Digital Tourism Branding in Post-Pandemic Covid-19 based on the Agile Governance Concept in Pacitan Regency

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Abstract. This research aims to analyze the Pacitan Regency Government's efforts to promote its tourism sector after the reopening of tourist destinations after the Covid-19 pandemic through the concept of Agile Governance. This research uses a descriptive qualitative method with a case study approach in Pacitan District. The processing of research data is based on Qualitative Data Analysist Software (Q-DAS). The results of this study indicate that the digital tourism branding initiated by the Government of Pacitan Regency has not been fully implemented optimally. This can be seen from several aspects of agility that have not been implied, such as the use of promotional media which is still based on the Instagram and Facebook social media platforms through tourism videos designed by tour managers. The use of other digital platforms is needed to expand tourism promotion as well as make it easier for tourists to access information related to tourist destinations through websites and platforms in the form of integrated applications. The background to the limitations of digital promotion carried out by the Pacitan Regency Government is several factors, namely the limited capabilities of employees who are capable of managing websites and tourism applications to the fullest. The unavailability of budget allocations that will be focused on developing digital tourism promotion through platforms in the form of websites and applications, as well as limited penetration of internet network infrastructure which hinders data integration with one another. Another obstacle in achieving the concept of agility in the Pacitan Regency tourism sector is that digital-based payments have not been connected.

Keywords: Agile Governance, Digital Tourism Branding, Post-Pandemic Covid-19

1 Introduction

Today digital transformation has penetrated all areas of human life [1]. Revolution 4.0 or Internet of Things (IoT) intervention is characterized by automation, big data and virtual information exchange [2]. Digitalization enables the formation of media for human interaction that is increasingly integrated and intelligently coordinated [3]. Digital technology provides opportunities for humans to access unlimited information both from an institutional and geographical perspective [4]. Therefore, it is not surprising that currently humans use

digital technology to assist marketing communications [5] which enables the effectiveness and efficiency of digital marketing performance to be achieved.

As something similar is also done in the tourism sector, as one of the fields that is closely related to digital transformation [6]. Digital technology interventions contribute to advancing tourism [7] both in tourism outreach, providing a tourist experience [8] and facilitating access to tourist sites [9]. Digital adoption in the tourism sector also helps in more competitive tourism management [10] following the times. In fact, research [11] describes that digital tourism is needed to restore the economy both in the midst of the Covid-19 pandemic and after the Covid-19 pandemic, given the importance of tourism's contribution to the regional economy.

The need for digitizing tourism will become increasingly urgent, especially for areas with high tourism potential such as Pacitan, which is one of the tourist destinations in East Java. This is evidenced by the stabilization of Pacitan tourism intensity from the last 5 years which was seen in 2016 tourism in Pacitan managed to reach 1.5 million visits, in 2017 there were 1.7 million visits, in 2018 there were 1.6 million visits, even in 2019 it increased sharply up to 2.3 million visitors [12]. However, the presence of the Covid-19 pandemic in 2020 had a significant impact on the existence of the Pacitan tourism sector, which experienced a decrease in visits to 860 thousand visits.

Therefore, it is important for the Government of Pacitan to reinvigorate its tourism sector through digital transformation. although the reality is that it is ironic from the concept being developed, in which the Pacitan Government has not fully implemented digital tourism. This is evidenced by the less-than-optimal operation of the Go Pacitan Application by the Pacitan government as one of the media for Pacitan tourism promotion. Meanwhile, in this decade, various stakeholders have actually paid more attention to the implementation of digital tourism [13] because of their contribution in building the tourist experience [14] and their ability to adapt to changing attitudes of tourists in the digital era [15]. It is at this point that an Agile government is needed to respond quickly to dynamic changes in society through the adoption of digital technology [16]. Seeing this problem, the authors are interested in discussing how the Pacitan Government is creating an Agile Government through digitizing tourism in the region.

2 Methods

This research uses a qualitative method with a case study approach in Pacitan. The qualitative method according to [17] is an iterative process aimed at achieving a better understanding of researchers through an approach to the phenomena studied. Qualitative is also defined as a collection of techniques in a broad investigation to access meaning oriented to the actors involved [18]. Based on this definition, the authors decided that the qualitative method was the most appropriate method for this study in accordance with the original objective of the researcher, namely to investigate and understand the phenomena that occur which are oriented towards the actors who are the objects of this research.

This research is based on two sources of data, namely primary and secondary data taken by interview and documentation techniques. Interview data collection with Pacitan Regency Government consist of Tourism Service and Development Planning Agency at Sub-National Level. Interview session aims to collect the data deeply through interaction of researcher and government staff as implementor of tourism developing program in Pacitan Regency. Interview data results to be added the documentation data as complementing primary data. Then the data analysis technique in this study used the interactive model technique developed by [19] which includes three stages, namely data reduction, data display and drawing conclusions.
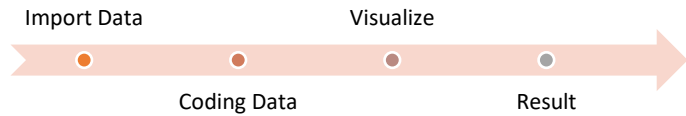
Figure1. Data Processing Use Nvivo12 Plus

To analyze the data, this study also uses a tools name Nvivo12 Plus to reduction the data easily. Data Processing use Nvivo12 Plus have any stages consists import data of interviews process and others data resource of mass media. The data was uploaded by authors can to classified based in theory which uses in this study. The next stage is data visualize to help the readers known data easily through Nvivo12 Plus Fiture is word cloude. Data visualize can to describe and analyze as a result of study.

3 Basic Theory
3.1 Tourism in the Digital Age

In the last few decades, many researchers have been interested in discussing advances in information technology in digital management [20], in which digital technology can build tourist experiences for tourists [21], [22]. Research [11] adds that tourist experience can be formed through access to digital tourism which is quite attractive among tourists. [23] in his research discussed the positive impacts of digitizing tourism including optimizing tourism promotion through digital, helping to build an image of tourist destinations and ease of accessing electronic tickets.

Talking about tourism is also related to tourist supporting accommodations such as lodging, which research [24] describes the role of digital in community attitudes and digital tourism services. His research also found that content in digital media allows the sharing of information related to experiences in tourism services and accommodation which influences people's attitudes and interests to visit them. A similar statement was also explained [25] which discussed the application as a tourism service provider along with accommodation information which included interactions between users that would assist the community in planning tourist destinations. Some of the research above mostly only discusses the advantages and facilities offered by digital tourist destinations, but does not discuss how the government's efforts to optimize tourism in the digital era, which context is of interest to the topic that the author will raise.

3.2 Agile Governance

The concept of "Agile" which is currently developing is often interpreted as agility, which in public administration is reflected as responsive and flexible governance [26]. Agile is also interpreted as a paradigm that is oriented towards user satisfaction through digital development that increases agility. The government and academia also work together to meet the demands of society in the delivery of effective and efficient public services through software or digital development [27]. Another meaning revealed [28] that defines agile government talks about how the government can transform from traditional methods to agile methods with the help of software.

His research also found challenges faced by the government in implementing agile such as the availability of integrated processes, the implementation of digital automation, managerial changes, and limited accessibility of training to experts. In [29] Agile is also defined as the implementation of practices that can increase responsibility and collaboration. His research also explains different perspectives regarding the challenges of agile implementation including user participation, internal competence, drivers of agile adoption,

harmonization between stakeholders, hierarchical structure, regulatory impact, domain complexity, and HR readiness.

4 Findings and Discussion

The concept of agility is a concept adopted from the vocabulary of management software which is defined as governance that is fast, dynamic, and adaptable to change and urgency[30]. The use of the agile concept basically places a system in place to be able to move freely and dynamically according to customer needs [31], [32]. The agility presented by the concept of agility stimulates other sectors to adopt it, including the government sector which is often referred to as agile governance. Therefore, Agile governance is defined as the embodiment of an agile, agile and dynamic government in administering government that adapts to the development needs of society. [33] argue that Agile governance is also often associated with the government's ability to deal with unpredictable and uncertain problems, such as the development of globalization which requires the government to upgrade its digital-based services.

The peak of the adoption of the Agility concept in the government sector in Indonesia is in 2020, which is the first year of the Covid-19 infection. This condition leads the government to uncertainty, emergencies and unpredictable circumstances. The regulations implemented during the Covid-19 pandemic, especially in limiting people's mobility, stimulated the government to implement agile governance. Smart steps implemented and combined with the use of digital technology are the main capital to survive during the co-19 pandemic. After the Covid-19 pandemic has subsided, the concept of agility is still relevant to be used as a reference in making programs and policies that lead to the urgency of post-pandemic Covid-19 recovery in various sectors, one of which is tourism.
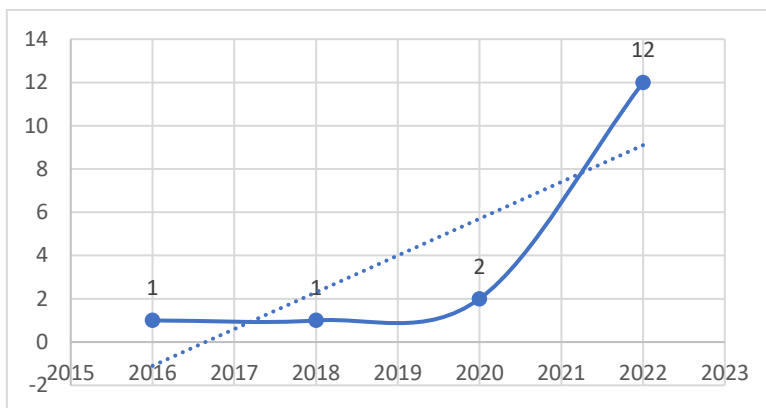
Figure 2. Publication Trends related to Agile Governance
Source: Scopus Database, 2023

The existence of agile governance can be seen from research trends in a time series conducted by researchers from Indonesia. The research trend was taken based on data from Scopus indexed publications that raised the topic of Agile governance in the last 5 years. In 2016 there was only 1 article related to agile in Scopus indexed articles, in 2018 there was 1 article, in 2020 it increased to 2 articles and in 2022 discussions related to agile increased sharply to 12 articles. The trend of this publication shows that the concept of agility is currently receiving the attention of researchers in Indonesia because of its ability to adapt to the dynamics that occur in the government public service sector.

In this study the author will discuss the concept of agility that the Government of Pacitan Regency seeks through an analysis based on the Agile Governance theory initiated by[34].
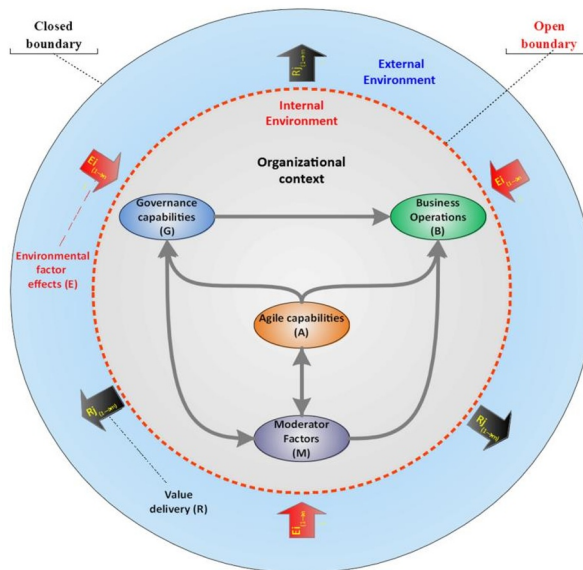
Figure 3. Agile Governance Framework
Source: [34]

The theory presents five indicators as a measure of Agile Governance embodiment, namely government capabilities, business operations, moderator factors, value delivery, environmental factor effects. The government capabilities indicator discusses the capability of government organizations in forming policies and programs that support tourism digitalization, especially in the promotion of digital-based tourist destinations. The business operation indicator examines how government organizations can act like private organizations to provide excellent service and keep abreast of dynamic developments.

The moderator factor indicator examines internal factors that can influence the success of agile governance which includes the support of organizational leaders, human resource capabilities, availability of financial resources and adequate supporting infrastructure. The value delivery indicator relates to the output that the government can provide through implemented programs and activities. Meanwhile, the environmental factor effect indicator analyzes external factors that can support or hinder the government in implementing Agile Governance. In the concept of agility, some of the indicators above will be associated with the adoption of digital technology as a support for communication and innovation [35]. This study tries to analyze digital tourism branding carried out by the Pacitan Regency Government ahead of the post-pandemic Covid-19 to examine the government's ability to collaborate digital use with existing opportunities.

Government Capabilities (G)

This indicator discusses the government's ability to adapt to dynamic developments that require speed in decision making, both as outlined in policies and program implementation. Policy formation begins with the government's vision and mission as a reference in creating policies and programs to realize the vision and mission that has been prepared. On the old website (pacitankab.go.id) it is stated that the Pacitan Regency Government has a vision to form a "Prosperous and Happy Pacitan Society". While the mission is divided into several elements, namely:

a. Realizing the acceleration of equitable distribution of infrastructure development and development of border areas while still paying attention to the quality of the environment.
b. Realizing the development and improvement of human resource competitiveness that is firmly grounded in the nation's religious and cultural values.
c. Increasing economic growth through the agricultural sector, tourism sector and other leading sectors.
d. Creating an innovative, professional and serving government bureaucracy.

Tourism development is one of the strategies in stimulating regional economic growth, moreover Pacitan Regency has attractive tourism potential for tourists. To support the development of the tourism sector, the Government of Pacitan Regency established several policies related to tourism management.

Table 1. Pacitan Regency Government Regulations related to Tourism

Regulasi	Regarding
Pacitan Regency Regional Regulation Number 7 of 2013	Tourism Administration
Pacitan Regency Regional Regulation Number 12 of 2016	The Pacitan Regency Tourism Master Plan 2016-2025
Pacitan Regency Regional Regulation Number 9 of 2007	Tourism Business
Pacitan Regent Regulation Number 26 of 2018	Formation of a Technical Implementation Unit at the Office of Tourism, Youth and Sports

In terms of nomenclature, some of the above regulations are the legal umbrella for the development of the tourism sector in Pacitan Regency which will be reduced to supporting programs, one of which is promotion and marketing. Agility analysis examines the government's ability to implement regulations through the establishment of programs that are modified in accordance with the dynamic developments of the times, in this case the digitalization of the promotion of tourist destinations after the Covid-19 pandemic.

The Government of Pacitan Regency strongly supports the development of the tourism sector as seen from the establishment of the annual cepotan and ronteg events as a form of developing cultural tourism. Pacitan Regency Government support for the tourism sector can also be seen from the enthusiasm for the formation of regulations related to tourism villages as an initial milestone in the cultivation of tourist villages as one of Pacitan's tourism potentials. In East Java Province, regulations related to tourism villages have only been formed in 2022 and only two districts already have derivative regulations with the same subject, namely Pacitan and Banyuwangi Regencies. This regulation is contained in Pacitan Regent Decree Number: 188.45/522/KTPS/408.12/2021 concerning Designation of Pacitan Regency Tourism Villages. The background to the formation of this regulation is the high potential of tourism villages that can be developed and the enthusiasm of the Pacitan Regency Government in increasing the ranking of village status. As for several tourist villages that are the main focus for the Government of Pacitan Regency, as follows.

Table 2. Tourism Village in Pacitan Regency

Village Location	Potency	Classified
Dadapan Village	Sentono Gentong	Developed Village
Sidomulyo Village	Soge Beach	Growing Village
Jetak Village	Pidakan Beach	Growing Village

	Watulabe Beach	
Sendang Village	Ngiroboyo Beach Klayar Beach	Growing Village
Sukoharjo Village	Sangen Watterfall Bendung Sidoluhur	Pilot Village
Kalipelus Village	Pangasan Beach	Pilot Village
Katipugal Village	Ganjuran Beach	Pilot Village
Karanganyar Village	Wawaran Beach	Pilot Village
Mantren Village	Gunung Limo Tetaken Culture Ceremony	Pilot Village

In its capability to support the promotion and marketing of tourist destinations in its territory, the Government of Pacitan Regency has also formed a tourist map which includes several tourist destinations and their travel routes.


Figure 4. Map of Tourist Destinations in Pacitan Regency
Source: Official Data from the Pacitan Regency Tourism Office (2023)

Making posters for tourist destination maps in Pacitan Regency is intended to make it easier for tourists to visit the selected tourist destinations. The summary map of tourist destinations is also part of tourism promotion and marketing efforts by providing brief information related to tourism potential which can be a reference for tourists. Although [36] argues that posters are part of art that can help promote tourism, especially in the mid-19th century. However, dynamic technological developments create more modern tourism promotion communication techniques using digital technology assistance in the form of Near-Field Communication (NFC) as an innovative form of smart posters that can be accessed via Smartphones.

In principle, NFC-based smart posters are posters that can provide visitors with knowledge related to tourist destinations through a platform that is integrated with the admin as the party that inputs information[37]. Visitors can also access information related to tourist destinations through photos, videos, and contact persons that have been provided to facilitate interactive communication between visitors and tour managers. Ease of access to information

related to tourist destinations can increase the efficiency of tourism promotion costs with a wider promotional reach target[38].
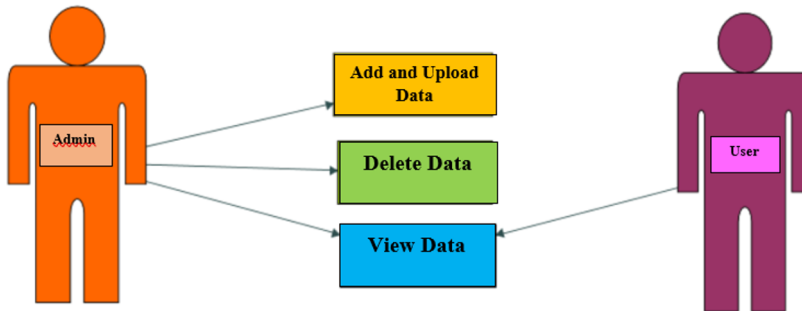
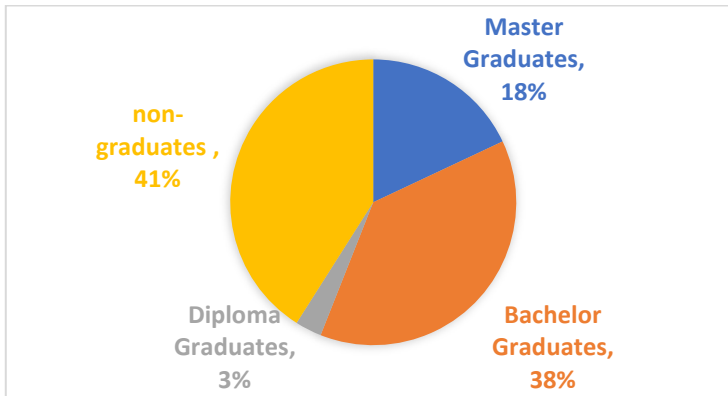**Figure 5.** Smart Posters System
Source: Authors (2023)

Tourism managers as admins of the digital tourism branding platform on the smart posters system can add or delete information related to tourist destinations. While the results or output of the information that has been uploaded can be seen by the admin and tourists as a user. Through this smart poster, it allows tourists to get to know more about the tourist destinations to be addressed and makes it easier for them to reach other information through interactive communication with the admin as the tour manager. The effectiveness and efficiency offered in the NCF system can be a reference for the Pacitan Regency Government to improve its promotional techniques through the involvement of integrated digital technology.

Business Operation

This indicator discusses the government's ability to develop digital technology with a customer satisfaction orientation as this concept is implemented in the private sector. This indicator can be implicated through the adoption of digital technology to assist the government in improving the performance of promoting its tourist destinations after the Covid-19 pandemic both through social media, websites and applications. The Pacitan Regency Government has not yet developed a website as a promotional medium due to limited website management. In 2016-2017 previously the Pacitan Tourism Office had a website with the name "Halo Pacitan", which contained information regarding tourist destinations in Pacitan Regency. It's just that the management of the website has not been carried out properly until now because the reach of the website is considered narrower and most people seek information using social media. The limited quantity of human resources to manage tourism websites is also one of the factors that have not managed the website properly.

Figure 6. Wordcloude related to digitizing tourism promotion in Pacitan Regency
Source: Author (2023)

The statement above is proven by the findings of the informants through wordclode results which show that there are several words that dominate, namely "website", "tourism","promotion", "not yet", "video" and "events". Some of the dominance of these words represents that currently the development of a website as a forum for tourism promotion has not been carried out properly. To promote its post-pandemic Covid-19 tourist destinations, the Pacitan Regency Government currently only uses social media such as Instagram and Facebook. The massive use of social media is motivated by the high number of social media users who can improve the performance of tourism promotion. The effectiveness of tourism promotion through social media is influenced by easy access to information to obtain, promotion is complemented by photos and videos that add attractiveness value, content coverage is quite broad and the provision of space for exchanging information through the comment's column increases the interactivity of communication between users [39], [40], [41].

Tourism promotion through social media allows tourism managers to create creative and interesting persuasive content so as to increase the visibility of tourism promotional content [42]. As this is being pursued by the Government of Pacitan Regency which is developing tourism videos as a promotion strategy through virtual tourism that can reach the wider community. Although [43] stated that promotion via video will help attract tourists' interest, the information contained in a video is very limited. To attract tourist visits, complete information is needed regarding a brief description of tourist destinations, locations, entrance ticket prices, and other supporting facilities to fulfill 4A (Accessibility, Amenities, Attractivity and Ancillary) at tourist destinations. Therefore, the Pacitan Regency Government needs to establish a special platform that can contain some important information that cannot be contained on social media or promotional videos. One platform that can support this feature is the development of a website or application that can make it easier for tourists to access this information.

Moderating Factor

Moderating factors or supporting factors for the realization of Agile Governance in the post-Covid-19 Pacitan Regency tourism sector can be seen from the human resources, financial resources and supporting infrastructure therein. Human resources at the Pacitan Regency Tourism Office consist of various complements of employees with various educational backgrounds.

Figure 7. Classification of Pacitan Tourism Office Employees Based on Education Level
Source: Author (2023)

The education level of the Pacitan Regency Tourism Office staff mostly came from high school graduates and equivalent (41%), bachelor graduates (38%), master graduates (18%) and diploma graduates (3%). Meanwhile, only 1 employee came from the tourism sector and there were no employees who had educational history in the field of information technology. Although Kianto et al. (2019) argues that the educational level of employees does not have a significant effect on work productivity, a relevant level of education is needed to support work that can support increased organizational performance.

Management of the strategic tourism sector requires qualified knowledge regarding aspects of supporting tourism and innovation in it. In addition, the development of the Agility Concept forces the government to act swiftly through collaboration between program formation and digital technology that will encourage innovation. This inequality is an indication that tourism promotion efforts in Pacitan Regency are not optimal based on digital marketing.

> *"Yesterday our hosting was damaged and has not been updated, because the website here is still new."* (Pacitan Tourism Service, 2023)

The sources' statements strengthen the internal conditions of the bureaucracy at the Pacitan Regency Tourism Office which shows the low level of human resources in managing digital technology. Therefore, the Pacitan Regency Tourism Office needs to increase the number of employees with educational qualifications working in the field of tourism and information technology in order to improve tourism sector development performance and tourism promotion performance through digital technology post-pandemic Covid-19. Provision of special training for employees of the Pacitan Regency Tourism Office, especially those engaged in tourism promotion and marketing, also needs to be carried out to fill vacant positions for employees who have the ability to manage digital technology.

In terms of financial resources, the Government of Pacitan Regency receives financial support from the Special Allocation Fund and the General Allocation Fund to improve the quality of supporting infrastructure for the tourism sector through physical development.

Table 3. Development of Tourism Funding Facilities and Sources in Pacitan

Infrastructure Construction	Fundings		Construction Classified
	Special Allocation Fund	General Allocation Fund	
Year 2018			
Construction of Culinary Centers In Coastal Areas	✓		Amenities
Construction of Pedestrian Paths In The Coastal Area	✓		Accessibility
Construction of a Parking In The Beach Area	✓		Accessibility
Year 2019			
Procurement of Tourist Destination Guide Boards	✓		Accessibility
Construction of Toilets in The Coastal Area	✓		Amenities
Arrangement of Tourist Areas		✓	Attraction
Construction of Entry Access and Parking Around Tourist Destinations		✓	Accessibility
Year 2020			
Construction of Art/Performance Stages Around the Beach	✓		Attraction
Making Gazebo in The Beach Area	✓		Ancillary
Year 2022			
Construction of a Place Of Worship In The Coastal Area	✓		Ancillary
Spending On Natural Disaster Mitigation Facilities	✓		Ancillary
Shopping For Cleaning Facilities in The Beach Area	✓		Ancillary
Construction Of Lookout Towers in Coastal Areas	✓		Attraction

Table 3 shows that the utilization of financial resources is currently focused on improving the quality of supporting infrastructure through the construction of various facilities that will add to the comfort for tourists and selling points of tourist destinations in Pacitan Regency. In fact, the construction of supporting facilities for the tourism sector has penetrated several aspects of tourism, namely amenities, accessibility, ancillary and attraction. Adequate financial and infrastructure support can attract tourists to visit. However, the Pacitan Regency Government also needs to pay attention to its marketing strategy and allocate a special budget to increase the promotion of digital-based tourist destinations after the Covid-19 pandemic. This effort can be done by establishing a tourism promotion and information platform in the form of a website or application through the help of a developer.

The development of internet network infrastructure is also needed to support the digitization of the tourism sector and make it easier for tourists to access the internet when visiting. Especially now that digital facilities have penetrated the payment process through electronic money, which requires the help of an internet network to access it. However, the Government of Pacitan Regency has yet to realize the internet network infrastructure in tourist areas.

> *"If the wifi doesn't seem to be for people in the area. In the past, we wanted to use QRIS, while we haven't yet built access to the communication network. Sometimes even tourist attractions queue up when buying tickets and if you use digital payments but don't have adequate network access it will be even more difficult. But the construction is already on the track, because we have also been given the tools."*
> (Pacitan Regency Tourism Service, 2023)

The internet network infrastructure to support the ancillary aspect has not been fulfilled properly, as can be seen from the statements of sources from the Pacitan Regency Tourism

Office. Meanwhile, internet network infrastructure is urgently needed, seeing that the tourism potential in Pacitan Regency is dominated by natural tourism, which tends not to have adequate internet access. The limited penetration of the internet network can be input for the Pacitan Regency Government to include it in the regional development planning document to support the sustainability of the tourism sector.

Value Delivery

The discussion of this indicator is related to the value channeled by the Pacitan district government through the community assistance program by the Pacitan Tourism Office in reviving its post-pandemic co-19 tourism sector. Assistance is carried out to increase the capacity of human resources managing tourist destinations to support the tourism or ancillary aspects. Wiweka in [44] is defined as the provision of tourism infrastructure to make it easier for tourists to access payments, hospitals, telecommunications, and management of tourist destination managers including the parties involved in it. The training that was conducted focused on increasing human resource capacity in the digitalization field to help digitize the tourism sector, especially the promotion of tourist destinations.

> *"The first is also related to the development of digitization, then the second is also making tourism videos for each year through special budgeting to produce branding videos to the general public via Instagram and Facebook. Then also here there are trainings related to digital fonts as well."* (Pacitan Regency Tourism Service, 2023)

The statements indicate the training provided focuses on making videos and managing Instagram and social media social media. Even though this effort has represented a step towards digitizing tourism by the Pacitan Regency Government, an increase in the platform also needs to be done. Social media can only help the marketing process with a broad, effective and efficient reach, but cannot yet accommodate complete information regarding tourist destinations and other supporting aspects. Meanwhile, tourists do not only need information related to the attractions of tourist destinations, aspects of accessibility and amenities are also needed to meet their accommodation needs during their visit.

Accessibility aspects of digital platforms can be realized through modal information used to reach tourist destinations, travel routes, transportation infrastructure such as stations, terminals and airports that can help tourists plan their trips. Aspects of amenities on the digital platform can be realized through the provision of information related to lodging, shopping centers and culinary centers to help tourists meet their needs during their trip. This information is very important for tourism and can attract tourists to visit with the ease of travel planning provided, while this information cannot be contained on social media. Therefore, the Government of Pacitan Regency must improve its digital platform to support the tourism sector while providing training for tourism managers to manage the platform. Digital tourism platforms can also provide space for potential tourists and tour managers to communicate virtually, making it easier for tourists to access information and get travel recommendations according to their needs. Increasing the capacity of human resources managing tourism related to digitization is also part of fulfilling the ancillary aspect by coordinating digital-based tourism management.

Environmental Factor Effect

The government of Pacitan Regency also has other challenges apart from the internal problems it faces, one of which is natural disasters that often occur in Pacitan Regency. Even though the Covid-19 pandemic is over and the Pacitan Regency Government has made efforts to revive the tourism sector through conventional and digital promotions, the high potential for natural disasters affects the interest of tourists to visit. While natural

disasters are phenomena that cannot be predicted or avoided, even nothing can guarantee safety in this regard.

> *"Before Covid, tourist visits were relatively high because they reached more than 1 million visits. Then it went down during the 2018 Pacitan flood, that also made people afraid to come here."*

> *"There is information that there is a mountain under the sea, then there is a megathrust that is slowly making people afraid, even though they don't know when it will happen."* (Pacitan Tourism Service, 2023)

Natural disasters which are an obstacle for the Government of Pacitan Regency in attracting tourists to visit were acknowledged by the informants in this study. The geographical location of Pacitan Regency which is on the coast places it as one of the areas prone to disasters, especially earthquakes. This condition urges the Pacitan Regency Government to provide security guarantees for visiting tourists through the involvement of technology through the installation of sensors and monitoring devices to monitor potential disasters that will occur and inform them automatically and integratedly. Through disaster detection tools, the public and tourists will find out more quickly about disasters that might occur in an alert condition so as to reduce the number of victims of natural disasters.

The Pacitan Regency Government also has other problems from external parties, namely the digitization of payments at tourist destination locations in collaboration with the Regional Bank belonging to the Province of East Java, namely Bank Jatim.

> *"But we are also constrained by cooperation with the banking sector. Because we are in the government for the beneficiary bank only BPD, and they don't have an application that can accommodate shopeepay or others and impact the escrow account."* (Pacitan Tourism Service, 2023)

As a tourist destination operating under the auspices of the Pacitan Regency government agency, tourist destination managers are hampered in providing digital payment infrastructure via e-money or QRIS. This obstacle is motivated by the use of only centralized payment media through Bank Jatim services. Meanwhile, the Bank Jatim banking system has not been able to accommodate payments from multi-platforms such as Funds, Shoppepay, Gopay and so on. On the other hand, not all tourists use Bank Jatim services in banking matters, especially for tourists from other regions and even foreign tourists. This limitation requires tourists to pay cash when purchasing tickets at the counter or other transaction needs in tourist destination areas. This cash payment is often the main supplier of congestion in tourist destinations and disturbs the comfort of tourists when visiting. This condition is also an obstacle for the tourism sector in Pacitan Regency in realizing the Agility Concept because it has not fully met the agile indicators through the implied progress of digitalization.

5 Conclusion

The findings above show that the digital tourism branding initiated by the Government of Pacitan Regency has not been fully implemented optimally. This can be seen from several aspects of agility that have not been implied, such as the use of promotional media which is still based on the Instagram and Facebook social media platforms through tourism videos designed by tour managers. The use of other digital platforms is needed to expand tourism promotion as well as make it easier for tourists to access information related to tourist

destinations through websites and platforms in the form of integrated applications. The use of posters as information media for tourist destinations is still very limited in providing actual and interactive information. Therefore, it is necessary to form a variety of posters that are digitally integrated and able to facilitate communication between tourism managers and tourists. The background to the limitations of digital promotion carried out by the Pacitan Regency Government is several factors, namely the limited capabilities of employees who are capable of managing websites and tourism applications to the fullest. The unavailability of budget allocations that will be focused on developing digital tourism promotion through platforms in the form of websites and applications, as well as limited penetration of internet network infrastructure which hinders data integration with one another. Another obstacle in achieving the concept of agility in the Pacitan Regency tourism sector is that digital-based payments are not yet connected due to the limited ability of regional banks to accommodate e-money payments from various platforms such as shopeepay, gopay, funds and so on.

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