



Crisis Communication in Bali's Tourism Industry in Dealing With the Issue of Over Tourism

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Abstract. *Overtourism has emerged as a emergd as a structural crisis in many tourism destinations, including Bali, driven by post-pandemic visitation growth, media amplification, and limited destination carrying capacity. This condition has intensified environmental, social, and reputational pressures, necessitating that tourism stakeholders adopt effective crisis communication strategies. This study aims to analyze crisis communication practices employed by the tourism industry in Bali in addressing overtourism issues, identify the roles of key stakeholders, and evaluate the implications of media and digital communication in shaping public perceptions. Using a qualitative approach, data were collected through in-depth interviews with government officials, tourism industry actors, and local community representatives, complemented by field observations and document analysis. The data were analyzed thematically to identify patterns of crisis narratives, coordination mechanisms, and communication strategies. The findings indicate that crisis communication in Bali is increasingly characterized by collaborative governance, transparency-oriented messaging, and the strategic use of digital platforms to manage public discourse. Media framing and user-generated content were found to significantly influence the escalation of overtourism as a reputational crisis, while coordinated communication among stakeholders helped mitigate negative perceptions and support sustainable tourism policies. This study concludes that effective crisis communication plays a critical role not only in managing overtourism-related crises but also in strengthening destination resilience and long-term sustainability.*

Keywords: Crisis Communication; Destination Management; Media Framing; Overtourism; Sustainable Tourism

Abstrak. Overtourism telah berkembang menjadi krisis struktural pada berbagai destinasi wisata, termasuk Bali, seiring peningkatan kunjungan wisata pascapandemi, intensifikasi pemberitaan media, dan keterbatasan daya dukung destinasi. Kondisi ini menimbulkan tekanan lingkungan, sosial, serta risiko krisis reputasi, sehingga menuntut penerapan strategi komunikasi krisis yang efektif oleh para pemangku kepentingan pariwisata. Penelitian ini bertujuan untuk menganalisis strategi komunikasi krisis yang diterapkan dalam penanganan isu overtourism di Bali, mengidentifikasi peran pemerintah, pelaku industri, dan komunitas lokal, serta mengevaluasi pengaruh media dan komunikasi digital dalam membentuk persepsi publik. Penelitian menggunakan pendekatan kualitatif dengan teknik pengumpulan data berupa wawancara mendalam, observasi lapangan, dan studi dokumentasi. Data dianalisis menggunakan analisis tematik untuk mengungkap pola komunikasi, mekanisme koordinasi, dan konstruksi narasi krisis. Hasil penelitian menunjukkan bahwa komunikasi krisis pariwisata di Bali cenderung bersifat kolaboratif, menekankan transparansi informasi, serta memanfaatkan media digital secara strategis untuk mengelola wacana publik. Framing media dan konten buatan pengguna terbukti berperan signifikan dalam memperkuat eskalasi persepsi krisis overtourism, sementara komunikasi lintas pemangku kepentingan berkontribusi dalam mengurangi dampak reputasi negatif dan mendukung kebijakan pariwisata berkelanjutan. Penelitian ini menegaskan bahwa komunikasi krisis yang efektif merupakan faktor kunci dalam menjaga ketahanan destinasi dan keberlanjutan pariwisata Bali.

Kata kunci: Crisis communication; Overtourism; Destination management; Media framing; Sustainable tourism

1. BACKGROUND

Tourism is the backbone of Bali's economy;. The post-pandemic recovery and surge in domestic and international tourist visits in recent years have increased the pressure on infrastructure, the environment, and local cultural values. Phenomenon *overtourism* — that is, the density of visits that exceeds the physical, ecological, and social capacity of a destination — has given rise to a series of periodic crises (overcrowding, environmental degradation, social conflict, and negative images in the media). Control efforts, such as a moratorium on the

construction of tourism facilities and fiscal policies (e.g., tourism levies) indicate that central and local governments are beginning to recognize the long-term risks of growth without adequate management. In this context, the crisis communication function is critical — not only as a response to an emergency, but as an instrument for managing issues and managing public perception, coordinating stakeholders, and establishing sustainable mitigation policies (The Guardian.com, 2024). (Pasquinelli, Trunfio, Bellini, & Rossi, 2021)

However, recent studies show that crisis communication practices in tourist destinations are often unstructured, less responsive, and do not integrate data-driven approaches, resulting in responses to issues of *overtourism* becoming reactive and not comprehensive. Crisis communication is a strategic process designed to anticipate, respond to, and recover from situations that have the potential to threaten reputation, public trust, and organizational or destination stability. In the context of tourism, crisis communication not only serves as a response mechanism when incidents occur, but also as an issue management tool to manage public expectations of the risks inherent in destination development. Phenomenon (Dewi, 2024) (Poetra & Nurjaya, 2024) Overtourism is included in the category of strategic issues that can develop into crises if not effectively managed, especially because the escalation of public opinion is greatly influenced by the intensity of media news and conversations in the digital space.

In the face of *overtourism*, crisis communication serves to reframe the public narrative through the delivery of accurate, transparent, and consistent information. Local governments, industry players, and local communities must be able to convey messages that emphasize the urgency of sustainable tourism management while explaining the steps taken to address the impact of tourist overcrowding. Weak communication literacy can lead to public misinterpretation, resistance to restrictive policies, and the formation of negative images that worsen the resilience of destinations. Therefore, the effectiveness of crisis communication is highly dependent on the ability of stakeholders to map information needs, formulate relevant messages, and ensure the distribution of information through the right channels. (Pasquinelli & Trunfio, 2022)

The relationship between crisis communication and *overtourism* can also be seen in the dynamics of public trust. When local communities feel the negative impacts of mass tourism, such as increased pollution, congestion, and degradation of living spaces, they tend to demand that the government come up with a convincing response. Crisis communication is an instrument to restore this trust through public dialogue mechanisms, policy collaboration, and the involvement of indigenous communities and citizen groups. Without good communication,

mitigation policies such as limiting the number of tourists, increasing levies, or strict rules of tourist behavior will be perceived as non-participatory and give rise to new conflicts (Assegaff, Sukandar, Hardy, & Dewi, 2022).

A number of recent studies have enriched the understanding of the relationship between overtourism and the need for more adaptive crisis communication governance. Seraphin et al. (2020) emphasized that overtourism not only triggers physical pressure on destinations but can also develop into a reputation crisis if governments and stakeholders are unable to manage the flow of information effectively. In the context of strengthening public trust, Walters and Mair (2020) show that a proactive crisis communication approach oriented towards long-term mitigation has a significant effect in accelerating the recovery process of destinations after tourism stress. Strengthening digital communication is also an important aspect, as shown by Kim and Kang (2022), who found that the strategic use of digital platforms can increase the reach of crisis messages and accelerate the dissemination of credible information to tourists. Meanwhile, Boin and 't Hart (2022) explained that the legitimacy of crisis handling policies is greatly influenced by how well the government conveys a consistent and transparent message to the public.

In the era of digital communication, the issue of *overtourism* tends to grow quickly because it is amplified by the virality of content, for example, videos of travelers' behavior that violates norms, environmental damage, or extreme density in popular destinations. This situation requires stakeholders to do *real-time crisis communication*, the ability to respond quickly, measurably, and data-driven to evolving narratives. Using *social listening*, monitoring digital conversations, and cooperating with the media are important to keep public discourse from being solely shaped by information that is emotional or speculative. The ideal crisis communication model involves the establishment of integrated protocols, credible spokespersons, cross-agency message management, and an inclusive communication approach to affected communities. Thus, crisis communication is not only a tool for handling short-term crises, but also the foundation of long-term strategies to ensure the sustainability of destinations and prevent the escalation of issues (Wengel, Ma, Ma, Apollo, & Ashton, 2022). *Overtourism* in the future.

This situation requires effective crisis communication governance to manage public perception, maintain public trust, and ensure coordination between tourism stakeholders. The unpreparedness and disintegration of communication that often arise in handling the issue of *overtourism* are the main reasons for the need for a scientific study on crisis communication strategies used by the government, industry players, and local communities. Research on

overtourism in the last five years shows increasing academic attention to the social, environmental, and economic impacts of uncontrolled tourism growth. Studies such as those conducted by Pasquinelli (2021) emphasize that this phenomenon is not only a problem of the physical capacity of destinations, but also a problem of public communication and policies that are not responsive to the dynamics of mass tourism. The study concluded that the escalation of *the overtourism issue* was largely triggered by the mismatch of the government's communication narrative with the experiences of local communities and tourists, thus causing social tension and lowering the image of the destination. A number of other studies highlight the role of social media as a trigger as well as a catalyst for the spread of *the issue of overtourism*. Wengler and colleagues (2022) found that viral content, especially on short video platforms, can create a rapid spike in visits to certain destinations, triggering crisis vulnerability. The research of Song et al. (2023) reinforces these findings and shows quantitatively that social media use correlates with changes in visitor patterns and perceptions, thus magnifying the need for digital-based crisis communication to monitor the flow of information and manage public discourse in real-time.

Data-based information management is also an important component in understanding the escalation of tourism issues. Fuchs, Höpken, and Lexhagen (2021) show that digital analytics and real-time data monitoring can help predict and control potential crises triggered by changes in tourist behavior. In addition, Zenker and Kock (2020) underscore the importance of using an empathetic communication approach, especially when local communities feel social pressure due to high tourism activities. From a social perspective, Ribeiro et al. (2021) emphasized that local people's perceptions of overtourism must be considered in the preparation of communication strategies so that tourism control policies do not cause new resistance or conflicts. The influence of social media cannot be ignored, as research by Milman, Tasci, and Wei (2020) shows that the perception of destination density is often shaped by visual representations on social media, rather than solely by factual conditions on the ground. Research in the local context of Bali by Hendrayana and Febriani (2023) also shows that there is still a communication gap between the government and the community regarding tourism restriction policies, so a more inclusive and responsive public communication mechanism is needed to meet the needs of local communities.

Research focusing on the Balinese context also makes an important contribution in understanding the impact of *overtourism*. The study conducted by Li-Wei Lu (2024) reveals how excessive tourism pressure impacts the sustainability of indigenous communities, including disruption to cultural practices, environmental pressures, and social discomfort.

These findings suggest that crisis communication strategies must accommodate the perspectives of local communities in order to not only manage tourist perceptions, but also maintain the legitimacy and trust of affected communities. Specifically related to crisis communication, Dewi's research (2024) is one of the important references that reviews the crisis communication model of the Bali Provincial government. The study concludes that although governments have made communication efforts in the face of critical situations, coordination between stakeholders is still not optimal and public messages are often not distributed consistently.

Limited capacity, lack of cross-agency integration, and absence of standardized communication protocols are also cited as major obstacles in handling issues *overtourism*. In addition to empirical studies, a literature review study of crisis communication in the tourism sector shows that the effectiveness of crisis communication is largely determined by message transparency, response speed, credibility of sources, and the ability of institutions to monitor public conversations digitally. Modern crisis communication models emphasize collaborative and participatory approaches as the most relevant strategies for destinations facing pressure *overtourism* (Liu-Lastres, 2022). Overall, this previous research shows that there is an urgent need to develop a more structured, responsive, and data-driven approach to crisis communication in the context of Bali tourism.

The problem formulation is then compiled to operationally answer the knowledge void outlined in the background. Research questions about how crisis communication strategies are implemented, how effective they are, and what are the barriers to coordination, are concrete forms of the problems that have been identified—namely the disintegration of communication and the increasing complexity of overtourism issues. The purpose of the research is formulated to provide scientific direction in answering the formulation of the problem. The main objective of the study is to identify and describe crisis communication strategies used in handling the issue of *overtourism* in Bali, evaluate the effectiveness of these strategies in shaping public perception and maintaining the reputation of destinations and uncover obstacles to coordination between stakeholders. These goals are aligned with the formulation of the problem and serve as a bridge between the empirical conditions described in the background and the expected research results.

2. KAJIAN THEORITIS

Crisis Communication in the Tourism Industry

Crisis communication is a strategic process by organizations to mitigate, respond to, and recover from the impact of crises—especially those that threaten reputation, legitimacy, and operational sustainability. In an academic context, the most common approach is Situational Crisis Communication Theory (SCCT), which emphasizes that an organization's response to a crisis should be tailored to the type of crisis and the public's perception of the organization's responsibility for the crisis. The SCCT provides a conceptual framework for understanding how "crisis responsibility attribution" by stakeholders — the public, media, stakeholders — will affect an organization's reputation and how that reputation can be restored through crisis communication strategies. In general, the crisis component in crisis communication includes the phase: preparation ((Coombs, 2022)*pre-crisis*), crisis response (*crisis response*), restoration (*post-crisis*), and long-term learning (*learning cycle*).

Within the framework of *Situational Crisis Communication Theory* (SCCT), Coombs emphasizes that the effectiveness of crisis response is influenced by the level of attribution of responsibility that the public gives to the organization. When the public considers that organizations have a major role in triggering crises, response strategies must emphasize transparency, accountability, and acknowledgment; conversely, if responsibility is rated low, organizations may resort to defensive strategies such as clarification or denial (Coombs, 2022). In the context of tourism destinations, crisis communication focuses not only on the restoration of a single organization's reputation, but includes the restoration of public perception of the destination as a whole. Recent research shows that the success of crisis communication in the tourism sector is greatly influenced by the ability of destinations to carry out internal communication (to industry players and local communities) and external communication (to tourists and the media). A study by Boin et al. (2023) confirms that destinations that have structured crisis communication mechanisms tend to recover faster, as they are able to reduce uncertainty and improve coordination between stakeholders.

In addition, research by Wut et al. (2023) found that internal communication has a significant influence on job satisfaction, motivation, and the willingness of industry players to collaborate during times of crisis. Similar research by Karl et al. (2022) emphasized that effective crisis communication can strengthen destination *resilience* through consistent, participatory, and evidence-based information delivery. These findings reinforce the argument that crisis communication plays a role not only in short-term mitigation, but also in building the adaptive capacity of tourism destinations against long-term pressures such as over-tourism.

Therefore, crisis communication must be fast, accurate, transparent, and sensitive to local socio-cultural dynamics. The government, the tourism industry, and local communities play a role in building a collective message that maintains the stability of the destination's image and ensures a coordinated flow of information. Therefore, crisis communication must be fast, accurate, transparent, and sensitive to local socio-cultural dynamics. The government, the tourism industry, and local communities play a role in building a collective message that maintains the stability of the destination's image and ensures a coordinated flow of information.

Over-Tourism as a Structural Crisis

Over-tourism is a condition where the number of tourists exceeds the carrying capacity of the destination, causing pressure on the physical, social, cultural, and infrastructure environment. In contrast to conventional crises that are sudden, over-tourism is classified as a *creeping crisis*, which is a crisis that develops slowly but causes profound damage if not dealt with systematically. The literature of the last five years highlights that over-tourism is not only a matter of physical capacity, but also a problem of public communication. Research by Dodds & Butler (2019) confirms that public perception of the level of tourism density and inconvenience is greatly influenced by media framing and information imbalances. When the media portrays a destination as "overcrowded," "depressed," or "experiencing environmental degradation," the perception of a reputation crisis can increase drastically.

In the context of Bali, the issue of over-tourism causes problems such as pressure on water resources, congestion, deteriorating environmental quality, and tensions between tourists and local communities. This issue not only has an impact on environmental sustainability, but also on the international perception of Bali as a safe and comfortable destination. This emphasizes the urgency of crisis communication in managing public narratives and providing education about sustainable tourism.(Frontiers: UN World Tourism Day 2022: Disaster/Crisis Management and Resilience in Tourism, 2023)

The Role of Media in the Formation of Crisis Narratives

Media framing plays a key role in shaping public perception of the tourism crisis. Research by M holiday & Deery (2021) shows that mass media and digital media are catalysts that can accelerate the escalation of reputational crises. In the issue of over-tourism, the media tends to use environmental *framing* and social framing (*community impact framing*), which can affect international tourists' views of a destination.

The development of *user-generated content* (UGC) has also expanded the crisis space. A study by Yin et al. (2022) emphasizes that travelers' narratives on platforms such as TikTok, Instagram, or TripAdvisor can create a *ripple effect*, where perceptions of density or

environmental damage can spread faster than government data or official destination statements. This requires governments, industries, and tourism actors to integrate a *responsive*, real-time, and data-based approach to digital crisis communication. The reputation of an organization or destination is very easily affected by media narratives during a crisis. According to *Image Restoration Theory* (Benoit), Effective communication responses must consider how the media reports on crises because public perception is largely influenced by media exposure. Yin et al. (2022) show that the media plays a key role in shaping the legitimacy of a tourist destination during health and environmental crises.

3. RESEARCH METHODS

This research uses a qualitative approach with the aim of understanding in depth the dynamics of crisis communication in the Bali tourism industry in dealing with the issue of over-tourism. The qualitative approach was chosen because it is able to explore the meaning, perspective, and construction of stakeholders' experiences more comprehensively, especially in the context of complex and value-laden social phenomena, such as tourism crisis management. Data collection was carried out through three main techniques, namely in-depth interviews, field observations, and documentation studies. In-depth interviews were conducted with key informants consisting of officials of the Bali Provincial Tourism Office, tourist destination managers, tourism business actors (hotels, travel agents, professional associations), and local community leaders.

The use of in-depth interviews is in accordance with the recommendations of Kvale & Brinkmann (2021) who state that this technique is effective for exploring the meaning, subjective experiences, and critical views of informants on certain phenomena. Field observations were carried out to understand the social situation directly, including the patterns of tourist interaction, dynamics in high-traffic destinations, and communication efforts carried out by stakeholders. Observation is used because it allows researchers to capture crisis communication practices as they occur naturally—as Tracy (2020) points out, observation produces contextual understandings that do not always emerge in interviews.

The data was analyzed using thematic analysis, which is the process of coding and grouping data into main themes relevant to the focus of the research. This technique was chosen because it allows for the systematic identification of patterns, meanings, and relationships between categories. Braun & Clarke (2021) emphasized that thematic analysis is a flexible method and is very suitable for communication research because it can reveal the structure of meaning formed through informant narratives. Thus, the entire procedure of this research is

designed to ensure that the findings are not only substantively valid, but can also make a theoretical and practical contribution to the study of tourism crisis communication.

4. RESULTS AND DISCUSSION

This research was carried out using a qualitative approach for six months, namely from March to September 2025. The selection of the time range was carried out to enable researchers to conduct in-depth observations, repeated data collection, and information verification through triangulation with various tourism stakeholders in Bali. Data collection was carried out through several techniques, namely in-depth interviews, field observations, and documentation studies. The selection of informants is carried out purposively to ensure that they have the knowledge, experience, and authority to provide information on crisis communication patterns applied in the management of over-tourism issues.

Identifying the Over-Tourism Crisis in Bali Destinations

Bali's tourism in the last five years has faced significant pressure due to the increasing number of tourists that is not proportional to the environmental and social carrying capacity. The findings show that industry actors—including the Tourism Office, destination managers, and business actors—identify over-tourism as a multidimensional crisis, including congestion, environmental degradation, price increases, and disruption to the comfort of local communities. The informants assert that this crisis did not appear suddenly, but rather was an accumulation of uncontrolled tourism growth since before the pandemic, as also reported by Koens & Postma (2020) who emphasized that over-tourism develops when tourism growth is not balanced by integrated management.

In addition, the perception of the crisis was strengthened by the intensification of international media coverage after 2022 which described Bali as a "crowded and under pressure" destination. This media narrative affects public perception, both tourists and investors, thereby accelerating the need for communication responses from local stakeholders. This is in line with research by Cheer et al. (2020, 2022) which states that the media has a role in reproducing crises by reinforcing the negative image of destinations when capacity and sustainability issues receive global spotlight.

The results of the study show that the issue of over-tourism in Bali is perceived by tourism stakeholders as a crisis that is not only technical, but also has a dimension to the reputation of the destination. Informants from government elements and tourism industry players consider that tourist density, congestion, and environmental pressure are actually long-standing problems, but they have developed into a crisis when amplified by the spotlight of the

media and digital conversations. International news and viral content on social media have shaped the image of Bali as a destination that is under excessive pressure, raising concerns about tourism sustainability and the comfort of local communities. These findings show that the escalation of the over-tourism crisis is triggered more by public perception than by changes in the physical condition of the destination alone.

The Role of Government and Stakeholders in Crisis Communication

The results of the study show that the Bali Provincial Government takes a central role in coordinating crisis communication through the formulation of sustainability-based policies, such as limiting the carrying capacity of destinations, using *visitor management systems*, and planning to determine the contribution of foreign tourists. This strategy is combined with public education through the "Bali New Era" campaign that emphasizes quality tourism. The government's approach is aligned with the *collaborative crisis governance model* outlined by Hall et al. (2020), which emphasizes the importance of interorganizational coordination in dealing with the tourism crisis.

Meanwhile, industry players such as hotel associations, local communities, and destination managers are also strengthening the sustainability narrative by communicating *responsible tourism* practices. They use digital platforms to convey transparency of destination conditions, visit capacity, and rules of tourist behavior. The Sigala study (2020) also shows that multi-stakeholder collaboration plays a crucial role in strengthening the legitimacy of crisis communication in the tourism sector.

Research has found that crisis communication in handling the issue of over-tourism in Bali tends to be carried out reactively, especially when the issue has received widespread attention in the media. Local governments play a key role in delivering public information through the narrative of sustainable tourism and limiting the carrying capacity of destinations. However, communication coordination between tourism stakeholders is still taking place situationally and has not been fully integrated into a standard crisis communication protocol. Industry players and local communities generally follow the direction of government communication, although messaging alignment mechanisms still rely on informal communication and responses to emerging issues.

Media and Digital Space on the Perception of the Over-Tourism Crisis

The results show that the media—especially international media and travel *influencer* platforms—have a significant role in shaping and accelerating public perception of the over-tourism crisis in Bali. Media spotlight on tourist behavior, congestion, or deteriorating environmental quality leads to an amplification of issues, increasing pressure on governments

to respond quickly and transparently. This is in line with Brouder's (2020) study, which explains that the media has performative power in framing destinations as "problematic" or "threatened."

On the other hand, industry players use the digital space to *counter-narrative*, namely correcting misinformation and showing destination management efforts that have been made. This digital crisis response strategy has proven effective in reducing negative perceptions, especially through official government channels and digital campaigns that emphasize sustainability. These findings are consistent with the research of Zenker & Kock (2020), which states that fast and responsive digital communication plays an important role in the recovery of destination image after a crisis.

The results of the study also reveal that mass media and digital media have a significant role in accelerating the escalation of the issue of over-tourism into a reputation crisis. The informant said that visual content and digital narratives, such as videos of tourist density and tourist behavior that were deemed not in accordance with local norms, quickly attracted the attention of the public and international media. This condition encourages the government and industry players to respond through official digital communication channels to straighten out information and convey destination management steps. However, the effectiveness of such digital responses still varies, depending on the speed of response and the consistency of the message conveyed by each institution.

Implications of the Over-Tourism Crisis for the Sustainability of Bali Tourism

The results of the study show that the over-tourism crisis has long-term implications for the sustainability of Bali, especially related to the carrying capacity of the environment and the social capacity of the local community. The excessive burden of tourism accelerates pressure on water resources, waste, congestion, and potential social conflicts. This is also in accordance with the analysis of Gossling et al. (2020) who said that the sustainability of destinations is very vulnerable when there are no clear limits on the growth of visits.

However, this crisis also opens up opportunities for transformation towards quality and sustainable tourism. The government and industry players are beginning to shift the development paradigm from *quantity-driven tourism* to *quality and sustainability-based tourism*. This approach is in line with the research of Nepal & Koenig-Lewis (2021), which emphasizes that the crisis can be a momentum for restructuring the tourism model to become more resilient and pro-environment. Findings on the ground show that this transformation has become an important agenda for Bali's tourism roadmap in the next few years.

The findings of the study show that crisis communication strategies that emphasize transparency, consistency of messages, and local stakeholder engagement contribute positively to the restoration of public trust. When information is conveyed openly and involves local communities, resistance to tourism control policies tends to decrease. Crisis communication not only serves to mitigate short-term issues but also plays a role in strengthening the resilience of Bali's tourism destinations in the face of long-term pressure due to over-tourism. This shows that crisis communication is a strategic part of efforts to maintain tourism sustainability and social stability at the local level.

5. CONCLUSIONS AND SUGGESTIONS

This study concludes that crisis communication in Bali's tourism industry plays a central role in responding to the increasingly complex issue of over-tourism due to the growth of tourist visits, media pressure, and government policy dynamics. The findings of the study show that tourism actors in Bali—especially the Tourism Office, industry players, and local communities—adopt a collaborative, adaptive, and transparency-based crisis communication strategy to maintain public trust and reduce the escalation of negative perceptions that develop through media coverage. In addition, the study found that the media plays a dual function, namely as a channel for disseminating mitigation policy information and as an agent of shaping public perception that can strengthen or weaken the legitimacy of crisis management. Thus, the issue of over-tourism is not only understood as a matter of the physical capacity of the destination, but also a matter of strategic communication that determines how the crisis is perceived, managed, and addressed by stakeholders. This conclusion answers the purpose of the study by showing that the effectiveness of crisis communication is a key factor in maintaining the sustainability of Bali's tourism image and efforts to handle the impact of over-tourism.

Based on these conclusions, this study recommends the need to strengthen a more structured crisis communication system, especially through integration between local governments, local media, industry players, and indigenous peoples. Cross-agency coordination needs to be formalized in crisis communication guidelines to avoid message inconsistencies when the issue of over-tourism rises to the public domain. In addition, local governments are advised to expand collaboration with academics and research institutions to build data-based communication risk prediction models so that communication strategies can be prepared more proactively. This research has limitations in the scope of informants that are still focused on institutional actors, so further studies are recommended to explore the

perspectives of tourists and local communities in more depth to get a more comprehensive picture of the dynamics of perception in the context of over-tourism. Subsequent research also needs to consider a mixed-method approach to quantitatively measure the effectiveness of crisis communication messages, so as to provide empirical reinforcement of the qualitative results found.

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