

# THE MANAGEMENT STRATEGY OF THE PACIFIC MUSEUM AS A MADE TOURISM ATTRACTION IN THE NEW NORMAL ERA

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## ABSTRACT

*Covid-19 pandemic emerging in early 2020 impacted on various sectors in the world, one of the examples is tourism sector in Indonesia. Tourism is known as featured sector since it greatly affects the national economy. However, pandemic makes tourism sector experience a temporary suspension. Pasifika Museum becomes an artificial tourist attraction in Bali Province experiencing the impact in term of tourist visits, tourism product and facilities, as well museum management. As time goes by, new normal era is implemented to recover Bali tourism. The study aimed to formulate the right management strategy for Pasifika Museum and efforts implemented in new normal era.*

*It was a qualitative descriptive study using primary and secondary data sources. In addition, data collection techniques were observation and interview with Pasifika Museum manager, documentation studies and SWOT analysis technique for formulating the right strategy. The result indicated that management strategy was very good, but it needed to be some improvements in terms of human resource quality, facilities and information delivery to tourists from the aspects of planning, organizing, actuating, and controlling.*

**Keyword:** Management Strategy, Tourist Attraction, New Normal Era

## 1. INTRODUCTION

The emergence of the Covid-19 pandemic at the beginning of 2020, had an impact on all countries and forced changes to the world order suddenly and spread very quickly. There are various changes that occur without planning causing unpreparedness for various sectors, one of which is the tourism sector. According to the results of survey data on the impact of the Covid-19 pandemic conducted by BPS, the transportation, resort, hotel and restaurant sectors experienced the most significant impact because, it is undeniable that these sectors are interrelated with the tourism industry (bps.go.id, 2021).

Tourism as we know is one of the sectors that has contributed the most in improving the economy of the Indonesian state which has also been affected by the Covid-19 pandemic. Many tourist destinations in Indonesia also limit the number of visitors or even temporarily close these destinations. As a result, there is a decline in tourist visits, both domestic and foreign. This drastic decline in tourism was due to travel restrictions as an effort to prevent the spread of the Covid-19 virus as well as changes in tourist behavior caused by this pandemic.

The province of Bali as one of the many destinations that depend heavily on the economy in the tourism sector is like suspended animation. The many tourist attractions and beauty on offer do not guarantee that Bali will be spared from the pandemic. However, in this new normal era, Bali tourism is slowly starting to rise from adversity due to the pandemic and it is predicted that tourism that offers natural attractions will become a trend after this pandemic passes. This is certainly a challenge for existing artificial tourist attractions, so there needs to be strategies that can be taken and immediately implemented in order to be able to compete with other tourist attractions, especially natural tourist attractions.

The Pasifika Museum is one of the artificial tourist attractions in Bali Province. The museum not only displays or displays various kinds of art but also provides education and recreation for tourists. The existence of this pandemic,

of course, has an impact on the image of the Pasifika Museum. Thus, an evaluation of the museum's management is needed, which of course depends on the museum manager himself, who adapts to the current pandemic conditions and as part of the revival of Bali tourism. The reflection on museum management is expected to be a bridge for the Pasifika Museum to adapt in the new normal era and become an artificial tourist attraction that is still worth visiting, despite the emergence of several other tourism trends.

Based on the explanation, it is known that the Pasifika Museum requires the right management strategy in fulfilling the museum's vision and mission. In addition to fulfilling the museum's vision and mission, management also plays a role in creating a good museum reputation in improving the image of the museum as an artificial tourist attraction during a pandemic among tourists.

## 2. METHODOLOGY

The Pasifika Museum is one of the artificial tourist attractions located in the Indonesia Tourism Development Corporation (ITDC) Nusa Dua area in South Kuta District, Badung Regency, Bali Province. The Pasifika Museum is an art museum that presents the culture of the Asia Pacific. This tourist attraction is about 20 km from Denpasar City and 13 km from Ngurah Rai Airport. Initially this museum was the Asia Pacific Art Center and was not categorized as a 'museum' in 2004. However, it officially became the Pasifika Museum in 2006 only because of its art collection which is increasing day by day and its location in the center of the Nusa Dua tourist area.

In this study using descriptive qualitative research methods. The type of data consists of qualitative and quantitative data (Kusmayadi and Sugiarto, 2000) and the data obtained are sourced from primary data and secondary data (Wardiyanta, 2006). The data collection techniques used include observation (Sugiyono, 2013) to record the state of the target object, namely the Pasifika Museum and interviews to facilitate digging up data and literature study (Nasution, 2003) to strengthen the data in constructing this research.

The concepts used to define the scope in this research are the concept of strategy, the concept of management which consists of planning (planning), organizing (organizing), actuating (implementing) and controlling (supervision) as well as the concept of tourism, the concept of artificial tourist attraction, understanding Covid-19 pandemic, new normal and museums.

To formulate a strategy for managing the Pasifika Museum in the new normal era, the researchers also used a SWOT analysis consisting of Strengths, Weaknesses, Opportunities and Threats. According to Rangkuti (2001), SWOT analysis is the identification of strategic factors that are arranged to formulate the right strategy. From the definition of SWOT, it can be explained as follows:

### 1. Internal Factor

a. Strengths, the advantages possessed by museums so that they can be better utilized in order to stay ahead of the competition

b. Weakness, anything that causes a decline in the museum as a tourist attraction.

### 2. External Factors

a. Opportunities, all opportunities that can be utilized or contributed to the success of the Pasifika Museum.

b. Threats, things that can cause the museum to experience a decline or loss.

## 3. RESULT

### 3.1 Overview of Pasifika Museum

Pasifika Museum is located in the area of Indonesia Tourism Development Corporation (ITDC), Nusa Dua. The ITDC area is a tourism commercial area, namely the Nusa Dua tourist destination which is managed by a state-owned enterprise (BUMN). The Pasifika Museum presents a wide collection of art from various artists in the Asia Pacific region and is known to be a very diverse area and has half the world's population. Initially this museum was the Asia Pacific Art Center and was not categorized as a 'museum' in 2004. However, it officially became the Pasifika Museum in 2006 because of its art collection which is increasing day by day and its location in the center of the Nusa Dua tourist area.

To make a valuable contribution, the Pasifika Museum must be different. In 1940, the Mexican artist Miguel Covvarubias after publishing his book entitled "Island of Bali" in 1937, created 6 murals for the exhibition "Pageant of the Pacific" located in San Francisco which is known as an ethnographic study in the region. For this reason and several quotes such as "Bali, a Paradise Created" and "Asia and Pacific meet in Bali" provided the inspiration to establish this museum.

The Pasifika Museum is the first museum in the world that presents various works of art in Indonesia and throughout the Asia Pacific region, both displaying masterpieces of historic paintings and sculptures. The museum was founded on a land area of 12,000 m<sup>2</sup>, with 8 pavilions and 11 exhibition halls. The museum contains approximately 600

works from 200 artists from Indonesia, the Pacific Islands, the Indochina Peninsula, Polynesia, European and Asian countries.

The Pacifica Museum fully complies with Indonesian National Regulations and has been included in the museum with category A in 2017. This museum has also been fully certified by the regional authorities for mitigation (P3, fire fighting, natural disaster prevention, security, etc.) participate in international meetings such as IMF-WB meetings, One World Ocean Conference and Bali Democracy Forum. This is considered in accordance with the philosophy of Tri Hita Karana. In addition, the Pasifika Museum is also fully committed to following, implementing and implementing the goals of the 4 pillars of sustainable tourism published by the Ministry of Tourism (Perpres 14/2016).

### 3.2 The Tourism Condition of the Pasifika Museum during the Covid-19 Pandemic

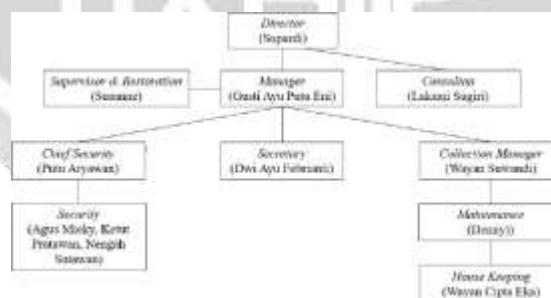
#### 1. Tourist Visits at the Pasifika Museum

The decline in the number of visits at the Pasifika Museum itself certainly began with a decline in foreign tourist arrivals in Bali that occurred at the beginning of the pandemic in February 2020. According to Foster (1985) one of the factors of tourist travel is the knowledge they have in deciding to travel (travel awareness) which includes the latest information on tourist destinations as well as the availability and quality of the facilities and services they have. Referring to this, of course this is a consideration for tourists to visit the Pasifika Museum. The existence of this pandemic causes tourists to be more careful in choosing a tourist attraction by considering the circumstances or conditions they are currently facing. The decline in visits at the Pasifika Museum also occurred due to the implementation of large-scale social restrictions (PSBB), especially at the beginning of the emergence of the Covid-19 pandemic which resulted in the temporary closure of museums in order to comply with government directives in supporting the acceleration of handling Covid-19.

The decline in visits at the Pasifika Museum is also the impact of the tourism trend due to the Covid-19 pandemic where tourists are more interested in visiting destinations that are rich in natural tourist attractions. This is in accordance with the statement of Sandiaga Uno as the Minister of Tourism and Creative Economy, which stated that tourists are more interested in visiting tourist destinations that are guaranteed safety, cleanliness, comfort and are guided by environmental sustainability (kompas.com, 2021).

#### 2. Organizational Structure of Pasifika Museum

In terms of management, especially human resources which are a guarantee of the occurrence of an activity at the Pasifika Museum, there has also been a reduction. Initially the staff or employees at the Pasifika Museum consisted of 13 people, but after the emergence of the pandemic, there were only 9 staff left due to the decline in the number of visits so they didn't need a lot of staff. However, this can pose a big risk to the collections contained in the Pasifika Museum because there is no staff on duty. The organizational structure in the museum has been updated in January 2021 which consists of Director, Supervisor & Restoration, Manager, Consultant, Chief Security, Secretary, Collection Manager, Maintenance & House Keeping.



**Fig 1. Pacifica Museum Organizational Structure**

Source: Pacifica Museum, 2021

#### 3. Implementation of the CHSE Health Protocol

The CHSE program is a program that is guided by the implementation of health protocols and is based on Cleanliness (cleanliness), Health (health), Safety (security) and Environment Sustainability (environmental sustainability). The application of the CHSE health protocol at the Pasifika Museum is supported by several criteria, as follows:

1) Cleanliness, in this aspect, Pasifika Museum ensures cleanliness in the surrounding area, starting from the availability of facilities for washing hands and the provision of hand sanitizers as well as routinely spraying disinfectants throughout the museum area.

2) Health, in maintaining health in the Pasifika Museum area, all existing human resources are necessary to maintain health. This can be seen from the temperature check before entering the museum area, it is mandatory to wear a mask, an appeal to keep a distance to prevent crowds.

3) Safety, Pasifika Museum prepares safety procedures if one day there is a disaster or emergency conditions such as the presence of evacuation points and the availability of fire extinguishers.

4) Environment Sustainability, Pasifika Museum applies environmentally friendly conditions as seen from the green, beautiful and comfortable environment and the availability of trash bins.

#### 4. Products, Facilities and Promotion of the Pasifika Museum

The Pasifika Museum also offers various facilities ranging from toilets and cafes, although tourist visits are less, the cleanliness of the toilets is maintained properly. The presentation of the collections in the museum is still well presented, neatly arranged and clean accompanied by sufficient information regarding the existing collections. There is also a large parking area that is sufficient for large vehicles such as cars, minibuses and buses. Pasifika Museum also has an indoor and outdoor cafe. However, as a result of this pandemic, the cafe looks unkempt because it is not operated much because it is empty of visitors. The event at the Pasifika Museum during the pandemic was also not carried out, so far only through Zoom Meetings.

The management of the Pasifika Museum also utilizes digital technology to facilitate operations, especially during a pandemic like this. By digitizing restrictions can be implemented better (carrying capacity).

The Pasifika Museum takes advantage of the role of social media as well as the official website. The social media used is Instagram with the official account @museumpasifika where the manager regularly uploads photos along with information on the collection in the museum. But actually, the manager of the Pasifika Museum can take advantage of the role of other social media, such as the Tik Tok application, which is very trending during this pandemic.

The Pasifika Museum is open every day by offering ticket prices for tourists, which initially was Rp. 70.000,00 - but after a pandemic it became Rp. 30,000.00 - and it is possible that the price offered may change following the management's policy. Pasifika Museum also collaborates with the Traveloka application and also online books.

#### 5. Strategy for the Management of the Pasifika Museum in Era

##### New Normal

Based on the results of observations and interviews with the manager of the Pasifika Museum, a SWOT analysis can be formulated to trigger the right strategy for the management of the Pasifika Museum, especially in the new normal era, as follows:

##### 1) Strengths

a. The Pasifika Museum is the first museum in the world that offers art collections ranging from painting to historical objects in the Asia Pacific region.

b. Utilization of social media Instagram and the official website in marketing the Pasifika Museum.

c. The Pasifika Museum is located in the Indonesia Tourism Development Center (ITDC) area.

d. The building and facilities of the Pasifika Museum are complete and friendly for people with disabilities.

e. The Pasifika Museum has been certified by the CHSE health protocol.

##### 2) Weaknesses

a. The management of the Pasifika Museum has experienced a reduction in human resources.

b. The available facilities such as a cafe are not very well maintained.

c. Lack of use of other social media such as Tik Tok in carrying out promotional activities.

##### 3) Opportunities

a. Pasifika Museum as a means of education and cultural preservation.

b. The existence of digitization through the use of the latest technology.

c. There is a recovery in support of the revival of tourism in Bali.

d. Health protocols have been implemented

CHSE at the Pasifika Museum.

##### 4) Threats

a. Tourism trends due to the pandemic so that tourists will be more interested in visiting natural tourist attractions than artificial tourist attractions.

The strategies that can be carried out by the Pasifika Museum are reviewed from the results of the SWOT analysis and are compiled based on the management concept, namely:

##### 1. Planning (Planning)

a. Focusing on the management objectives of the Pasifika Museum, especially in facing the new normal era.

- b. Maintaining the organizational structure that has been formed by making some improvements to existing functions
- c. Adjusting to the new normal era and reconsidering the quantity of human resources in the Pasifika Museum.
- d. Continue to improve the standard of the CHSE and health protocol
- e. Carry out revamping in terms of maintenance and upkeep of the facilities at the Pasifika Museum.
- f. Increase the number of tourist visits through innovation and efficiency in terms of promotion by taking advantage of the digitalization opportunities that have been announced by the government. In this case, as part of changing the image of the Pasifika Museum that as an artificial tourist attraction, it is still worth visiting in the new normal era.

## 2. Organizing

The organizational structure at the Pasifika Museum has carried out their respective functions through continuous collaboration and communication between divisions. This collaboration must continue to be carried out to facilitate the achievement of the strategies that have been formulated. The leader or Director at the Pasifika Museum has the task of directing his subordinates to carry out the agreed management matters in accordance with the new normal era. In the process, the museum manager is fully responsible for assessing whether all the strategies that have been formulated are running according to plan, followed by a supervisory role which ensures, controls and communicates to other subordinate divisions.

The role of a consultant is to have broad information and insight related to the Covid-19 pandemic and the latest policies launched by the government, so that in the process of implementing the strategy they can provide advice and assistance if there are problems in their implementation. Secretary, plays a role in assisting program implementation and reporting by paying attention to whether the existing plans are appropriate or not, especially in the implementation of the CHSE health protocol in museums, carrying out promotional activities and maintaining facilities and products offered at museums, etc.

## 3. Actuating (Implementation)

Since the pandemic, no staff has been seen guarding every room of the Pasifika Museum, this should be reconsidered by the management by paying attention to the impact if there is a lack of staff or employees around the museum room. This must be done in order to avoid violations committed by tourists who come from time to time, whether it is damaging, touching museum collections or even violating the CHSE health protocol that has been implemented at the Pasifika Museum.

The cafe in the museum looks not very well maintained due to lack of operation. The manager needs to fix the problem of cleanliness and maintenance, even though there are no visitors, but the cleanliness and maintenance of existing facilities must be maintained properly. And the management must continue to provide clear information regarding the implementation of the strict CHSE health protocol through the use of social media used, namely Instagram and TikTok so that tourists can know that the Pasifika Museum is still worth visiting.

Furthermore, the manager can make tour packages with several other tourist attractions in the ITDC area and can start actively conducting socialization by collaborating with educational institutions by utilizing the role of information technology such as Zoom, Webex and Virtual Reality (VR) technology.

## 4. Controlling (Supervision)

- a. Evaluating the achievement of goals and targets based on the latest policies such as improving the quality of the CHSE health protocol and promotion.
- b. Supervise if at any time certain deviations occur in the museum area. This step needs to be considered if at any time there are deviations in the implementation of the management strategy that has been implemented.
- c. Provide solutions to problems that occur in order to achieve goals. If there are problems in implementing the Pacifica Museum management strategy in the new normal era, then alternative solutions can be formulated immediately.

## 4. CONCLUSIONS

The management of the Pacific Museum is good, but in its implementation some improvements are needed in certain aspects. This means that there are not many changes that must be made by the manager of the Pasifika Museum, to be maintained and maintained, but with several management strategy in novations, especially in the new normal era. Strategies that can be taken

Pacific Museum in the new normal era with various programs ranging from implementing the CHSE health protocol that has been launched by the government, improving the management of care and cleanliness of museum facilities, procuring events with the theme of education and cultural preservation by collaborating with stakeholders as well as packaging tour packages that synergize with other tourist attractions that are also in the ITDC area. In addition, the Pasifika Museum can take advantage of the role of digitalization through social media to promote and

innovate VR technology where technology can provide new and unique experiences for visitors without having to visit the museum directly, especially during the pandemic.

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