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## **Resilience Strategy of Co-Working Space Service Business Against Crises in The Tourism Area of Canggu, Kuta Utara District**

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### **ABSTRACT**

*This research was conducted to analyze the resilience strategy of the co-working space business in the Canggu Tourism Area against a crisis. Meanwhile, to analyze the data in this study used the four-function adaptive cycle concept application. The data used in this study is qualitative data obtained from primary and secondary data sources. Data collection techniques in this study consisted of interviews, observation, literature study, and documentation. The results showed that there were two stages in the four-function adaptive cycle that were not passed by co-working space business in the Canggu Tourism Area during the crisis, namely the growth phase and the conservation phase. Meanwhile, two other stages, namely the release phase and the reorganization phase, were passed during the crisis. The results show that during the release phase there were various problems that arose, starting from a lack of capacity, prices that were too high, as well as member safety and comfort. Meanwhile, in the reorganizing phase, the resilience of the co-working space comes from member loyalty which is built from various means, such as listening to members complaints and providing the best service that create word of mouth from the member itself.*

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Keywords: *Resilience Strategy, Co-working Space, Digital Nomadism, Digital Nomad*

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### **1. Introduction**

The tourism sector and recent technology are two things that cannot be separated, the presence of technology encourages development and gives a new color to the tourism sector. The combination of tourism and technology then gave rise to a new lifestyle which is often called digital nomadism. Digital nomadism is a new lifestyle trend created as a combination of tourism, recreation, remote professional work, global travel and nomadic living. The term digital nomadism was first introduced by Makimoto and Manners in 1997 which predicted the birth of remote jobs in the future (Mouratidis, 2018).

This lifestyle seeks to combine the desire to travel (travel) continuously (nomadic) with remote digital work (Mancinelli, 2020; Narrotama, 2018; Olga, 2020; Schlagwein and Jarrahi, 2020; Thompson, 2019). Meanwhile, people who practice digital nomadism are referred to as digital nomad tourists. Even though it is relatively new, the development of digital nomadism is very fast which is slowly but surely pushing various destinations around the world to compete to develop tourism areas that support the trend or lifestyle of digital nomadism.

One of the destinations responding to the emergence of this new trend is Bali, the island with the nickname of the island of Gods already has two areas that are centers of digital nomadism namely the Ubud Tourism Area and also Canggu. The forerunner to the development of digital nomadism was marked for the first time by the construction of the first co-working space service called Hubud in the Ubud Tourism Area in 2013 (Haking, 2017). The urgency of developing these services is to accommodate the needs of digital nomad tourists when they want to travel.

Although the development of digital nomadism began with the development of co-working space services in the Ubud Tourism Area, the Canggu Tourism Area has recently developed much more rapidly and has even shifted Ubud's popularity as a digital nomadism center. At the end of 2018, the website nomadlist.com. released Canggu as the most favorite destination for digital nomads in the world and received the highest nomad score, namely 5 (five) on the highest scale of 5 (five) compared to cities in other countries (Mulyana, 2020). Canggu's readiness to become a favorite area for digital nomads is also evidenced by the development of various tourism facilities ranging from lodging accommodations, restaurants or restaurants, and no less importantly co-working space services which are a must.

Co-working space is understood as an environment or space where several professions can work in an area simultaneously either in a private space or an open work space (Metz & Archuleta, 2016). Workspaces in co-working spaces are used by people with different backgrounds, including entrepreneurs, freelancers, startups, associations, consultants, investors, artists, researchers, students and others (Leforestier, 2009: 03). According to Nash, et al (2020)

co-working space services are spaces that are often chosen by digital nomads because they provide a variety of physical facilities for work, provide cooperative implications, facilitate social interaction and allow their cellular technology to function properly.

Nevertheless, tourism is a sector that is very sensitive to health problems, natural disasters, security, epidemics, politics, the image and reputation of the destination (Chang et al, 2020; Ma et al, 2020; Mao et al, 2010; Niyaz, 2015). Issues that exist often have an impact on the existence of tourism and all tourism facilities included in it, including co-working space service businesses. Entering the end of 2020 the tourism sector is faced with a new crisis in the health sector, namely the Covid-19 Pandemic. The emergence of a pandemic is a frightening specter and has quite a large negative impact.

The decline in the number of tourist visits, both domestic and foreign, was due to the government's restrictive policies. This has also resulted in the closure of a number of businesses in the tourism sector to prevent the spread of the corona virus because the tourism sector involves the interaction and travel of tourists from areas of origin to destinations (Gossling et al, 2020). The closure of various businesses in the tourism sector does not only have a financial impact but also has a bigger impact such as bankruptcy. Interestingly, in this study, different things were shown by various businesses in the tourism sector, especially co-working space services in Tourism Areas, which had survived during the crisis.

Various co-working space services in this area seem to show resilience or resistance to the ongoing crisis when several services in other tourism areas went bankrupt and were not operating again. In general, resilience (resilience) can be understood as the spring or resilience that individuals do to survive every situation, pressure, or difficulty they face (Cahyani, 2019:14). The concept of resilience is generally very synonymous with psychology, but the application of this concept is very compatible in various development sectors. One of them is the tourism sector where resilience sees the extent to which tourism activities are able to go hand in hand with changes in society, the level of community resilience is measured by the ability to adapt and respond well to every situation (Cheer and Lew, 2018: 5).

It is this resilience or resilience of co-working space services in the Canggu Tourism Area which then becomes important for research. This research was conducted as an effort to answer the question of how various co-working space services in Tourism Areas can survive a crisis. The results of this study are important as material for evaluating co-working space service managers in other tourism areas in order to deal with the crisis that will be faced in the future.

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## 2. Methodology

This research is located in the Canggu Tourism Area which was conducted for one month, from May to June 2022. There are three co-working space services, namely Kinship Studio, PucO Rooftop and Bwork Co-working Space which serve as representatives of co-working space business services in Canggu Tourism Area. Data collection related to resilience was carried out during the Covid-19 Pandemic as an ongoing crisis. The data used in this study is qualitative data, namely data presented in the form of verbal words, not in the form of numbers (Muhadjir, 1996; Kusmayadi, 2000). To obtain these data, there are two data sources used, namely primary data sources and secondary data sources. Primary data is data obtained directly in the field so that it is up to date ((Barlian, 2016; Radjab and Jam'an, 2017) whereas, secondary data is data obtained not through direct research but data obtained from various studies or sources, even pre-existing research (Barlian, 2016; Silaen and Widiyono, 2013).

The data sources were then obtained through various methods such as observation, interviews, documentation and literature studies. The informants in this study were determined using the purposive sampling method, that is, the method of determining the data source was considered first, not randomized. In other words, the informants were determined according to the selected criteria that were relevant to the research problem (Bungin, 2007). Through this research, the key informants selected in this study were co-working space service business managers. Meanwhile, the supporting informants in this study are workers in co-working space services and digital nomad tourists who are active members of existing co-working space services. To analyze the data in this study used a qualitative descriptive technique which is divided into three stages, namely data reduction, data presentation, and drawing conclusions. Data reduction is a process of selecting, focusing, simplifying, and abstracting coarse data obtained in the field. Data reduction was carried out during the research until the report was compiled. In this study, data reduction is part of the analysis that sharpens, classifies, directs, discards unnecessary data, and organizes data so that final conclusions can be drawn and verified. After reducing the existing data, data presentation will be carried out. Presentation of data is the stage of compiling a set of information, which has been obtained both in the field and the results of data processing. The form of data presentation in this study is with narrative text. With this form it will make it easier, to understand what happened, to plan further work based on what has been understood.

The next step is the final stage where the data that has been presented will be concluded. Drawing conclusions in this study was carried out to find or understand meaning, regularity of patterns of clarity, and causal flows or proportions. As stated by Sugiyono (2015: 252), that conclusions in qualitative research are new findings that have never been done before. The findings can be in the form of descriptions or descriptions of objects that were previously unclear so that they are examined for more clarity and can also be in the form of causal or interactive relationships, hypotheses or theories.

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## 3. Results

The concept of resilience or resilience from tourism is often associated with the existence of socio-ecological concepts. Holling&Meffe (1996) stated that the concept of management for socio-ecological resilience is related to maintaining systems that provide resilience without compromising their ability to cope with and adapt to future changes.

As for analyzing the resilience or resilience of co-working space service businesses to crises in this study, the socio-ecological resilience system framework proposed by Hoolling (2001) is used, which is an adaptive complex manifestation on a temporal and spatial scale that leads to repeated cycles. This cycle is then known as the four-function adaptive cycle (Figure 1).

There are four developmental phases in the adaptive cycle of these four functions namely: Exploitation Phase, Conservation Phase, Release Phase and Reorganization Phase. The growth phase is the stage where initial capital and potential are developed and managed properly. Furthermore, the conservation phase in this phase begins to form internal organization and connectivity to support and optimize existing capital or potential. The next phase is the dissolution phase which often accompanies the conservation phase, in this phase various problems occur that lead to change. The next phase is the reorganization phase, in this phase major rearrangements and changes occur that encourage the creation of resilience or resilience.

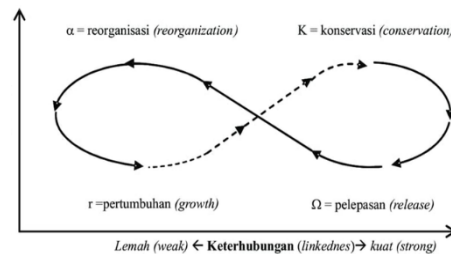


Figure 1. Four Function Adaptive Cycle

Source: Hooling, 2021

Furthermore, the results of the analysis of the resilience or resilience of the co-working space service business against the Covid-19 Pandemic crisis are presented as follows:

#### **Growth/Exploitation**

In the adaptive cycle proposed by Hooling (2001) the growth phase is an early phase of this adaptive cycle, which is marked by the gradual revival of a business from the crisis it is facing. In this study, this phase began when there was a revival of co-working space services after experiencing various problems ranging from decreased work performance, decreased number of members, to financial losses due to the never-ending crisis.

However, interestingly the findings in the field show different things where the presence of the Covid-19 Pandemic does not seem to have had an impact in the form of a decrease in work performance, number of members, to financial losses in co-working space businesses in the Canggu area. The growth phase intended in this adaptive cycle does not occur as it should. The growth phase of co-working space services in the Canggu Tourism Area seems to have occurred since 2016 when various co-working space services in this area started to start their business. The managers of co-working space services say that the crises they faced occurred at the start of the startup, such as the very minimal number of members, concepts that did not match market demand (digital nomad), to problems with price wars between one service and another.

#### **Conservation**

The conservation phase is a turning point that takes place almost simultaneously with the growth phase, this phase is defined as various organizational and collaborative efforts made to support the growth that is occurring. In this study the conservation phase is the phase where co-working space services in the Canggu Tourism Area begin to improve and optimize re-growth by providing various efforts such as organizing and collaboration.

Organizing is defined as a step or effort issued by a destination, in this case a co-working space to support various tourist activities by providing the needs of digital nomad tourists. Meanwhile, collaboration is intended as a form of cooperation and a joint management system that gives a new color to co-working space services. Nevertheless, the research results also show that it is interesting that the conservation phase in this adaptive cycle took place long before the Covid-19 Pandemic was the same as the growth phase. The conservation phase started from the end of 2016 to 2017 when the co-working space service was able to overcome various problems that occurred in the previous phase.

#### **Release**

The reshuffling that occurs in this phase is interpreted as a problem that arises and pushes towards change when the crisis takes place. In this study, the reshuffling phase occurred during the Covid-19 Pandemic in various co-working space services located in the Canggu Tourism Area. The results of the study show that during the pandemic, various new problems were encountered by co-working space services, especially when co-working space services were limited by government policies such as Large-Scale Social Restrictions (PSBB), Transitional PSSBB, Enforcement of Restrictions on Community Activities (PPKM). The problems that arise as a result of this policy are very diverse, ranging from problems related to limited availability of work areas, co-working prices that are too high, to problems related to service and member comfort.

Problems related to the limited availability of work areas for members occur due to a policy of limiting the maximum number of people in an indoor area and also a policy of maintaining a safe distance issued by the government. Managers of a number of co-working space services said that this government policy requires them to reduce the number of digital nomad tourists who can access workspaces so that often digital nomad tourists who come but are not members do not get a work space. Co-working space services only provide work areas for their permanent members.

The price for co-working space services is also often felt to be too expensive considering the unstable socio-economic conditions during the pandemic. The results of the study found that many digital nomad tourists, both members and non-members, complained about this. Problems that are also often encountered during a pandemic are complaints regarding reduced member comfort due to the implementation of government policies such as the obligation to wear masks when in indoor areas.

## Reorganization

The reorganization phase is a phase that can be said to be a solution to the problems that existed in the release phase. In this phase, changes in governance and resilience strategies will be seen in full from the various problems that existed in the previous phase. The reorganization phase in this study took place when the new normal era had entered, where various efforts had been taken by co-working space service managers in overcoming various problems.

The new normal era is defined as a new era of living side by side with a pandemic. This is clearly seen in the reduction of various government policies that are not as strict as before. One of the adaptive actions implemented in all co-working space services in the Canggu Tourism Area is the application of health protocols starting from checking body temperature, mandatory wearing of masks, and limiting distance while in the room which is applied to members and all workers. Meanwhile, to overcome problems related to the price of co-working space services that are too high during the pandemic, various services have come up with various new price offers with their respective advantages so that digital nomad tourists can adapt to their needs.

In creating resilience or resilience, various co-working space services in the Canggu Tourism Area have different ways. Various services do not use price discounts, large-scale promotions, various kinds of product diversification and things that are generally done by various service or product businesses when facing a crisis. The results of the study found that the key to resilience or resilience in various co-working space services in the Canggu Tourism Area lies in the loyalty of the members themselves. The strategies or efforts to build loyalty include the following: 1. Listening to the Members.

The existence and presence of members is the main key to the success of co-working services, members are the main source of income and to survive, especially in the face of a crisis, co-working space must be able to retain its members. During the Covid-19 Pandemic crisis, various co-working space services must guarantee comfort, pleasure, satisfaction, and be supported by renewing facilities that suit the needs of members.

The Covid-19 pandemic has certainly had quite a significant impact on members, for that apart from being a place to work co-working space services must be a 'home' or 'safe place' for members to complain about and listen to what they need in the midst of ongoing crisis. Thus, tourists will feel comfortable and will certainly increase their chances of staying in the co-working space services they have chosen.

### 2. Services.

Service is the main thing in a service business and for digital nomads when the service of a co-working service is good, there is a tendency for digital nomads to stay. However, if the services provided are not in accordance with what is desired, they will often switch and choose to look for another place. The results of the study found that one of the most widely implemented forms of service in various co-working space services in the Canggu Tourism Area when facing the Covid-19 Pandemic crisis was personalize services.

Personalize service is defined as an effort to get closer to the members, get to know and understand more deeply. At least workers in co-working space services must recognize faces, know names, and other simple things like greeting members and asking how they are. This kind of service will later make members feel comfortable and decide to continue to be part of a co-working space service. The friendliness of the workers and local culture are also often one of the factors that digital nomad tourists consider when choosing destinations and co-working services (Alexander, 2017).

### 3. Word of Mouth

The resilience or resilience of various co-working space services in the Canggu Tourism Area cannot be separated from the participation of the members themselves. When co-working services have provided the best service, it will indirectly build member loyalty. This loyalty then encourages members to provide recommendations and information to other people, friends and family to also be part of the co-working space service. This action is often referred to as word of mouth.

According to Widjaja (2016) word of mouth is the act of consumers providing information to other consumers (interpersonal) non-commercially, both brands, products and services. Consumers will trust brands that have been tested in society more (Kartajaya, 2017; Eriza, 2017). This is what happened to various co-working space services in the Canggu Tourism Area. Even though we are in the midst of a crisis due to a pandemic when the number of tourist visits has decreased, co-working space services in this area have never experienced a decrease in the number of active members.

The research results show the opposite, where there are so many digital nomad tourists who want to join that a waiting list needs to be set considering capacity restrictions during the pandemic. Apparently this happened because of the role of the permanent members who recommended the co-working service to fellow digital nomads they knew and provided recommendations and information about the co-working service in various digital nomad community groups both offline and online.

Besides that, as an effort to support the resilience or resilience of co-working space services in the Canggu Tourism Area, it also optimizes social media as a marketing area when the crisis is ongoing. The reason for choosing a marketing strategy using social media is closely related to the cost which is much cheaper and the ease of reaching more people than having to carry out marketing strategies such as using the services of influencers or content creators which offer much higher prices and efficiency in reach is not as wide as the use of social media.

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## 4. Conclusion

As discussed in the previous section, the analysis in this study uses the concept of a four-function adaptive cycle from Holing (2001). The results of the study show that there were two of the four phases that co-working space services did not go through in the Canggu Tourism Area during the Covid-19 Pandemic crisis, namely, the growth/exploitation phase and the conservation phase. These two phases had been passed at the beginning of the career path in 2016 to 2017 long before the pandemic took place. Meanwhile, the other two phases, namely the release phase and the reorganization phase, were passed during the Covid-19 Pandemic crisis. In the remodelling phase, co-working space services are faced with various problems ranging from limited availability of work areas, exorbitant co-working prices, to problems related to service and member comfort due to the implementation of government policies during the crisis.

Nevertheless, the problems discussed earlier were successfully overcome when entering the reorganization phase which was marked by the transition to a new normal era (coexistence with a pandemic). The resilience and resilience strategy shown by co-working space services in the Canggu Tourism Area

arises from member loyalty which is built from several efforts such as: listening to members' complaints and providing the best service, and the presence of word of mouth from co-working service members itself.

The results of this study also have two implications, namely theoretical and practical. Theoretically, this research has implications for formulating the concept of digital nomadism destinations and the concept of resilience strategies that have not been developed before. This concept can then become a basis that can be used for further research or developed according to better and more up-to-date indicators. In addition, the research also contributes to enriching the literature on service business resilience strategies in dealing with crises which is still very minimal.

Meanwhile, practically the results of the research imply the existence of a strategy of resilience or resilience in the co-working space service business that can be used as material for evaluating tourism stakeholders in various regions not only Canguu in supporting the sustainability of the co-working space service business during the crisis in the past. which will come. A number of these strategies are based on the results of analysis based on empirical facts which are very important in formulating policies for stakeholders after the crisis.

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