

BREKSI CLIFF TOURISM RISING FROM THE IMPACT OF THE PANDEMIC

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ABSTRACT

The purpose of this study is to identify and analyze the impact of Covid-19 on Breksi Cliff Tourism. Breksi Cliff Tourism is managed by a Village-Owned Enterprise (BUMDes) in Sambirejo Village, Prambanan District and Breksi Cliff Manager Lowo Ijo is a work unit of BUMDes. This study uses the perspective of the Balanced Scorecard (BSC), namely from a financial perspective, customer perspective, internal business process perspective, learning and growth perspective. to see the impact of Breksi Cliff Tourism. The impact on the internal organization itself as well as the economic impact on the surrounding community which has become a source of income. This study uses qualitative research methods in order to dig up more information from sources about the impact of Covid-19. The informants in this study are Breksi Cliff Tourism Managers, employees of Breksi Cliff Tourism Managers, non-employee workers and the community around Breksi Cliff Tourism. It is hoped that this research will produce a solution for Tebing Breksi Tourism Managers in dealing with the crisis caused by the Covid-19 Pandemic and can recover quickly.

KEYWORDS Covid-19, Breksi Cliff Tourism, Balance Scorecard.



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INTRODUCTION

Breksi Cliff is a tourist spot located in the area of Sambirejo Village, Prambanan District, Sleman Regency, Special Region of Yogyakarta. Iconic and instragrabable tourist attractions are visited every day by domestic and foreign tourists. Breksi Cliff Tourism is a former mining site and has been opened as a tourist spot since 2015. The beautiful scenery above the cliffs and interesting rock shapes are an attraction for tourists. In 1 day it can bring in as many as 5000 tourists even on holidays it can reach 15,000 tourists per day based on detik.com interviews with Breksi Cliff Tourism managers. Management of Breksi Cliff Tourism is now under a Village-Owned Enterprise (BUMDes).

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Breksi Cliff Tourism is managed based on Community Based Tourism (CBT) which has an impact on social, economic, cultural and political changes in the area around Breksi Cliff Tourism. The positive impacts obtained are increased economic income, increased quality of life, concern for waste management and mutual respect between cultures. In addition, CBT cannot be separated from the active role of the community and government support (Nurwanto, 2020).

The Covid-19 pandemic which started to enter Indonesia since March 2020 has devastated tourism in Indonesia. Restrictions to prevent the spread of Covid-19 greatly impact the tourism business and its supporters such as hotels, travel agents, transportation, restaurants, souvenir centers and have an impact on the residents of the area around tourist attractions. Breksi Cliff Tourism is one of the tourist attractions that is very impactful due to the Covid-19 pandemic.

At the beginning of the Covid-19 pandemic in Indonesia, the first three months of Breksi Cliff Tourism from March 2020 to June 2020 experienced a loss of funds from fees of Rp. 1.5 billion, this is based on detik.com interviews with Breksi Cliff Tourism managers. Existence of Cliff Tourism.

This Breccia is very helpful and improves the economy around Breccia Cliff Tourism. There are several jobs that the community helps with Breksi Cliff Tourism such as cleaning staff, parking, photo spot providers, security officers and others (Mona Erythrea Nur Islami & Umiyati, 2020).

Literature Review

Balanced Scorecard in the Tourism Sector

Balanced Scorecard (BSC) is a methodology to solve challenges in balancing strategy theory with its implementation (Nair, 2004). Many large, medium or small companies have failed in dealing with competition and the economic crisis. These companies are not because they do not have a strategy but they fail because they are unable to execute a balance in implementing the strategy. The BSC is also a strategic management tool that helps measure, monitor and communicate strategic plans and goals across the organization in a way that everyone understands.

The BSC method can be applied to all companies, such as the application of BSC in travel agency companies. The BSC performance dimensions reflecting benefits for travel agencies related to financial performance, customer satisfaction, learning and growth and internal processes are highly validated and supported through the suggested framework. It is logical to assume that a study can provide a theoretical model for researchers who aim to gain an in-depth understanding of the relationship between internal marketing and performance in small hospitality and tourism businesses. The results of Khazaei's research show that internal marketing can improve organizational performance (level of customer satisfaction, internal business processes, financial performance, and learning and growth practices). (Khazaei Pool et al., 2017).

Employee management is very important and heavily invested in the hospitality and tourism industry. Reliability among employees and customer satisfaction in the hospitality and tourism industry illustrates the importance of utilizing BSC in this industry (Fatima & Elbanna, 2020).

The BSC method succeeded in providing empirical evidence in several journals studied and providing improvements to company performance in various tourism sectors, both in the hospitality, recreational parks, tour & travel and restaurants sectors. Selection of the right indicators for the perspective studied significantly affects tourism performance, by knowing the right indicators, it will be easier to innovate or improve on indicators that are felt to be below the performance target, with the results of this study it can also be proposed that the BSC be a method of choice performance measurement which is expected to be able to identify, measure and evaluate individual performance to improve company performance and is expected to be able to revive the tourism industry service sector which has slumped after the COVID-19 pandemic (Putri et al., 2020).

Covid-19 and Tourism

In research on the impact of Covid-19 on the tourism sector in Europe, tourism plays an important role for the single market which also has a significant contribution to the economic, social and cultural lifestyle in the European Union. This is why support for the tourism sector in the aftermath of the COVID-19 pandemic remains a key action, not only from the macroeconomic perspective of individual countries, but also in terms of tourism to the European Union economy as a whole (in macro- and mezzo-economic perspectives). Cooperation at the EU level will enable the sector to emerge from the current crisis which is surely the most painful and severe crisis faced by European and international tourism (Bera et al., 2020).

The results of other studies show that the evolution of the local pandemic situation has the most significant impact on bookings and occupancy rates in the cities studied. The characteristics of the local market and the pandemic situation and the economy of the tourist's country of origin also have a major influence on bookings and cancellations (Boros et al., 2020).

In dealing with a pandemic the role of economic and financial measures is an important aspect in fighting the Covid-19 Pandemic, especially in the field of tourism, where the following objectives must be taken into account (Vărzaru et al., 2021): First, ensure the functionality of tour operators by supporting testing and prioritization regular; Second, vaccination of the tourism workforce; Third, Provide financial assistance, fiscal and economic facilities for tourism operators to help them survive in the market; Fourth, ensuring sufficient financial resources for people affected by the crisis (extended unemployment benefits) does not affect the living standard of the population and determines changes in consumer behavior; Fifth, support private companies by providing subsidies, credit facilities, providing state guarantees; and Sixth, Supporting domestic tourism by encouraging citizens to plan their holidays within the country.

RESEARCH METHOD

Research Design

The research method used in this study is a qualitative research method. Qualitative data is data in the form of words or sentences. Examples of qualitative data are interview notes, transcripts of focus group discussions, answers to open-ended questions, videotape transcripts, stories of experiences with products on the internet, news articles, and the like. Qualitative data can come from a variety of primary and/or secondary sources, such as individuals, focus group discussions, company records, government publications, and the internet. Qualitative data analysis is aimed at making valid conclusions from the amount of data collected (Sekaran & Bougie, 2016).

Research subject

The subject of this research is Breksi Cliff Tourism which is located in Sambirejo Village, Prambanan District, Sleman Regency, Yogyakarta. The sources for this research are Breksi Cliff Tourism managers, workers who work as employees of Breksi Cliff Tourism managers, workers who are not employees of Breksi Cliff Tourism managers, communities around Breksi Cliff Tourism and visitors to Breksi Cliff Tourism.

Method of collecting data

Qualitative research in collecting data can use many ways . Will be more dominant in data collection using the interview method. The tools used to collect interview data also fall along a continuum from structured, in which all questions are preselected and asked in a certain order of all participants, to unstructured, in which the researcher might use one large question. In many semi-structured interviews, all participants are asked some form of pre-selected questions designed to touch on a particular topic, but the questions are rearranged, adapted, and interspersed with other questions based on participants' answers. Interviews vary with respect to their technique (i.e., subjective objectives, and even projective methods) and focus, which can be either chronological, descriptive, action-oriented, or about the participant's process or essence (Leonard A. Jason & David S Glewick, 2016) . Collecting data in this study using triangulation techniques. In addition to interviews, researchers also made observations, reviewed literature, and documented.

Reliability and validity

Qualitative research is important that the conclusions made are verified in one way or another. That is, researchers must ensure that the conclusions obtained from qualitative data are reasonable, reliable, and valid. Reliability and validity have slightly different meanings in qualitative research compared to quantitative research. Reliability in qualitative data analysis includes category and interjudge reliability. The reliability of categories “depends on the ability of analysts to formulate categories and present category definitions to competent experts so that

they will agree on which items from a given population fall into a category and which do not” (Sekaran & Bougie, 2016).

Validity is defined as the extent to which an instrument measures what it purports to measure. In this context, however, validity has a different meaning. It refers to the extent to which research results (1) accurately represent the data collected (internal validity) and (2) can be generalized or transferred to other contexts or settings (external validity). In this study using the triangulation method to measure the reliability and validity.

RESULT AND DISCUSSION

General Description of the Research Object

Breksi Cliff Park is a tourist attraction whose management is based on CBT (Community Based Tourism) located in Sambirejo Village, Prambanan District, Sleman Regency, Yogyakarta Special Region. Breksi Park, which currently has an area of □ 8.5 Ha, was originally a former mine which was abandoned due to the closure of the mining area after it was discovered that the hill was a geological relic.

According to sources, Tribun Jogja (2017) informed that in the 2nd year since its inauguration in 2015, the Breksi Park tourist attraction already has an annual income of 150 million rupiah with the highest visit on December 25 2017 of 7,550 visitors. This resulted in Breksi Cliff Park being ranked 1st by the Indonesian Enchantment Award for the 2017 Ministry of Tourism's Most Popular New Tourism Object Category. Meanwhile, Radar Yogya sources (2019) stated that in 2019, based on the latest data recap, Breksi Cliff Park was packed with visitors during the Eid holiday with the highest visits on June 7, 2019 with □ 10,000 visitors. Two months earlier, based on Tribun Jogja (2019) on April 2 2019, Pokdarwis, the developer of Breksi Cliff Park, namely Pokdarwis Tlatar Seneng, received an award as the Best Pokdarwis in DIY.

Research result

The data from the interviews presented below are the result of a reduction of the overall data according to research needs and refers to the existing list of questions . The following data sets will then be analyzed to achieve problem solving with the balanced score card model.

Financial Perspective

Revenue for the Breksi Park tourist attraction as a whole comes from several sources, namely entrance tickets and parking tickets, tourist jeeps, culinary parks , balconydes, Glam Camp, and rental of places/amphitheaters. However, of all these sources of income, not all of them go into Breksi Manager's treasury. From the percentage of income sharing, it can be seen that the benefits obtained from Breksi Park are distributed evenly and fairly, where every villager who is involved in managing Breksi Park gets benefits according to their respective roles.

The problems faced by partners, namely the Sambimulyo village-owned enterprise (BUMDes) which has these business units were just established in 2018.

This BUMDes needs to be properly managed and prepared financial reports because all financial transactions will be accountable to the village.

Meanwhile, the majority of BUMDes Sambimulyo administrators are not very familiar with accounting, especially the preparation of financial reports and financial management.

Secretary of the Breksi Cliff Park Manager, Yulius, initially felt complicated with this financial digitization. Because before the pandemic, managers had never thought about marketing strategies. Because the promotion has been done by other parties. Both the tourists themselves and the media.

"After the pandemic, we inevitably had to be literate in technology. The DIY Regional Government policy requires all tourists to report their personal data. That will really help us in our future marketing strategy. Such as promotions that are adjusted to the age of tourists or something else," he explained.

During Covid-19, tourism in Yogyakarta stopped completely, including breccia cliff tourism. Because of that the association does not get the income it has so far gotten from visitor tickets. Then the surrounding community also cannot work and earn income. If we look at table 1, it can be seen that in 2020 there has been a decline in tourism so that it affects income.

After the government began to allow community mobilization, breccia cliff tourism was reopened and now visitors have started arriving to tour breccia cliffs so that income is starting to return, although it is not yet normal.

Customer Perspective

In the customer perspective, researchers conducted interviews by determining the level of importance indicators. Customers who have the highest level of importance are indicators of the availability of tourist attractions, condition of access stairs and availability of ramps. This result is in accordance with the opinion of Suwena (2017) that the availability of tourist attractions is considered important by tourists because it is a pull factor (pull factors) at a tourist destination. While the condition of access to stairs and the availability of ramps are considered important by tourists because the condition of the Breksi Cliff Park tourist area is still in the form of hills and cliffs that are quite steep so that the conditions for accessing stairs and the availability of ramps are important to facilitate tourist mobility within the tourist area. Indicators that have a low level of importance are the availability of lodging and the availability of tour guides. The availability of lodging is considered less important by tourists because most tourists prefer to stay in the downtown area which is close to shops and shopping centers. The availability of tour guides is also considered less important due to the lack of tourist interest in the existence of tour guides.

The highest performance level assessment is on the indicator of the availability of parking area land. These results are consistent with the conditions observed in the field that the vehicle parking area at the Breksi Cliff Park tourist attraction is well-available and able to accommodate various types of vehicles (tourism buses, mini buses, cars, motorbikes). The vehicle parking area for tourist buses can accommodate approximately 80 tourist buses, while for private cars the capacity can reach 100-150 parked cars. While the assessment of the lowest level

of performance is on the indicator of availability of tour guides, this is in accordance with the real conditions in the field that tour guides have not been maximized due to lack of tourist demand and limited human resources.

During Covid-19, tourists cannot visit Breccia cliffs at all . In the future, Breccia cliff managers can make virtual breccia cliff tours. However, after Covid-19 tourists can now visit Breccia cliffs again.

Internal Business Process Perspective

Since the opening of Breksi Park as a tourist attraction, the people of Sambirejo Village have started to play a lot of roles in it, both as management employees, sellers, and village units that help indirectly. The number of people involved each year also increases. Apart from Breksi Park, there are also other natural tourist objects in Sambirejo Village which many visitors stop by with the Jeep Tour. This shows that the community is starting to feel they own and are equally protecting the natural conditions that exist in their village. As was said by one of the former miners who stated that by making Breksi Park a tourist attraction, the cliffs would not be used up because they were mined and natural conditions would be better preserved so that their children and grandchildren could later enjoy what is there today.

The existence of Pokdarwis and BUMDes that help foster the community and develop the Breksi Park tourist attraction is very beneficial. With members who are all residents of Sambirejo Village, the two village units are able to maintain relations between residents and maximize existing resources.

Learning and Growth Perspective

The management carried out at the Breksi Cliff Park tourist attraction has fulfilled aspects of the community approach, namely with the support of the government, the realization of community participation, fair profit sharing for all stakeholders and the community, sustainable use of local resources, and strengthening of local institutions. As for the results of the analysis of success factors, the factors that influence the success of managing Breksi Cliff Park attractions, namely the existence of local leadership, the existence of external support from stakeholders, the establishment of collaboration between stakeholders, the existence of community support, the establishment of good relations between communities with one another, as well as local ownership. Local leadership is one of the factors that is a top priority in community-based tourism management, because stakeholders are fundamental and act as "key persons" in starting a community-based management to increase tourism awareness in the local community.

Training and coaching for villagers has continued since the beginning of Breksi Park's development. So that until now most of the people of Sambirejo Village are involved in managing Breksi Park and can become quite good tourism actors. Besides that, post-covid, the use of digitization has become increasingly massive and the community has learned to be empowered. Digital financial management.

CONCLUSION

After analyzing the results of the research, it can be concluded as follows: During the Covid-19 period, Breccia cliffs did not open visits because they followed the rules set by the government. The impact of the closure is that the manager does not get income from entrance tickets and other income. The people around him also feel the impact from a financial perspective, who usually get money from opening Breccia cliff tours. After reopening, the manager is now trying to get up and have the opportunity to manage finances properly and use digitization.

Customers or tourists have not recovered 100% from visiting Breccia cliff tourism because the community is also experiencing recovery. However, Breccia cliff managers are making improvements to satisfy tourists by improving services. Breccia cliffs are the main tour of tourism in Sambirejo Village, but this tour also works on other tours such as jeep tours and currently there are villa rentals. Which means the business process is developing after covid-19.

Training and coaching for villagers has continued since the beginning of Breksi Park's development. So that until now most of the people of Sambirejo Village are involved in managing Breksi Park and can become quite good tourism actors. From Covid-19, the community has learned a lot, especially surviving the crisis and learning about digitalization.

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