls brought an issue with the cross-talking, when the challenge was to manage who might want to speak next. Moreover, this limitation led to a disruption of data collection, by the inefficient use of time and it also interrupted to some extent the flow of conversation between researchers and respondents, which later impacted the transcript of data collection.

In terms of quantitative research, not only the extensive verification process is a challenge but author Maxwell (2004) argues that the challenge is also seen in establishing the cause-effect connection, and thus reach the precise conclusion.

There is an evident shift seen in the research process, as the response to COVID-19, towards the more bilateral and equitable process. Our research question was shaped in accordance with this disruption, considering the significance of the existence of social enterprises in both contexts, prior to COVID-19 and the current setting. In our process, we were depending very much on the local knowledge, stakeholders, and experts within the field, since the fieldwork was not possible anymore due to the travel restrictions. This is also related to the new ways of collecting data, which in this case was mainly conducted through digital infrastructure, and therefore we very much had to rely on the internet connection, and particularly during the lockdown, which took place in Bali. It was also important to use the simple language in the

communication with the respondents, to make our work more comprehensible and also to communicate our points clearly. Thus, we observed that this shift in terms of power dynamics within international development, between Global South and Global North, might be an opportunity for more collective practices when showing trust, transparency, and empathy towards our respondents.

4. Analysis and Findings

4.1. Presenting key findings

The aim of this chapter is to present key findings, in order to answer the proposed research question: “*social enterprise’ crisis management and resilience in the current COVID-19 crisis with the links to inclusive tourism in Bali.*” It is also expected that the key findings presented in this chapter, will contribute to the literature on social enterprises and help future studies within this topic of pandemic and specifically COVID-19. The findings of this research were taken as primary data, like an interview, and are analyzed based on the 8 respondents located in Indonesia but mainly in Bali. Secondary data are used to support the findings from the interviews.

It is important to mention that the topic which is being researched was initially formed to fit into the context of COVID-19 crises, which started to happen at the very beginning of this research. Hence, this analysis will be also influenced by several political decisions and the power of the media. Therefore, the news from government and officials were considered as a relevant source of data, to support the following analysis. The structure of this chapter will be divided into the following parts, to follow the logical flow within the theoretical framework introduced at the beginning of this research:

- Social enterprise in Indonesia
- COVID-19 situation/ Crisis management
- Innovation in the context of resilience
- Inclusive tourism
- Future/Key findings

4.2. COVID-19 situation & Tourism in Indonesia

The whole world is currently impacted by coronavirus disease, on the 11th of March 2020, the World Health Organization declared COVID-19 pandemic. It caused health, social, and economic emergencies and the tourism sector has been affected the most (Sigala, 2020). Travel restrictions were presented by each country and later on, the lockdown was imposed meaning closing borders, suspensions of international flights, and banning passengers from other countries to minimize the spread of the virus. This is the reality the society is facing and based on researchers, it will take time to have it under control and develop vaccination.

Indonesia and mainly Bali as a tourism destination didn't avoid all previously mentioned restrictions. On the 2nd of May 2020, the first cases of COVID-19 were declared (Indonesia, 2020), since that time Indonesia introduced numerous restrictions on arrivals and mobility in the country. Based on the Slovak embassy in Jakarta, more controls and restrictions were put in place on Chinese, Italian, Iranian, and South Korean citizens at the airport followed by arrivals cancellations (Jakarta, 2020). In terms of health, it was recommended to wear a mask in closed spaces, wash hands, and use hand sanitizers when entering shops. Small restaurants closed their places to only provide delivery services to customers compared to beach clubs and big hotels which were closed.

Moreover, after Nyepi ("quiet day) on the 25th of March, the next day areas and small villages were closed by police as the government prolonged quiet day, restrictions to move around were put in place and all businesses closed. The main reason for restricting mobility was to minimize the spread of the virus. The following steps included closing beaches, the country lockdown, and fewer flights leaving Bali airport, mainly with companies such as Qatar airline.

As a result of restrictions put in place, many international visitors left the island earlier than the original departure day and forced many hotels to close down or provide lower prices and packages to retain some customers. Based on the interview response flight arrivals to Bali dropped 99% from April to June and hotels experienced 2% occupation prior to the summer season. Private villas had no visitors and therefore informal economy employees lost income that usually comes from property cleaning and additional services provided to visitors.

Some of the local communities are part of tour packages for tourists to visit, however with the limited number of tourists on the Bali island, communities could not host tourists in their

homes. Due to the loss of economic benefits generated from tourism, there was a realization that Bali is very much dependent on tourism.

Currently, Indonesia is still closed for international tourism, however, based on online sources and official websites, domestic tourism was reopened with some businesses hosting domestic tourists. According to interviews and UNWTO, domestic tourism is a big market for Indonesia that has the potential to be explored before the “new normal” is back (UNWTO, 2020).

4.2.1. Encounters between locals and foreigners

The case of Bali and interviewed social enterprises created a paradox between the locals and the guest community. Owners of social enterprises are mainly foreigners living in Bali and employing locals. Stories told to researchers showcases the connection to Zhang’s (2017) claims where host and guest interaction is not equal in terms of wealth where tourists are dominating and hosts dominating in tourism information. In regards to wealth, 7 out of 8 owners of social enterprises come from developed countries such as Australia, Germany, or the US to build a social business in developing countries such as Indonesia. Therefore, the owners of social enterprises become hosts and service providers, in a certain way they are equal to tourists and dominating with local tourism information, however, inequality towards Indonesians stays. This can be seen by an answer from the perspective of Enjoy life, where being white can be perceived as a source of economic benefits:

“The fact that I’m white and I have blue eyes and blond hair, people remember it right away. Foreign natives have fewer resources here, but they are used to living here for a long time, even for 0 euros.” (Appendix nr.5)

Based on Dann & Cohen (1991), due to rapid tourism development, the interaction between local communities and tourists has transformed from sociocultural to a psychological communication into a straightforward transaction with money, where locals perform and entertain tourists for the purpose of obtaining economic benefits. Social enterprise Five pillar experience provides tours for international tourists to visit communities where the interaction happens.

“Because we need funding and Bali is striving with tourism, we are trying to connect the international community who come to Bali to the local people and rural villages. When the international community comes it helps the community grow, because first, the international community brings an impact and secondly, another perspective.” (Appendix nr.8)

In many cases, locals are very friendly and showing hospitality towards tourists, inviting them into their homes without expectations (Zhang, 2017). However, in the times of the COVID-19 pandemic, tourists became in some way enemies for small villages, as tourists are responsible for bringing the virus into their country. The owner of Enjoy life experienced that with kids from villages in Lombok:

“It came a period where people got a little scared. The children started pointing a finger at us that we had brought the virus. It was quite sad for me because the child's approach is one of the things that makes me feel more at home. Simply from greetings and smiles, we suddenly became viruses. Basically, they are right because they didn't bring it here themselves, I suppose they quoted their parents.” (Appendix nr.5)

From one day to another, the perception of locals on tourists changed for a moment, the tourism sector was hit hard with no income for tourism actors, as the Five pillar foundation said:

“everyone went to basics, to growing their own food”. (Appendix nr.8)

COVID-19 also triggered a realization that Bali is very much dependent on tourism and therefore struggling with their economic situation without tourists on the island.

“Balinese are starting to realize they rely on tourism totally they have to do their own thing, grow their own food but as far as tourism goes it's the main life work in Bali and I think it's time to diversify and they are really realizing that too.” (Appendix nr.4)

4.2.2. Introduction to Social Enterprises in Bali

Wise steps travel

<https://www.wisestepstravel.com/>



Wise Steps Travel is a tour agency found by Matteo Bierschneider and Ayu Masita and it operates in Indonesia. Wise Steps consists of three branches, Wise Steps Travel which focuses on the tourism industry, Wise Steps Foundation supports local communities, small communities, in terms of participation, tourism, but also responsible tourism development. Lastly, Wise Steps Consulting that focuses on destinations, smart destinations, managing the flow of visitors, and evaluating and doing research in tourism. Their aim is to minimize the negative impact of travelers by providing journeys that are well thought and reduce their footprint. The product focuses on providing experience, exchange, and education, empowerment of local communities, and caring for the environment.

Enjoy life

<https://www.enjoylife.sk/>



Enjoy life is an NGO that supports social and environmental activities mainly in Indonesia Lombok but also in Slovakia. It was created 3 years ago by two Slovak guys and funded from the sale of their night club in Slovakia. The organization is based on principles of cooperation, ecology, support of locals, education of children, and budget zero that are seen in projects they work with. Volunteers and locals are the main actors helping to make Lombok greener and more sustainable. Enjoy life is officially an NGO however their activities can be seen as a social enterprise that does not profit from it. The projects focus on helping locals who produce for example bamboo straws and promote local products between tourists. Due to COVID-19, owners have created an initiative with a package for future tourists to sell which will be containing various local products such as soap, peanut butter, bamboo straws to help local producers. Education as one of the core principles plays an important role, supporting the

reconstruction of a school for orphans with ideas and crowdfunding that aims to secure necessary tools for educating children.

It is important to mention Enjoy life NGO participated in the research and is not a social enterprise, does not earn an income although its activities are focused on social purpose and connection.

Bgreener

<https://bgreener.org/>

BGreener is a social enterprise and was established by Alexander Tsuk, as an accommodation, restaurant, shopping outlet, and service agency for the community of social enterprises. The association has 180 members, owners of various social enterprises meet in order to learn about social and environmental issues the communities face. The aim is to provide a practical solution to daily problems such as waste, energy, food sourcing, staff training, and lastly customer relationship. The business model is based on a yearly membership fee used to support an NGO and the community with workshops and local initiatives. One of the most popular initiatives created is Refillmybottle to solve the complex problem of plastic bottles in Indonesia. The app provides a map with stations where a person can refill water to reduce single-use plastic.

BGreener

East Bali cashews

<http://www.eastbalicashews.com/>

East Bali cashew was found by Aaron



Fishman with a purpose to be an impact-driven manufacturing company, operating in Desa ban village. The enterprise is based on the shared values of a responsible company that is genuine, transparent, and uses sustainable practices. The main mission is to provide the food from farmers to the table and be as close to the farmers as possible. The brand is not only manufacturing cashews, but also a trading and plantation company, including a foundation that serves communities living near the factory. Through the trading company, cashew farmers have a stable income and the company provides a personal income to previously unemployed women, better education, and professional development. The social mission is to achieve the local community's education and be able to thrive and innovate.

Bali eco stay

<https://www.baliecostay.com/>

John Blundstone is the owner of the private Bali eco stay, which is a small eco-lodge situated in the center of Bali based on permaculture principles such as gardening, vegetable landfills, rice fields, and hydro system. The property is



leased from a Balinese family which also receives a percentage of the profit. Social and environmental sustainability is the core of the business, 75% of the food comes from the garden, sourcing filtered spring water, creating jobs for local people, and providing tourism experience that supports understanding and respect towards local regions and indigenous communities. As a socially responsible business, the community is supported in areas of education, health, sport, and council. Even though the social enterprise is privately owned by John, it is run by Balinese people.

Bali eco-lodge

<https://www.baliecolodge.com/>

Sarinbuana eco-lodge is a privately-owned ethical business by a couple, Norm Vat Hoff and his wife Linda. They provide accommodation services, a restaurant, yoga retreats, working on various sustainability projects, and integrating sustainability activities. Their sustainability practices focus mainly on “no chemicals” usage; energy, land and water measures, waste management; local culture and economy; local resources and lastly conservation and wildlife. The word “eco” in the name means a lodge is “*Sustainably integrated with the Natural, Built and Social Environments, An Eco establishment offers so much more than a room*”.

Bali eco-lodge calls themselves an ethical business and not a social enterprise due to the fact it is a family business and the main beneficiary is the owner’s family, besides their activities with the community. According to Boda (2019) ethical business is a social institution that operates on shared values and norms of the community, and individuals’ beliefs and moral responsibility. The respondent from Bali eco-lodge explained the commonality their ethical business has with a social enterprise to run as a business and profit is directed towards the specific mission. It was pointed out, a disconnection between people doing business and being

conscious and environmentally active with people that are not interested to do good but rather have a business that thrives. He sees himself in the middle, where the community and the environment go one in one hand and at the same time run the business.

Bali recycling/ Kono Green Living

<http://www.eastbalicashews.com/>

Bali recycling was established as a social enterprise by Olivier Pouillon to be a waste management organization. The aim is to minimize waste being thrown out into the sea but rather responsibly collected and recycled if possible use the material for recovery and upcycle into a product. As a result of the low recycling value of glass bottles and the amount of the available bottles, Kono green living was created to upcycle bottles into glasses which could be sold for a better price and therefore providing lower collection prices to restaurants and other businesses.



Five pillar experience

<https://www.instagram.com/fivepillarexperiences/>

The social enterprise of Five pillar experience was created by Wira Guna and his US friend living in Singapore. Part of social enterprise is a Five pillar foundation to explore rural areas and help local people develop skills to host international visitors coming for a local experience. The aim is to provide responsible tourism where tourists come and eat locally sourced and cooked meals and stay in a village to explore the culture and the environment. Tours bring economic benefits to the community, but also social in the form of learning and developing new ideas.



4.3. The current situation of social enterprises in Indonesia

Indonesia has experienced significant growth of social enterprises in the last couple of years and expanded into a variety of sectors f.e. education, agriculture, and the creative industry. Social enterprises in the country work with communities and provide inclusive employment opportunities for vulnerable groups to solve poverty issues. Moreover, innovation has had a significant impact on economic development to fulfill basic needs such as education and sustainable food available for everyone (BritishCouncil, ESCAP, 2018). Many countries have experienced high social and economic value and other positive aspects that SE brings to society (Wronka, 2013). Even when other countries adopted the term social entrepreneurship, in Indonesia the term still does not exist. Usually, the organization can be either called enterprise, organization, cooperative, foundation, or financial institution but it does not necessarily mean they deliver a social purpose. Indonesia has an estimate of about 342,025 operating enterprises in different forms (BritishCouncil, 2018).

4.3.1. No legal status

Basically, the framework for SE does not currently exist in the legal system of the country (BritishCouncil, ESCAP, 2018) The tourism organizations interviewed are thus not officially social enterprises.

The respondent from Wise Step Travel said:

“legally speaking there is no social enterprise, it's not like in England or I do not know if it's in Denmark, it is not a legal body... It's just a normal business so we are limited. We call ourselves a social enterprise because we do the work social entrepreneurs do.”

(Appendix nr.1)

Social entrepreneurs in Indonesia face various challenges, most of them relevant and well summarized in the report of the British council. The report stresses the need for a legal guide for SE and insufficient capacity of information for potential entrepreneurs. The results of the report explain the process of registration being complicated and do not necessarily provide any benefits. They do not register themselves and pay taxes until the organization generate a sufficient amount of money, 1 billion IDR equivalent to \$ 69,673 USD revenue per year (BritishCouncil, ESCAP, 2018)

Social enterprises can have a non-profit or for-profit legal form, 7 out of 8 social enterprises interviewed are for-profit and all are privately owned. As there is no legal status, the form of foundation and enterprise as business and certain profit is used for local community empowerment and inclusion.

According to the British Council (2018) report *“the purpose of a social enterprise is to solve a particular social or environmental issue by using business or market mechanisms to do so. There is no single legal status available in Indonesia that can provide a perfect model for a social enterprise.”*

The research of Jeong (2017) clearly shows how important are social enterprises nowadays, mainly because of increased interest in organizational sustainability and social benefits. Therefore, he proposes to provide an investment in the development of various social enterprises, that could be beneficial in the long run (Jeong, 2017).

4.3.2. Support and regulations for SE

Most of the small social enterprises in Indonesia operate without legal entity, which consequently results in losing access to loans, grants, and other forms of a potential investment (BritishCouncil, 2018). Therefore, social enterprises do not have a stable business environment or financial support and making it difficult to grow and keep the positive impact. In addition, some authors suggest social enterprise is more likely to achieve a scale-up through public support and actions of authorities than by a natural business growth (Biddulph, 2018).

However, the reality in Indonesia is different and does not support the claim, the interview data showed no interest in discussion with social enterprise Bali recycling but rather an action to shut down the organization and to give priority to another one.

“The government has tried to shut us down actually a few times over the years.”

(Appendix nr.7)

The owner explained the situation, where the government negotiated an exclusive deal with an outside company without any prior discussion about partnering or collaborating. Such activities of government make it more difficult for social organizations to keep operating and doing social work that can lift up the vulnerable groups. Social enterprises in Indonesia are thus limited to the scale of their impact as most of them focus on certain geographical areas.

The government does not have a bill that regulates SE or neither provides an education, infrastructure, and various incentives to support their work. It puts small social enterprises in a position challenged by a lack of capital and at the same time creates social or environmental impact.

Based on the British Council (2018) study, SE's in Indonesia are not always in a perfect stage to receive funding as investors look for high-quality products that are not possible to create without financial support or only by self-funding. Social enterprises do not have a big budget and lack the necessary skills that would help them to measure their impact and attract potential investors (BritishCouncil, ESCAP, 2018). It is clear, social enterprises do not have sufficient capital and finances that in some cases can cause them to not be able to maintain the social impact.

Even though the interviewed organizations are not legal social enterprises in Indonesia, their main mission contains some sort of social and environmental activities, supporting sustainable and responsible travel in Indonesia.

It can be gathered, social enterprises in Indonesia are working to create social value, however, non-existing legal framework and regulations make it more difficult to get recognized and have an access to financial resources. It is also caused by a lack of initiatives and activities from the Indonesian government that would positively impact SE in a way such as providing sufficient information.

4.4. Tourism social enterprises' crisis management

One of the objectives of this research is to investigate the link between tourism social enterprises and crisis management. Nonetheless, the tourism literature has contributed to crisis management theories with several case studies and strategic approaches, inefficient research methods carried out and lack of engagement in field research has been seen as a barrier, to comprehend the basic principles of tourism disasters (Richardson, 1994). What's more, the social enterprises and social impact workers have been key players in bringing the necessary change to individual people and communities, by addressing issues such as health emergencies, food deficiencies, job insecurity, and inclusiveness, this crisis, caused by the COVID-19 crisis, showed how important this sector is needed in this space. This section, therefore, uncovers several themes and responses within this objective.

4.4.1. A reactive approach to Covid-19 crisis

Tourism crisis literature considers each stakeholder involved in the tourism product as an important part of crisis management in order to minimize the negative effects of crisis (Glaesser, 2003). Therefore, if the crisis occurs, it is the decision of action groups and institutions in the destinations, whether they intend to act at an early stage of the crisis, or they attend to wait how the crisis develops before it becomes active. Crisis management plans as such are very important as they provide guidelines and support organizations to be proactive (Glaesser, 2003). The owner of Bali eco-lodge introduced their local government “Banjar” as very helpful during the crisis, where local businesses met and discussed steps and COVID-19 guidelines for potential customers. He also implied the connection with local government as fundamental for businesses to be in the community and responsible for your own business.

The crisis management literature highlights that firms which create a resilient environment, are less likely to experience any negative impacts caused by the crisis or disaster, and also the recovery process can be achieved much faster when compared to more vulnerable organizations (Hall, Malinen, Vosslander, & Wordsworth, 2016).

It is also an important element in the mitigation of the long-term impacts of the crisis, and some scholars also suggest, including disaster strategies as an integral part of the organization’s business plan (Cassedy, 1991). On the surface, most respondents seem to be aware of its importance, however, none of the respondents had a “real plan” included in their business model:

“Social enterprise means to me, that you are unit, you set up the company to do some social or environmental good as one of the main missions of the organization, but it's an enterprise and it has to survive, ...and you're going to do whatever you can to keep it going, otherwise you won't make any impact. So that's something that I often come across with other organizations in Bali, that call themselves social enterprises. Often, they, do not have a business model, ... they do not have a way to survive and they are just another form of a non-profit.” (Appendix nr.7)

From this statement, it seems like the problem with social enterprises in Bali as mentioned before, could be that there is not a legal body, and therefore it might be even for themselves difficult to understand the real concept of social entrepreneurship, and also design the right business model, which would provide the value for their clientele.

Other respondents also referred to the lack of preparedness:

“Balinese people just seem to operate from day to day, which has been really difficult. There are also a lot of NGOs helping them out here as well as the government, but there are still many people struggling.” (Appendix nr.4)

The owner of Bali recycling talked about businesses in Bali not being prepared well for this crisis, and the sustainability industry or recycling waste companies will be hit as first because of their customers cutting expenses.

Evidently, the “social economy” has been helping and addressing the impacts of the COVID-19 crisis on the economy and society as such. The OECD, in their policy responses to the COVID-19 crisis declared that social workers can provide innovative solutions, which would complement the work of the government. Looking at the long-term impacts, the organizations within the social economy sector can assist with reshaping the post-crisis economy, by promoting sustainable and inclusive economic models (OECD, 2020). However, the quotes above show that in Bali, social enterprises were facing the consequences of the crisis, such as lockdown and declining revenues, like other actors, which was mainly caused by two factors: lack of planning and preparedness.

Even though Bali was hit by various crises before, although mainly environmental, the crises caused by COVID-19 were different, and none of the respondents could relate to this.

“No one could prepare for a crisis like that... and even when it started, you saw that people are still like, yeah, okay, there's going to be a break for two or three months. People had hard times to predict the outcome of the crisis and ourselves as well.” (Appendix nr.1)

The elements of reactive crisis management are being recognized in this context, which is concerned with already existing and inherent crises, aiming to decrease the number of negative impacts, created and identified by the crises (Waller, 2014). There has also been a shift from environmental to human toll disasters, which Richardson (1994) described in his studies as a result of urbanization, population growth, etc. which causes people to become more and more vulnerable against disasters of crises. The following statement supports the author's view:

“We haven't been prepared at all. Previous cases in Indonesia were many times about environmental disasters... They have a way of disappearing very quickly in the media, and people do not really follow it too much. It hit us as hard as many others and we were not prepared for this.” (Appendix nr.1)

4.4.2. Roles and challenges on stakeholder collaboration in dealing with COVID-19

The significant challenge starts with the undesirable external factors, in the context of global economic downturn, such as indefinite period (including resurgence) of the pandemic, travel restrictions and lockdowns extension, absence of the vaccine, and unidentified form of the “new normal” (UNWTO, 2020). In the literature, the concept of destination resilience tends to be often very hard to define, due to the destination's complexity, therefore resilience in the destination context is closely related to communities, organizations, and other stakeholders (Hall, Prayag, & Amore, 2018). The same studies showed, that the intensity, type, and governance in tourism destination networks contribute to the destination resilience. Based on the previous section, researchers have identified a lack of a crisis management plan, and the attitude “that crisis like this will not happen” as a key theme of COVID-19 challenges. Overall, all of the respondents in their own way could relate to this, by pointing to the importance of maintaining good relationships within their community, when resisting the crisis. The respondent from Five Pillar Experience shared their thoughts from a few years ago when they talked about the potential plan in case tourism would stop. The crisis plan was to go back to the community as he said: *“We are basically thinking on going back to basics”* even without financial resources, education and maintaining relationships with a village is important.

Another challenge, when it comes to recovering from crises was seen in coordination and collective organizational/community response, which is caused by the rivalry among many different entities involved in the recovery period, but also by the scarcity of public resources (Comfort, 1999). Here is the quote from the Enjoy life respondent:

“In Indonesia, I see a problem in the fact that the enterprises do not see how our world changed from competition to cooperation. And it will still take one generation for people to understand that we have to work together and not compete.” (Appendix nr.5)

There is evidence, that by working together we can achieve more and solve more issues within society and that’s the reason we do this work.

This statement supports the view of the intergovernmental organization, OECD (2020), which stresses the importance of social entrepreneurs in addressing not only the societal needs, and organizing economic activities building on the local root, but also the importance of working in close co-operation with local stakeholders (policymakers, researchers, civil society, etc.) other economic actors and relevant stakeholders. The new ways of collaboration should help in the creation of the practices, along with particular policy measures such as legal frameworks and resources, in order to scale up the impact.

Additionally, the studies showed that different internal cultures could also be a challenge for the smooth co-operation and communication between organizations, followed by different attitudes and understanding in relation to the problem area (Varttala, 2010). The quote below, illustrates the mentioned challenge, when the “Bali recycling” enterprise, was offered an aid help from a Singapore charity:

“We were offered aid from an organization in Singapore, which wanted us to receive their money and go out and buy supplies such as rice or cooking oil and then transport and give that out to local people. However, at that time, everything was on lock down, meaning that it wouldn't be as helpful as just sending people money so they could spend it in their own community.” (Appendix nr.7)

From this example, it can be seen, that crisis caused by COVID-19 came in different intensity and present leaders need to face its severe consequences. The hard decisions have been made

since the beginning of the crisis, about communicating these complex issues to diverse audiences (mckinsey, 2020). Olivier, the owner of Bali recycling, also added:

“I could already feel that it was a PR strategy from their side... These people need money to buy medicine and gas... They know what they need.” (Appendix nr.7)

This illustrates, that effective communication as well as listening and understanding the stakeholders is needed more than ever, in order to tackle issues in the right way and the right time. It also shows, that there is a need for collective thinking, and expertise to help navigate leaders during the pandemic, and also in the period of recovery.

4.4.3. COVID-19 initiatives

Travel and tourism destinations have been impacted the most by the COVID-19 pandemic, therefore innovation and creativity have been essential factors for organizations to survive (Lew & Cheer, 2020). Many tourism organizations in Bali lost their clients and bookings right away as the virus spread to other Asian countries, Europe and lastly to North and South America. When such a sudden event occurs, social enterprises and NGOs can have a positive impact, as having a group of networks to reach out and help low income groups in rural communities.

Since the COVID-19 outbreak, many initiatives were created to help various groups to survive, local tourist guides are usually freelancers and therefore dependent on the number of tourists coming to the destination which caused them to lose the income.

As an immediate response UNWTO proposes aid packages for all workers in informal economies to avoid disadvantaging and ensure equality (UNWTO, 2020).

Clients of Wise steps travel, who were not able to travel offered money to support affected tourism actors:

“They offered to transfer us money, obviously, we didn't take it. But I said if you want to you can support the tour guides who are hit the hardest because they depend on the daily income. We just forwarded the money to the tour guides so they can survive a bit longer.” (Appendix nr.1)

On the other hand, we have Bali recycling SE, which helped redistribute money from a donation received from Singapore:

“We did help distribute money from a Christian charity from Singapore. They needed assistance to distribute money to people in need, and we helped them do that. But it was just a onetime event.” (Appendix nr.7)

Two interview respondents organized and participated in events where the food was donated to families:

“I organize food collection” (Appendix nr.2) and “We participated in the event as a donation food, but we did not organize any collection directly.” (Appendix nr.5)

The owner of Bali eco stay explained the initiative formed to help their local villages:

“BGreener is a bunch of sustainable hotels, restaurants, health and food shops, NGOs we have been meeting and try to do as much as we can to distribute food and things like that. There is an NGO that became involved in because Balinese do not grow a lot of their veggies... with this NGO group, if any of the Balinese are interested in growing their own veggies we have been sending out our gardeners to help out with seeds and they have been going there once in a week last six weeks, it's called “food action Bali.” (Appendix nr.4)

The permaculture movement “food action Bali” was created to help Balinese people during the COVID-19 crisis. The aim is to promote growing the food on the Balinese land and educate local communities (FoodActionBali, 2020).

UNWTO presents travel and tourism to be a part global recovery plan, where tourism will be created responsibly and with a support of SDG's that contribute to improving livelihoods and creating opportunities for everyone (UNWTO, 2020). This motivated NGO, Enjoy life to put various tourism entrepreneurs together to create a package for future tourists:

“The support box will contain six products from six organizations that will provide us their products and we will pack it in one box. When the borders open, boxes will be sold

to tourists and serve as a souvenir and at the same time will support six local organizations. Our "together we can" initiative is now in the form of a product.
"(Appendix nr.5)

UNWTO (2020) proposed, the tourism sector should go with responsible path of recovery, where sustainability is the core and where social inclusion is essential to solve problems in communities with low income.

4.4.4. Government's influence on crisis management

As mentioned before, the COVID-19 crisis was significantly influenced by the political decisions of each country independently. In Bali, the political structure is very specific. Bali has a highly patriarchal culture, which is also reflected in the political decisions not only on the macro-level but also micro-level. Balinese villages are therefore managed by only men leaders, one religion called "Adat" and one civil called "Kelian Banjar". The respondent of Bali eco-lodge explained civil organization being linked to the government however it is in charge of infrastructure and COVID-19 related matters. Both leaderships need to work together because the responsibility and authority is put on them, at the local level (Appendix nr.6)

In Indonesia, The Banjar has been recognized as a legal governmental body since 1979 (baliaround, 2020). It is the men's grouping that meets every month to discuss practical village matters, and it is also a place for people to meet and be part of the community. Banjar has also its own system for lending local's money, however, each member has also its own responsibility in participating in community's duties. These responsibilities are crucial in the network of village associations, therefore, there is risk of ejection from Banjar, once the members do not oblige these rules (baliaround, 2020). The respondent, from "Eco Lodge Bali" stressed, the importance of being part of the Banjar community, since some of the important measures also regarding the COVID-19 crisis, were discussed in this community meetings.

"At the meeting, they were presenting new guidelines regarding COVID-19 from the government, how to deal with the virus, and specifically for the tourism businesses."
(Appendix nr.6)

Some of the businesses have no connection to the local government and therefore missing out on benefits if the business needs help or assistance, they are very helpful.

“It is very fundamental, for social enterprise to be very connected to your local community in terms of the leadership, terms of the social structures, work, and be respectful. Because in the West we kind of lost the touch with all that.” (Appendix nr.6)

Based on the studies of Heath (2003) practitioners and theorists of crisis and disaster management, bureaucratic systems, and power relationships could be a barrier to solving the crisis. This could challenge an organization to act electively quickly to an emergency situation, which again, is related to the barrier of interagency collaboration. However, the analysis showed that for Bali, it was the opposite case, when bureaucracy and strict rules actually helped the enterprises respond to the crises effectively by creating the “COVID-19 mitigation team” that established a set of strict measures for financial aid and tax waiver in case the infection occurs.

Similarly, the primary data pointed out, that Balinese obey the rules given by the government:

“Balinese do what they are told, they do what the government ask most of the time.” (Appendix nr.4)

It was also found, that in the time of emergency, when the crisis hits the organization and destination, it is crucial to plan and exercise the inter-organizational relationships ahead (Granot, 1997). In addition to this statement, authors Luthé and Wyss (2014), acknowledge that the process is driven by transformation and adaptation to changing social, economic and also environmental conditions, involve various tourism stakeholders and actors, with different roles, within the tourism systems as well as scales of governance, in order to manage and evaluate resilience at the early stage.

“When the crisis started, the government did help a lot of companies here in terms of taxes, tax forgiveness. However, the government does not have enough financial resources, they do not have that capacity because it is too many enterprises over here.” (Appendix nr.8)

This quote supports the author’s view, that adapting to a changing environment requires various stakeholders involved, but on the other hand, it also requires to get familiar with the causes of the new crises and discussions on different levels, in order to manage resilience over time.

The discussion on “Tourism Futures in the 2030 Agenda: Innovation and Sustainability as the New Normal“ organized by UNWTO (2020) came up with the suggestion that partnering with government and local organizations is the key to bring scale, and also new skills to people. The key message according to the panelists Joerg Ruehle and Lisandro Menu, is to create partnerships. It was suggested, that, public and private sector have to strengthen their efforts, in order to make innovation and sustainability as a new normal (UNWTO, 2020). From this finding, it seems like there is a certain trust between the government and citizens, which could be actually beneficial, in times such as crisis.

4.5. Tourism Social Enterprises’ organizational resilience

The organizational resilience was presented first through the adaptive capacity of the organization and the second, through the ability of planning. The qualitative data revealed that the resilience of social enterprises in Bali came in different forms. The chapter focuses on social enterprises and organizational resilience through the internal factors and external factors influencing the operational activities.

Resilience through innovation and sustainability and religion will be discussed below.

4.5.1. Adaptive capacity of social enterprises

The study of Salignac (2019) emphasizes financial resilience and the capacity of humankind to overcome misfortunate events where the positive adaptation to adversity is crucial. The response of people to the crisis can vary and it is based on their ability to adapt and bounce back by finding new opportunities (Salignac, 2019).

Some of the social enterprises in Bali experienced crises before, such as the Bali bombing or earthquake, where they had to cope with situations which could later produce a positive learning outcome. Therefore, more experienced leaders of social enterprises could have a vision about what can be done when the COVID-19 pandemic hits Indonesia. However, the respondent of Wise steps travel said:

“People had hard times to predict the outcome of the crisis and ourselves as well.”

(Appendix nr.1)

Even with experiences from previous crises taking a couple of weeks, the owners had come to a realization to stop operating due to the restrictions and saving financial resources which was the first step of organizational resilience. Six social enterprises, therefore, went into the stage of hibernation to re-adjust their business model.

However, East Bali cashew as the only social enterprise was able to adjust and keep the cashew operation going with a slight change in the shifts schedule and reduction of salary for everyone to sustain all jobs. In order to adapt to the current restrictions and keep employees safe, East Bali cashew had to create an internal COVID-19 mitigation team that would specialize in implementing specific health protocols and be in charge of COVID-19 infections and cases in the company.

The pandemic caused a sudden loss of income for social enterprises and their employees, although according to Salignac (2019), resilience can be directly and indirectly affected by limited economic resources. Employees from Wise steps travel resigned due to the tourism situation not improving and the social enterprise did not have a sufficient amount of resources to pay even part-time employees. Wise steps travel respondents commented:

“We have been existing for about three years now, as a social enterprise, you don't have the resources. We have never had investments; we have been growing organically.”

(Appendix nr.1)

The respondent's comment showcases the struggle of the social enterprise if growing naturally and without further investments.

Since the interviewed social enterprises are relatively small with a limited amount of resources, the owners were responsible for communicating to the customers and providing the information.

4.5.2. Resilience through innovation and sustainability

The COVID-19 forced to close many operations but it also created a new opportunity for economies and societies all around the globe. At the same time, it opened a door for the tourism

industry in terms of re-thinking how tourism impacts our resources, and how we can build a more resilient sector and thus embrace new ideas and innovation (UNWTO, 2020).

“I think innovation is the heart of everything, at East Bali Cashews, because we just want to make it better and better. And also, as one of the employees, I always feel like we set a standard, and we need to innovate and improve all the time “. (Appendix nr.3)

Resilience encourages organizations to use creative and innovative approaches to find a solution, and thus help to plan a more sustainable future. Additionally, innovation requires a disturbance, to bring new ideas and start new initiatives (infoentrepreneurs, 2020).

“I belong to a group called BGreener which is a bunch of sustainable hotels, restaurants, health centers, food shops and NGOs. Our group started a new initiative called “food action Bali”. We have been meeting and trying to do as much as we can to distribute, because Balinese don’t grow a lot of their veggies, they get it on the market instead. If any of the Balinese are interested in growing their own veggies, we have been sending out our gardeners to help out with the seed germination process. “(Appendix nr.4)

FoodAction Bali is a micro financing variation of crowdfunding, which operates by engaging its members on common values, such as sharing, solidarity and durability. This initiative aims to give the local community the vital resources and knowledge, in order to make use of the land they own, and thus show them the value of the ground (fundrazr, 2020). Thus, the initiative advocates, that focusing on creating new business opportunities, that benefits the economic autonomy of Bali such as agro-tourism, heritage protection, knowledge sharing, etc. can lead towards more a sustainable future.

Authors Luthe and Wyss (2015) explain in their studies the meaning of social, economic, and ecological systems (also known as “SEES”), how the stability of local tourism economies can be achieved through supporting the development process related to innovative activities. 8 out of 8 respondents said, that innovation has always played a crucial role in their business strategy, however, this time during the COVID-19, through innovation, they found an opportunity to make a change towards a more sustainable future for tourism than ever before:

“With the COVID-19 we started an initiative called the “Bali pledge”. I consider that we have a unique opportunity to define: “What kind of tourists we want to attract?” As

everything has come to a steel point, there are no more tourists coming in. We can own the narrative about Bali, social media and communication. We can shift from the tourism to intentional travel, getting people to come to Bali for a reason to be well. So, we are trying to rebrand Bali as “the healing destination of the world.” (Appendix nr.2)

Clearly, there is an opportunity for re-thinking the image of Bali towards a more sustainable destination, as also proposed in the ” *National Entrepreneurship Development and the Medium Term Development Plan 2015-2019* under the Indonesian Ministry of National Development Planning (bappenas, 2020), which focuses on tackling issues such as poverty, limited business opportunities, fostering economy through agriculture, strengthening mining sectors, fisheries, modernizing the service sector and also putting more focus on technology and innovation in the country. However, it is important, that locals are also considered a part of this change and will benefit from it in the long run.

“Right now the market which is already started to recover right now in Indonesia is domestic tourism and it will be the fastest and probably actually numbers also the biggest compared to international tourists. We are developing currently sort of like an education tourism hub which will be a social enterprise itself. I will be containing of the coffee lab, restaurant and some glamping facilities and permaculture garden and educational adventure forest, so we are currently designing that with the local university. “ (Appendix nr.1)

Olivier, the owner of Bali recycling talks about how using technology, helped people in Indonesia to distribute money the way locals would benefit from it:

“In Indonesia, it's very easy to distribute money. I mean, we distributed through people's phones and sent it through with ATM codes where they didn't need to have an ATM card, they could just go to the ATM and pull out money. It was so much easier. “ (Appendix nr.7)

Furthermore, Enjoy life aims to connect organizations, local people, government and nomads to work together.

“We try to encourage them by creating the products, which when sold to tourists, will support local people, so when we leave, they continue to work with each other.” (Appendix nr.5)

Additionally, technology and innovation can also help in terms of effective communication among stakeholders and also to tackle the right issues at the right time.

Thus, there should be a shift, where Bali is not considered as only a source of foreign exchange, but cultural and spiritual sanctity is at the center of the interests, who should be the ones, responsible for managing the development on the island, as well as protection of its culture and natural resources.

“Apart from new cleaning protocols and all sorts of things, we will probably have to create more experiences like walking water blessing with local priest and waterfall which we haven't done before. Also spending a day in the village with locals and concentrating on a more wellness side, such as detox programs”. (Appendix nr.4)

As the owner of Enjoy life stresses, all important stakeholders such as policymakers, researchers, civil society, etc. should be the ones, responsible for managing development on the island as well as protection of its culture and natural resources.

“Until now, because of the pandemic we are still stopping at the moment, but our main goal is to basically develop the rural area that can protect and preserve our cultural resources, they are destroying because of tourism. It's basically like sustainable tourism and applies a sustainable tourism concept that will protect and preserve nature.” (Appendix nr.8)

Hence, authors Kesic and Pavlic (2011) argue, that image of a destination is not necessarily influenced only by tourism forms, but also political structure and relationship with other nations, which play an important role in whether potential tourists will visit the destination.

4.5.3. Resilience through religion

The secondary data describe the term “psychological resilience” which is driven by positive thinking. The authors suggest, that if individuals practice positive thinking, they should be more resilient than others (Näswall, 2013). In the case of tourism entrepreneurship, it was discovered, those tourism enterprises which managed to recover from the crises were actually dependent on the entrepreneur’s ability to be resilient. Hence, investigating the resilience in the

context of Bali, psychological resilience can be very much applied. The interview respondent shared his learning outcome during this pandemic, which was to have a proper exit plan for the organization, a purpose on this world and time with a family. The self-healing and meditation helped the respondent to resolve struggles and focused on being more creative and influenced in a positive way.

Religion plays an important role in this argument since the main religion in Bali is Hinduism, also called *Agama Hindu Dharma*, making up approximately 90% of the population (wikipedia, 2020). The religion fosters resilience through the law of karma, which says, that person takes full responsibility for his or her suffering in life, such as a desire for existence, represented by power and desire for non-existence, represented by the loss of power (wikipedia, 2020). The law of karma also promotes empathy, kindness, tolerance, and at the same time teaches to respect humans and the natural world, which again, is at the theory recognized as a way to strengthen an individual's psychological resilience (Daniels, 2005). As such, these cultural values play an important role in psychological resilience, when responding to different crises. It was also explored, that while crisis management is considered as being a single response to unfortunate events, Hinduism encourages positive thinking, in dealing with such events, which can also have a positive impact on image creation of a destination (Prayag, 2009). In addition to this, in Hinduism Yoga is practiced by non-believers, which is originally a religious practice, as well as meditation coming from Buddhism. Thus far, atheists, agnostics, and people of all belief systems now take part in these traditions (apa, 2020).

The following statement of Enjoy life supports the theoretical findings, where local people are not affected by a pandemic and they live on a basic principle of solidarity towards each other *“if you do good things with good intentions, the surroundings will take care of you and when you have nothing, you lose nothing”* It was also explained, the Indonesian nation are followers with a different mindset and easier to make a change.

It is important to note, that the current lack of studies on tourism and the crisis, which concerns the effectiveness of resilience-building activities, is closely linked to the existence of businesses after overcoming any crisis. In resilience literature, religion and ways of life are not often explored. Therefore, the authors motioned in this chapter suggest further and more detailed exploring of the situations, that increase or mitigate the resilience of entrepreneurs, communities, and organizations within tourism.

4.5.4. Planning

Planning, strategies and priorities should be part of tourism recovery and for social enterprises too. UNWTO adopted Covid-19 Tourism Recovery Technical Assistance Package which focuses on three specific areas to help the tourism sector to recover. The assistance will target economic recovery, marketing and promotion and lastly how can institutions strengthen and build the recovery (Aristeidou, 2020). The support is designed for governments, the private sector and agencies which face the economic crisis and to ensure tourism will bounce back in more sustainable way (unwto, 2020).

The tourism sector has been hit in many destinations, Bali as a popular holiday spot was not an exception. Based on the statement from the governor of Bali, the island will not re-open in 2020 for international visitors. Therefore, social enterprises need to work on the recovery plan that might need to include health procedures to avoid transmission of the virus.

The respondent from Wise steps travel explained about a way they prepare for post-COVID-19 times:

"Now we can adjust to spacing to hygiene facilities so its done properly... offering outdoor meetings... you have to think about how do you structure things, how do you work on as simple as renting a car and you have a group of 6 people, how do you structure that." (Appendix nr.1)

Based on Lew (2020), post-COVID-19 will be for organizations about restructuring and adapting to new normal through creative thinking and changing the planet in the new direction. The report of SEUK stresses the importance of recovery that should take into account COVID-19 as a learning experience, the economy can be rebuilt, adopt systems and structures that aim for the economy to be inclusive, fair and strong (Darko, 2020).

The social enterprise Wise steps travel plans to change the direction and rather focus on projects that can help tourism to recover through education:

"We created an integrated hub where we have an educational center and people can learn in a different way, more inclusive ways to become a social enterprise, as well that would be the ideal way of course but primarily they become actors in tourism." (Appendix nr.1)

Due to the limited tourists in Bali, social enterprises directly from the tourism sector do not operate in the same settings. The two interviewed organizations re-opened their accommodation in August for domestic tourism with specific health procedures. Moreover, both organizations created packages to attract potential visitors with complimentary services included in the price. Bali eco-lodge published specific procedures that staff is following and providing guests information related to various COVID-19 regulations in the village.

GUEST REQUIREMENTS	OUR STAFF	CARING FOR YOUR WELLBEING
<p>Guests are required to wear a face mask when going out into our village & surrounds.</p> <p>Please bring your own mask & hand sanitiser</p> <p>All our Rainforest, Rice paddy & Temple treks are available</p> <p>Our Workshops & Massages are all available</p>	<p>Our staff are equipped with masks and gloves, and the policies for utilizing them.</p> <p>We have a total of 8 staff all from our local villages (10 minutes away at the most)</p> <p>Our driver - if you choose to use will follow Covid -19 protocols</p> <p>All kitchen staff will prepare meals wearing masks.</p> <p>We are frequently disinfecting kitchen surfaces, and staff are wearing gloves when plating and serving made-to-order dishes. We are offering a pre ordered à-la-carte menu</p> <p>Room service is available free of charge</p> <p>Your private table for the duration of your stay will be allocated for your use only in our restaurant</p> <p>Self check in is available</p>	<p>As we welcome back guests to the lodge, you can be rest assured, that we are taking precautionary measures in an effort to maintain a safe environment for our guests and staff.</p> <p>Our location in Bali is very remote in the mountains, we live in a small village where locals don't travel out of the country or far from home, so If you are living in a populated area, or subjected to crowds, our remote location may be an appealing place to be to get away from people.</p> <p>Self isolating &/or social distancing would not be difficult to achieve at our lodge- due to our large grounds and a maximum of 2- 10 guests at any time</p> <p>Here are some of the steps that guests will see at our lodge, in an effort to provide a healthy environment:</p>

Figure 6: Bali eco-lodge - specific procedures

Organizations wait for a “new normal” to be back, however, a few authors such as Lew (2020) envision the change that evolves and transforms into something different than what we were used to before the COVID-19 pandemic. The study on the Indonesian tourism industry under the crisis showed that entrepreneurs have the capacity to tap into new market opportunities and overcome potential challenges imposed by a local community (Ferguson, 2017) such as in the case of Five pillar experiences. Sparking creativity, the organization firstly waited for tourism to bounce back however the situation has not changed drastically and new ideas arisen as a new community farming social enterprise.

4.6. Inclusive tourism development in the context of Bali

The concept of inclusive tourism has been discussed and explained as a form of tourism, where marginalized groups are included in tourism production and sharing the benefits it brings (Butler, 2015). However, reality does not always portray what the theory says. The interview respondents were asked who benefits from their social enterprise/ ethical business/ NGO. Bali Recycling provided a holistic perspective:

“If any organizations in Indonesia, the main beneficiaries are going to be local.” (Appendix nr.7)

It is therefore expected, the community participates in tourism activities and tourism development to create positive social, environmental and economic change (Sutawa, 2012). Social enterprise Five pillar experience involves the community in a problem-solving process

“they are actually having a key to solve the problems as they already have a lot of resources to do a lot of stuff in the area for example”. (Appendix nr.8)

Cashew Bali talked about the impact their organization has on the surrounding communities and areas:

“Our company benefits, or more or less our movement people surrounding the area of the factory for sure. The closest community that is impacted, because we are at the heart of the community, we are at the heart of the naturally grown cashew trees. So, they are all cashew farmers before they joined our company and became the manufacturing staff. We are a company that can grow and develops our people, our employees, so we always treat them as team members.” (Appendix nr.3)

Data shows, the community is not the only beneficiary but Bakker & Messerli (2017) describes inclusive growth as a long-term agenda, where resources are not redistributed to the poor but rather expanding employment opportunities for a wider population.

Hence, tourism as the world’s largest industry can be a tool to reduce poverty in certain regions and communities if a wide range of stakeholders participates and create opportunities (Butler, 2015). TSE, Bali eco stay and Bali eco-lodge support this view of the author:

“The main beneficiary is my family, being a private enterprise is my family but we invested all our money being an eco-business, you do not buy land from indigenous people we lease the property of the land donor and we have 15 years lease. He and his family get a percentage of the profit so we are basically privately running eco-lodges. We are attached to a small Balinese village and we employ 22 staff from five villages but the main village we are attached to is Kanciana village.” (Appendix nr.4)

Bali eco stay owner John from Australia is creating opportunities for local people to learn new skills and competencies and run the business without him interfering:

“Well I try to stay off the things pretty much, and let them run it. I let them run the place and they do all the transfers, workshops...” (Appendix nr.4)

Bali eco-lodge, as a family business has been employing Balinese people from local villages

“Balinese family, who made our journey possible - Starting 25 years ago - still with us today... We only employ staff from our local villages, building capacity where experience is not available” (Appendix nr.6)

As presented in the quote, the inclusive tourism aim is to promote social inclusion and help with integrating low-income communities into the value chain (Scheyvens, 2017).

The COVID-19 pandemic has reduced mobility globally on an unprecedented scale, which caused, a disruption among the neoliberal market mechanisms of global tourism. According to author Bakker (2018) “Equal access to tourism opportunities, includes access to infrastructure”. In Bali, the restrictions related to mobility, such as closing the beaches, the country lockdown and fewer flights leaving Bali airport, were put in place to decrease the chance of spreading the virus. Norm, the owner of Eco Lodge Bali stated, the barriers to domestic tourism developments are seen in marketing and infrastructure.

“Indonesians middle class and upper class are not yet sophisticated in terms of sustainable tourism, eco-tourism and etc. It is a very near market here. It is not like where you live, big market, and network of eco-travelers. I mean definitely, there are Indonesians who are like that, but how do you connect with them? You have to think

about marketing, and infrastructure, which is not very well developed so that's a huge challenge for us ". (Appendix nr.6)

On the note of issues of mobility in relation to tourism growth, the owner of the Wise steps travel also made a comment:

"Areas were closed down between areas you couldn't travel because they literally closed down the street. If you did not have a legit reason, then they would not let you go to another region, so traveling was literally impossible here. "(Appendix nr.1)

Evidently, the economic effects mainly on areas or even countries depending profoundly on tourism arrivals have been shattering. However, this situation is leading to a drop in mainstream business formats and, at the same time, the emergence of others, which is also the domestic tourism. The crisis has, therefore, created an opportunity for focusing on domestic markets, which according to the data collected will be a big challenge for Bali.

4.6.1. Emerging opportunities for inclusiveness

The "New Bali" is a development project led by the Indonesian government to promote 10 tourism destinations to become as popular as Bali. Therefore, communities should be involved in the process of development, they need to be able to receive foreigners, build a sufficient infrastructure, educate tourism employees on how to speak fluent English, and be in the hospitality industry, etc. (InvestIslands, 2019). However, this project was mentioned by Wise steps travel as not inclusive and not taking into account local communities that are living the areas:

"Unfortunately, I have seen that the central authorities, central government or people that are not located in the area or in communities are making development plans of tourism, it is happening right now "10 New Bali Project in Indonesia". I have been working on some of the proposals and master plans and I've been seeing that in two or three examples that I know, the planning is not involving representatives from the local communities, only some of them, but it's not necessarily reflecting the idea of the community..."(Appendix nr.1)

He is pointing out the issue of not having tourism structures in Indonesia such as DMO in developed countries, and due to that plans are created around the area and without the perspective of the local community. Moreover, Sutawa (2012) stresses the importance of empowering local communities and including them in tourism development through planning and implementation activities based on the priority and experience of locals. The view of Wise steps travel agrees with the author:

“Lombok, the Mandalika or Nusa Dua and south of Bali Peninsula, it's nice but it's not authentic tourism it's certainly not including any communities. In contrast, it is actually hurting a lot of communities and the environment. Plans are usually made without the consideration of communities and community of stakeholders should definitely be consulted. It hasn't been done in most of the destinations that I've experienced. Local community gets to say how tourism is going to look like in the future although it's really impacting their daily lives lately.” (Appendix nr.1)

In contrast, the project Mandalika was also mentioned by NGO, Enjoy life but in a more positive environmental sense as a great opportunity to be plastic-free but also mentioning other aspects:

Next year in September, there will be a MotoGP competition in Lombok, 100,000 people will come to Indonesia. The aim is to convince the ITDC that manages Mandalika and has the greatest power to make the MOTO GP "plastic-free". It will be an incredible step for PR and Kuta alone.” (Appendix nr.5)

On the note of inclusive employment:

“Lombok has a huge advantage in the Mandalika project. There will be a lot of available positions and there will not be enough people for the amount of work. It's a big project, and it requires a lot of staff”. The lack of staff necessary for this project has been resolving with establishing the “Sumba Hospitality Foundation each year selects from 60-100 poor children, from each area of Sumba. They will be educated by experts at 5-star hotels. Then they go to have an internship in Bali. As a result, they have a better chance of development and employment”. (Appendix nr.5)

Author Bakker (2018) supports this response, as educating and gaining new skills and competencies can secure future employment opportunities. On this note, Iris Bakker a representative of the tourism board of Visit Zuid-Limburg in the Netherland views education

as a start line of inclusive development. He named also entrepreneurship as an important factor in developing the tourism sector which could be a way to lift businesses and communities (Bakker I. , 2020).

4.6.2. Education and personal development during COVID-19

COVID-19 pandemic has been characterized by lock-downs and quarantined at home, giving a lot of time for people to reflect on their personal development. Salazar (2020) raises the question about what kind of world do we envision for ourselves and for future generations, where crisis provides us with a unique opportunity to reflect.

Respondents talked about pandemic to have positive aspects on the progress of their social enterprise: The owners realized their organization goes to a commercial direction, even though they control the impact.

The good thing is probably that you get the time to rethink everything and restructure, rebounds, also with new measures, new ideas, and ways you want to work. I thought about what I really want for my company". (Appendix nr.1)

Based on Holden, Sonne, & Novelli (2011) the lack of education can be a holding factor towards better opportunities for locals. Therefore, SE in Bali helps in the area of education with various initiatives:

- Bali eco stay – teaching employees about sustainability and permaculture system and how it works
- Wise steps travel – cooperating with a university from the Netherlands to do research on sustainable tourism development.
- Enjoy life – teaching children sustainability
- Bali eco-lodge – translating text/ articles into the Indonesian language

The owner explains the language barrier that Indonesians living in rural areas have, due to the fact they do not speak English and do not have access to information compared to Global North. According to Sutawa (2012) access to information is a form of empowerment and where “*information is capital independence development*”. Based on studies, communities that have

an acceptable amount of information will get a better position and opportunity to use their rights and ask stakeholders with more responsible actions (Sutawa, 2012).

The respondent of Bali eco-lodge explained a complex problem in the area he lives in where not every Indonesian can speak and understand English very well. Therefore, he points out the gap in access to basic information in the local language:

“If I see a post, I make an effort to translate it. It is very hard for Indonesians to get up to the standards we expect are pretty normal because the problem is, they cannot read stuff which is fundamental when being in the modern world.” (Appendix nr.6)

Moreover, the social enterprise also provides English classes for children in the community

4.6.3. Future of inclusive tourism in Bali

Following the movie “Eat, pray, love” Bali has been seen as a destination, where people come to clear their mind and to help them with mental and physical health through yoga and wellness retreat. Interview respondent confirming Bali boom:

“If you look at Bali you see a boom in vegetarian, and vegan restaurants, yoga barns, that whole movement is a big part of Bali.” (Appendix nr.6)

Wellness tourism has become a travel trend that aims to bring people into the destination to improve their health and promotes a healthy, ecological, and green lifestyle. (Huang, 2018) It is still a wide concept and niche market which is growing worldwide and contributing to a country's economy (Heung, 2012).

The interview with social enterprises and Maharani's article (2020) revealed what a huge opportunity and potential wellness tourism can have for tourism in Bali. Certainly, there is a need for tourism that at some level takes into account needs from Maslow's hierarchy, even more after the COVID-19 pandemic (Maharani, 2020). Adjustments of tourist's needs will be essential mainly regarding a family holiday, health, and religion trip to ensure the needs that recently became even more important are met (Maharani, 2020). As mentioned by a respondent from Bali eco-lodge:

“It turned out that there is a market for the people out there, who want to see nature, be in natural areas, breathes fresh air, also there is a place on the market for the businesses who do something for the environment and do something for the community.” (Appendix nr.6)

Moreover, as previously mentioned, inclusive tourism aim is to produce more ethical tourism by engaging vulnerable groups who can then share economic and social benefits (tourismeschool, 2016). Inclusive tourism aspects can be incorporated into wellness retreats, yoga retreats as seen from interviewed social enterprises Bali eco stay and Bali eco-lodge which provide their location for yoga trips. However, this case shows the link of wellness tourism to inclusive tourism, where the only employees who run and work at the place are from a local village and the community nearby. It showcases community and individual empowerment either through their roles as employees but also as decision-makers in the previously explained Banjar community, and therefore promoting sustainable tourism development in Bali. According to Sutawa (2012) the empowerment should contain community organization, community participation, access to information, and accountability of stakeholders. The respondent of Bali eco stay talked about the skills of Balinese people and their ability to learn:

“Apart from that, Balinese are just amazing, most of them can build things... we got guys who know wield, guys who can do plumbing and do electrics so we do not have to get anyone else if we wanna do some repairs, we even have a guy who can repair computers.” (Appendix nr.4)

The social enterprises provide healthy food options that come from their own local gardens and at the same time teaching Balinese how to grow their own fruits and vegetables.

Bali eco-lodge respondent said:

“We have a big prep for our food here, which we turned into vegan and vegetarian because there is a demand on the market...everybody should be focusing on what is available locally.” (Appendix nr.6)

Wise steps travel talked about how the pandemic changed the focus of international organizations but also regional authorities in Indonesia into more inclusive tourism and especially wellness tourism.

“Inclusive tourism definitely is their focus. It seems it’s also becoming a focus of regional authorities in Indonesia, especially related to wellness tourism because wellness tourism is a very good example of inclusive tourism if it’s managed correctly. I think it’s a must-do and I think it’s not something that you should think about.” (Appendix nr.1)

As a result of COVID-19, BGreener community came up with an opportunity to change the perception of people visiting Bali for entertainment and enjoyment to a more healthy and spiritual experience: *“we are trying to rebrand Bali as the healing destination of the world”*. (Appendix nr.2)

“If you look at Bali you see a boom in vegetarian and vegan restaurants, yoga barns, that whole movement is a big part of Bali.” (Appendix nr.4)

Author Maharani (2020) points out the opportunity for yoga tourism to be a new trend, which was also supported by the Bali government to promote spiritual and religious tourism.

4.7. Opportunities & challenges for tourism social enterprises in post-pandemic world

4.7.1. Opportunities

COVID-19 crisis is considered among the researchers as an opportunity for a systemic shift for people and the planet itself, to create a long-term impact. The UNWTO (2020) during the discussion about the future of tourism made an announcement, which encourages all the countries to invest in green and digital transition, upgrade the skills of their workforce, which according to this proposed strategy, can reduce inequalities and develop economies. This agenda can be fulfilled, by taking the opportunity and implementing the tourism-related SDGs into their national strategy, more specifically, the focus should be put on the following goals: *8 Decent work and economic growth, 12 Responsible production and consumption, and goal number 14 Life below water* (UN, 2020).

In relation to this proposal, 2 interviewed respondents commented stressed, how this shift caused by the COVID-19 crises positively impacted not only their organization but also and actually helped them to come up with the more sustainable solutions for their future strategy:

“We realized we've been growing but maybe not totally in the right direction, that we went into a very commercial direction and didn't have very much differences with all the other travel agencies...” (Appendix nr.1)

Additionally, the respondent, Matteo from “Wise Travel Steps” SE underlined, that his organization happened to have more time, resources, and space for creative thinking, to develop projects, which if it was not for COVID-19, would not have. He also expressed, that launching Wise steps consulting and foundation will be crucial, to use the strength and the capacity the organization have withing tourism consulting and advisory and turning into an opportunity.

The respondent of Five pillar experiences talked about the “*new tourism normal*” will need to be more creative and in different settings adopting certain standards.

Although this outcome of the crisis does not act as an immediate, element of recovery, it might create a long term impact, which goes back to the recent UNWTO discussion “Tourism futures

in the 2030 agenda: innovation and sustainability as the new normal” (UNWTO, 2020), and thus lead to more sustainable and innovative solutions.

“That's probably good side effect that people are starting to think about it and the new ways of traveling and the awareness that comes with it is definitely one of the good effects and it definitely creates a notion of rethinking structures and creating new opportunities for innovation.” (Appendix nr.1)

As mentioned before, one of the aims of the development plan for 2019-2020 under the Indonesian Ministry of National Development Planning is to foster the economy through agriculture (bappenas, 2020). There has been going on a lot of discussions in relation to agriculture, due to the fact, that basically the whole travel industry collapsed due to the pandemic, which made people who would normally travel for work to the city, move back to the village. From the researcher’s observation, when the lockdown first started in Bali, farming and growing food as a way happened to be very popular, since local people were concerned and uncertain about the duration of the lockdown, and they needed food to survive. Therefore, the respondent of Five pillar experiences moved back to the home community to develop the “West Bali plantation” initiative, with the aim to educate local communities on how to grow their own food at home and provide a possible option to survive the potential crises.

“I give education on how to plant some vegetables in your own home and plant some herbs for your own health, so basically back to basic again. That's my initiative this time making an educational space while using the resources I have in my own village.” (Appendix nr.8)

Clearly, there is an opportunity for Bali to explore the other industries and protentional of the island, such as showed above, when the agricultural business can provide life support for local people and businesses.

4.7.2. Challenges

As already discussed in the previous chapter, one of the significant challenges for enterprises, when it comes to the process of development is their size. It was shown, that smaller businesses tend to struggle on the market more than the big companies. This finding is aligned with the discussion on “Agenda 2030” (UNWTO, 2020), according to the panelists, data and assessing data is driving the innovation. Moreover, small businesses do not have the data systems

developed yet, and therefore they might not be very familiar with what is going on in certain areas and environments in which they operate (cnbc, 2019). The McKinsey Institution has proven, that larger firms tend to be more resistant to such events than smaller businesses, mainly due to their more professional senior managers and planning resources they have (mckinsey, 2020). Therefore, most of the tourism social enterprises which are the small businesses in this case, do not have systems to anticipate and address crises.

Based on interviews with respondents, there are some incentives created for the tourism sector in form of loans with better conditions in order to recover faster. However, criteria are made for organizations that are bigger size-wise and having an impact compared so small social enterprise. Therefore, as stated, social enterprises should think of the hibernation stage to survive this crisis and wisely distribute available resources.

In addition to the lack of resources from the government, the Manager of operations at Cashew Bali explained how their organization is handling the innovation and research activities. There is not a research team, however, the organization uses farmers with knowledge and experiences in the field to empower others. It means, farmers coach each other and share the knowledge and innovative ideas in order for the whole community to move forward.

Joerg Ruehle, the panelist of discussion on “Agenda 2030 Tourism futures in the 2030 agenda, innovation and sustainability as the new normal” (UNWTO, 2020) argued, that there is a need for transition, and the creation of a sustainable model, which however requires financial sustainability, which at the same time will be attractive for the market as such. It was found, that this can be achieved by a new era when investor communities support innovative and sustainable activities to foster recovery. Thus, entrepreneurs are considered as a key player to foster sustainable development since they address the global challenges with the new and innovative approach (UNWTO, 2020).

On contrary to this claim, the small enterprises and NGOs due to their strong network and deep understanding of the issue which they try to address through their existence can also have the power to make a change. The following quote illustrates, that the crisis actually needs SEs to address these issues, using the example of the “green strategy” of NGO Enjoy Life in Lombok:

“You have to realize who you're talking to. These people are followers, which means that people can be influenced here. We are going for plans that are green and now I am

preparing a green contract for them, which will be written on green paper and will contain an oath where they promise not to sell plastics in their hotel offices. I'll start with those who already follow it, and then we go to the mayor to make the regulation that they should have done a year ago, we will create it in practice.” (Appendix nr.5)

Additionally, the study of authors Echtner and Ritchie (2003) showed, that the image of a destination, as well as the political, economic, and social situation in the destination, is highly influenced by digital platforms in terms of unfavorable news, and through non- tourism-related information sources. This claim also supports the work of Wagner (1996) emphasize in their work, that due to the lack of information, tourists are not familiar with the local threats, which make them less independent and also according to the authors, they tend to have a lack of knowledge or information when it comes to resources they could possibly rely on. East Bali Cashew responded to the pandemic by setting up a crisis group that releases newsletters every month to inform employees about the current COVID-19 situation. It is a change for the organization; however, it can be a possible solution and inspiration for another crisis.

Overall, it seems like innovation and digitalization in the context of SE should be considered not only to boost tourism in the new “post-pandemic” era but also for the nation’s most vulnerable groups, which are the main focus group of SEs, to gain media attention. Also, this could help SE and other important players with their communication strategy and gathering data to foster the recovery. There has also been criticism, of foreign media, coverage of COVID-19 in Bali is considered as “very lacking” (thediomat, 2020). What ‘more, the same journal stated, that *“what the Australian media has missed is the resilience of the Indonesian people.”* In addition to this quote, one the employee of Enjoy Life NGO commented:

“This whole initiative must come from the locals; we are still just "white" for them. From home leaders. They have a huge advantage towards more innovative solutions, in the fact that Indonesia is a young country, the largest percentage of people is 30 year.” (Appendix nr.5)

It has been proposed, that there is a need for more attention to local and community-based journalism portals trough the perspective of Balinese people, which is often more genuine and focused on real issues (thediomat, 2020).

5. Conclusion & Recommendation

5.1. Introduction

At the beginning of this study, as researchers, we found an evident gap in the literature on social enterprise within tourism. By studying 8 SEs in the context of the COVID-19 crisis, this study brings value to the topic of social enterprises in the tourism sector and more specifically, it has explored how social enterprises can be socially inclusive and, to some degree, empowering. It has been argued that a critical and constructive approach towards tourism activities can provide a holistic range of benefits, and what's more, can be a source of more sustainable and equitable outcomes. This case study has focused on the crises caused by the COVID-19 virus, and its impact on social enterprises in Bali. During the analysis, some of the very important and interesting key themes related to this topic and research question has been uncovered. Alternatively, the findings of this study are very much dependent on the setting of this study, influenced by the current pandemic and uncertainty. Despite these factors, this research revealed a new way of looking at the travel industry, defined as a “new normal”, which after the pandemic should aim for more responsible and sustainable tourism. Both primary and secondary data revealed that people want to use this time to look for more purposeful and meaningful ways of traveling, which calls for a shift in the travel industry. Also, it has been found that social enterprises, as small businesses, will be hit by this crisis and travel restrictions more, compared to big corporations. Therefore, in order for them to survive, they need to think of hibernation, find new sources of revenue, and retain capabilities and running costs more than ever.

As a researcher, we have contributed with this research to the literature by sharing the knowledge about the topics of crisis management, resilience, and inclusiveness, in the context of the COVID-19 crisis and world pandemic.

The aim of this chapter is therefore to conclude the key findings which have been revealed during the process of analysis and finally answer the research question. Part of this chapter is also further discussion, future research suggestions, and practical recommendations.

5.2. Key findings

Interviews and relevant social enterprise articles in the context of Indonesia brought a key finding of a non-existing legal framework for social enterprises. It triggers other issues such as

limited access to bank loans and necessary financial support. British Council report pointed out the process of registering a business is complicated and for small businesses is not worth going through and rather avoid paying taxes. Therefore, there is no direct support from the Indonesian government to social enterprises limiting their impact. Most of the interviewed “social enterprises” have a form of enterprise, they are part of an NGO or a foundation. Based on the objectives of this research, the key findings are presented in the specific categories.

5.3. Crisis Management

When the COVID-19 pandemic caused an unexpected crisis all around the world, Indonesia had to introduce restrictions to social distancing, hand sanitizers and lastly wearing face. The local Balinese people tend to obey and follow the rules enforced by the Indonesian government.

The most significant hit experienced the tourism sector and tourists itself leaving the country to get to their home country safely. Lack of tourists on the island of Bali resulted in many tourism organizations having a hard time to survive and keep their employees. It could be seen that even Bali experienced numerous crises, organizations were able to recover quickly, however, the COVID-19 is different as stated by a respondent from “Wise steps travels” and the lack of a crisis management plan revealed weaknesses. In times of crisis, it is important to have a strong leader in the organization to make critical decisions and communicate the next steps. The interviews with social enterprises revealed that employees were either let go, put on half salary, or shift reduction to keep going. Based on the analysis, social enterprises played an important role in addressing issues such as health emergencies, food deficiencies, job insecurity, and inclusiveness related to the COVID-19 crisis. The reactive crisis management was identified in this case, which resulted in a lack of management planning and preparedness among the interviewed social enterprises. The secondary data revealed that competition and scarcity of public resources can be a significant barrier to handle the crisis situation in Bali. It has been argued that expertise and collective thinking can navigate the crisis in the right direction. All the interviewed social enterprises stressed the need for a legal framework as well as regulations, which would help them to access the financial resources in the times when a crisis occurs. The analysis showed that crisis requires hard decisions made since the very beginning, and therefore clear communication and strong leadership, are the key elements. The results of the analysis showed that the Balinese obey the rules of government, and there is a certain trust between the society and government, which could be beneficial in times of crisis. Notably, bureaucracy and strict rules by the Indonesian government actually helped the

interviewed social enterprises respond to the crises effectively. It has been found that being part of the community is crucial, in order to understand the local government structures.

5.4. Resilience

In terms of resilience, the analysis showed that the COVID-19 crisis brought new opportunities for the tourism industry. The secondary and primary data portrayed the concept of resilience as encouraging social enterprises to apply creative and innovative approaches, and thus plan for a more sustainable future. The Indonesian Ministry of National Development Planning urges to embrace the new ideas and innovation, and rethink how tourism impacts the resources. Specifically by focusing on tackling issues of poverty, limited business opportunities, fostering economy through agriculture, modernizing the service sector, and also putting more focus on the development of technology in the country.

All of the interviewed social enterprises stressed the importance of innovation, as part of their business strategy, and they see the opportunity to make a change towards a more sustainable future for tourism than ever before. As part of this movement, the “Bali Pledge” sustainability initiative was created, which aims to create awareness of the preservation of the land, customs, and culture of Bali not only to visitors but also to all residents. This is linked with other findings, which showed that locals should be considered a part of this change and also should benefit from it in the long run. Furthermore, the concept of “psychological resilience” was applied and showed that social enterprises responded to crises through positive thinking, which made them more resilient. The analysis also demonstrated that the public and private sectors have to strengthen their efforts, to make innovation and sustainability as a “new normal”. Thus partnerships and networks should act as leaders and connectors. By analyzing the primary data, we found that social enterprises were not maintaining partnerships during the crisis, and even some do not consider it as important. In terms of organizational resilience, most of the social enterprises adapted to the pandemic by closing their operations to minimize expenses such as cost of the employees, some were let go and others received a salary reduction. However, decisions were made based on current restrictions from the government, and to be in the stage of hibernation can help them to survive for a longer period. As previously mentioned, the psychological resilience of social entrepreneurs was also an essential factor for the future of the enterprise.

Furthermore, it has been found that smaller businesses tend to be more resilient, then bigger companies since they can shift and adapt to change quickly.

5.5. Inclusive tourism

The COVID-19 pandemic showed the need for inclusive tourism to be better integrated into the tourism sector. The main beneficiaries of social enterprises are locals and nearby communities, however, the ethical business Bali eco-lodge is privately owned, and therefore family also gains benefits. Interviewed tourism social enterprises talked about employing mostly local people from the community and one of the owners even let the Balinese run the stay.

“The 10 New Bali” development project was mentioned by two respondents, with a positive and negative perspective on it. “Wise steps travel” criticized the lack of community involvement in plans of developing the areas where people live in. On the other hand, the respondent from “Enjoy life” expressed a very positive attitude towards these projects, mainly the Mandalika project in Lombok which will create many jobs. As a result of this initiative, the Sumba hospitality foundation was established to provide hospitality education for children so they can become a valuable asset in the future.

Social enterprises talked about their projects related to education such as an education center for future entrepreneurs, various teaching activities in the community, mainly related to sustainability, and also translating into the Indonesian language, to keep the locals informed. The crisis also caused social enterprises to rethink their business model, either to adapt based on the health procedures or completely change the way the organization goes. Some of them took part in initiatives from foreign organizations to redistribute money to tour guides and others helped deliver meals to low-income families. BGreener created the initiative “food action Bali” with the help of the community of SE and provided an opportunity for Balinese people to learn how to grow their own food with the help of gardeners. Enjoy life, as an NGO in this research, connected various local businesses to create a box with six products that will be sold to the tourist when borders open again. The research also revealed wellness tourism can be a new way of tourism in Bali, which can be visited for the purpose to get better and heal.

5.6. Contribution to study

This study revealed how 8 social enterprises in Bali managed the question of resilience, inclusiveness, and crisis management during the COVID-19 crisis. It presented different capacities for entrepreneurs to handle their operations, and how they overcame the barriers

imposed on them by this pandemic. Thus, the key findings of the analysis are based on these challenges. This study also presents the new business and development opportunities for social enterprises even under adverse and severe conditions. This research also adds a few contributions to practice, namely for policymakers in Indonesia, by presenting the key points from an analysis of the impacts on social enterprises caused by the COVID-19 crisis, in its very early stage. It also highlights the main areas to strengthen the development and resilience of social enterprises, so they can respond to the crisis more effectively. It has been found that there is an urgent need for SE to hibernate as a way of resilience before going back to “normal”. It can be concluded, social enterprises in Indonesia do not have sufficient support from the government, lacking financial resources to survive. The work of social enterprises was limited due to the virus situation, however many projects which included local communities were put on hold. It has been argued that innovative and creative business opportunities in a crisis situation can develop among the 8 interviewed SEs owners. Thus, this study also holds relevance for not only business owners but also potential investors to benefit from this situation.

5.7. Practical recommendations

Through this thesis, diverse concepts and ideas have developed, through the increased level of knowledge within the field of social enterprises which enhance tourism SE's resilience in current and future crises. However, this research showed how complex and new this topic is, and therefore more emphasis should be put on academic research, which can have a positive impact on the government and the urge to solve the issues of the future. As the analysis showed, in terms of resilience:

- Social enterprises will be more challenged than bigger companies, which might create discouragement, especially for young entrepreneurs.
- There is a need to make the social economy sector more attractive and sustainable, by creating new job areas and local development policies.
- Decisions should take into the consideration needs of different social groups, particularly geographical areas, where this development of the social economy will strengthen the attractiveness of the labor market.
- Putting more emphasis on technological and innovative solutions, as well as education, could contribute to finding new opportunities.
- Including the SDGs framework by the UN would help to more inclusive and sustainable tourism activities of social enterprises

- Sustainability should be practiced through education (incubators, accelerators, etc.), which can change the habits and behavior to achieve responsible consumption.
- More conscious thinking and accountability, and more local ownership towards more sustainable development.
- Build a strong ecosystem with diverse players included, to support the enterprises in their development, and also serve as a space for connecting the individual actors, by using a single holistic approach, in order to develop a common national approach.

5.7.1. Future research

The research revealed future research topics that can be explored to ensure tourism develops in a more sustainable direction. The proposals are related to current issues of domestic tourism, post- COVID-19 impact, potential tourism shift, and lastly wellness tourism as part of health tourism and inclusive tourism.

We believe future research can be focused on domestic tourism in Bali, which used to have an increased number of international arrivals each year. Due to the country lockdown, international tourists will probably not be able to come to Bali until 2021, therefore UNWTO suggested domestic tourism is a driver for economic recovery. Bali as a tourism destination however needs to adapt its PR and Marketing and attract domestic tourists.

This research focused on the situation in Indonesia at the beginning of raising cases of the COVID-19 and the crisis being in the early stages. However, the situation in the country and in Indonesia changed and the number of cases is increasing daily. Therefore, it is important to research how tourism social enterprises survive these long-lasting crises, with uncertainty when it all get back to normal.

Based on the interview responses, students discovered a potential tourism shift planned in the next few years, as the government wants to focus on the quality of tourists. Wherein social enterprises want to be part of the shift, asking for more inclusive and sustainable tourism development. We can see the need for research on how this shift can be performed and consulted with the relevant stakeholders.

As a result of the COVID-19 pandemic, the tourism sector has been changing, tourists seeking not only safe and healthy destinations but rather tourism experience with a health purpose including wellness and yoga trips. Interview respondents also see the potential of Bali being a destination to get well.

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