

## ABSTRACT

The COVID-19 pandemic which came up at the beginning of 2020 had had tremendous impacts on the tourism industry in Indonesia. Managers or organizations in the tourism sector were attempting every effort to stay afloat during the COVID-19 pandemic. Taman Wisata Candi Borobudur, as the manager of one of the super-priority tourist destinations, has applied the dynamic of health protocols as a form of implementing crisis management strategies. This study is exploratory qualitative research. Data were gathered using the literature study, semi-structured interviews, and participatory observation. This study is divided into two discussions. The first discussion is related to the timeline of policy changes about the application of health protocols. The second discussion is about the identification of these policies according to Ritchie's crisis management strategy (2004). Moreover, the author found that all changes and adjustments to the health protocol policies and the crisis management in Taman Wisata Candi Borobudur were referred to and directed immediately by the central and local governments. This also demonstrates the importance of flexibility, modification, and evaluation in adapting the policies which were used during the complex crisis related to the COVID-19 pandemic.

**Keywords:** *Crisis Management, Taman Wisata Candi Borobudur, Health Protocols, COVID-19 Pandemic*

## INTISARI

Pandemi COVID-19 yang terjadi sejak awal tahun 2020 memberikan dampak keterpurukan terhadap industri pariwisata di Indonesia. Pengelola ataupun organisasi sektor pariwisata mengerahkan segala upaya untuk tetap bertahan selama berlangsungnya pandemi COVID-19. Taman Wisata Candi Borobudur selaku pengelola salah satu destinasi wisata super prioritas, menerapkan protokol kesehatan yang dinamis sebagai salah satu bentuk pengimplementasian dari strategi manajemen krisis. Penelitian ini merupakan penelitian kualitatif eksploratif. Pengambilan data menggunakan metode studi pustaka, wawancara semi-terstruktur, dan observasi partisipatif. Penelitian ini terbagi menjadi dua pembahasan, linimasa perubahan kebijakan yang diterapkan terkait protokol kesehatan dan identifikasi kebijakan tersebut pada strategi manajemen krisis milik Ritchie (2004). Studi ini menemukan bahwa keseluruhan perubahan dan penyesuaian kebijakan protokol kesehatan sekaligus manajemen krisis yang ada di Taman Wisata Candi Borobudur mengacu dan diarahkan langsung dari pemerintah pusat maupun pemerintah setempat. Hal tersebut menunjukkan pentingnya mengupayakan fleksibilitas, modifikasi, dan evaluasi selama terjadinya krisis kompleks seperti pandemi COVID-19.

*Kata Kunci: Manajemen Krisis, Taman Wisata Candi Borobudur, Protokol Kesehatan, Pandemi COVID-19*