Building Resilience in Tourism Village Through Sustainable Practices, Community Participation and Destination Governance

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ABSTRACT

Tourism villages contribute to rural livelihoods, cultural preservation, and environmental sustainability, yet their dependence on visitor flows exposes them to changing tourism demand and external disruptions. This study examines how sustainable tourism practices, community participation, and destination governance interact to shape resilience in Subak Tejo Majalangu Tourism Village, Bali, Indonesia. Using a qualitative case study approach, the study draws on interview and observational data to explore tourism management practices, stakeholder contributions, and locally embedded governance arrangements. The findings indicate that sustainable tourism management is integrated into customary *subak* principles through visitor restrictions, designated walking routes, coordination of tourism activities with agricultural and ritual calendars, and responsible resource management. Community participation supports the continuity of these practices through shared responsibilities, informal peer monitoring, and household-level flexibility in responding to fluctuations in visitor demand. Meanwhile, destination governance facilitates coordination through transparent visitor allocation procedures, written rotation schedules, and collaboration among village authorities, tourism operators, and community members. The interaction of customary legitimacy, procedural transparency, and collective participation appears to provide an institutional foundation for adaptive capacity. Rather than depending exclusively on formal regulation, resilience in Subak Tejo Majalangu is embedded in locally accepted arrangements that connect tourism activities with cultural continuity, environmental stewardship, and community livelihoods. The study contributes to sustainable tourism research by conceptualising tourism village resilience as a culturally embedded and institutionally mediated process. Its findings highlight the importance of strengthening inclusive decision-making, transparent benefit distribution, and community-led governance to support the long-term sustainability of tourism villages.

Keywords: tourism village resilience; sustainable tourism; community participation; destination governance; customary institutions; Subak Tejo Majalangu

INTRODUCTION

Tourism villages have emerged as an important development model in many emerging economies, offering rural communities a pathway to income diversification, cultural preservation, and environmental stewardship, yet their reliance on visitor flows leaves them acutely exposed to external shocks such as economic downturns, natural disasters, and public health crises (Pramono & Juliana, 2025). The vulnerability of these settlements is compounded by the fact that their tourism sectors are often underdeveloped in terms of institutional capacity, which makes it difficult for them to anticipate disruptions and recover in a timely manner Resilience in this context is therefore best understood not as a return to pre-crisis conditions, but as a process through which villages adapt their social, economic, and environmental arrangements to absorb shocks while sustaining their core functions (Purworini et al., 2026). Within this framing, sustainable tourism practices, community participation, and destination governance are widely regarded as the principal mechanisms through which such adaptive capacity is built, since they link environmental management, local livelihoods, and institutional coordination within a single system (Dwi, 2025; Hamdan & Basrowi, 2023). Yet the empirical literature on how these mechanisms interact remains fragmented, with studies of social capital, communication strategies, and destination management often examined in isolation rather than as components of a coherent governance system

(Arsana et al., 2024; Prayitno et al., 2026; Risfandini et al., 2023).

This gap is particularly consequential for coastal and island settings in Eastern Indonesia, where conservation and tourism are frequently treated as competing agendas rather than as mutually reinforcing processes shaped through collective environmental stewardship (Tuanaya, 2026). Addressing this challenge requires a conceptual lens that treats sustainable tourism, community participation, and governance as interdependent rather than sequential, a view that positions village institutions as the central arena in which environmental, social, and economic objectives are negotiated (Marsuki et al., 2025). Such a framing also clarifies the purpose of the present study, which examines how sustainable tourism practices, local community engagement, and destination governance jointly shape the adaptive capacity of tourism villages, and in doing so seeks to move beyond descriptions of individual interventions toward an integrated account of how resilience is produced and sustained This integrated account is needed because existing studies rarely show how village-level tourism practices translate into durable adaptive capacity over time, and how governance arrangements mediate that transition across different disturbance regimes.

Accordingly, this study conceptualizes tourism village resilience as an emergent outcome of the interaction between sustainable tourism practices, community participation, and destination governance. Sustainable tourism practices provide the foundation for managing natural and cultural resources responsibly, while community participation enables local residents to contribute knowledge, mobilize social networks, and collectively respond to emerging challenges. Destination governance, in turn, provides the institutional arrangements through which these practices and participatory processes are coordinated, resources are allocated, and collective decisions are translated into adaptive action. The interaction among these dimensions is therefore central to understanding how tourism villages develop the capacity to anticipate, absorb, and respond to disruptions while maintaining their ecological integrity, social cohesion, and economic viability. Rather than treating these dimensions as independent determinants, this study considers their interrelationships as the basis for explaining how resilience emerges and evolves within community-based tourism systems.

Building on this perspective, the study aims to examine how sustainable tourism practices, local community participation, and destination governance collectively contribute to the adaptive capacity of tourism villages, with particular attention to the institutional and contextual conditions that facilitate or constrain their interaction. By integrating these dimensions into a unified analytical framework, the study seeks to contribute to the literature on sustainable tourism and community resilience in three ways. First, it advances a more integrated understanding of tourism village resilience by connecting environmental sustainability, collective agency, and institutional coordination. Second, it highlights the role of village-level governance in mediating the relationship between tourism development practices and long-term adaptive capacity. Third, it provides a context-sensitive perspective on tourism development in coastal and island communities in Eastern Indonesia, where ecological vulnerability, livelihood dependence, and local institutional arrangements intersect. The resulting framework is intended to inform both theoretical discussions of resilience in community-based tourism and practical efforts to strengthen tourism village development through more participatory, coordinated, and environmentally responsible governance. Ultimately, the study positions resilience not merely as the ability of tourism villages to recover from external disturbances, but as their capacity to learn, reorganize, and transform in ways that sustain community well-being and ecological systems over time.

Accordingly, this study examines four interrelated questions: (1) How are sustainable tourism practices implemented in the management of Subak Tejo Majalangu Tourism Village? (2) How do local communities contribute to maintaining the village's sustainability and adaptive capacity? (3) How does destination governance facilitate collaboration, decision-making, and responses to change? and (4) How do the interactions among sustainable tourism practices, community participation, and destination governance shape the resilience of Subak Tejo Majalangu Tourism Village? By addressing these questions, the study seeks to develop an integrated understanding of how village-level tourism management, collective community action, and institutional coordination contribute to resilience. Particular attention is given to the ways in which these dimensions interact to enable the village to respond to disruptions, sustain its environmental and cultural resources, and maintain local livelihood opportunities over time.

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LITERATURE REVIEW

Resilience thinking offers a useful starting point for this review, as it emphasizes adaptive capacity, learning, and flexibility in navigating complex and uncertain environments (Satriya et al., 2023). In the tourism context, this perspective shifts attention from the restoration of equilibrium toward the capacity of a destination to reorganise its social, institutional, and economic structures after disruption, a distinction that is central to understanding why some tourism villages recover more quickly than others (Hariyanto & Asthu, 2025). Within the tourism literature, resilience has been examined through several lenses, including community tourism planning, tourism in protected areas, employment, environmental governance, business sustainability, and business vulnerability (Filimonau & Coteau, 2019). Across these strands, however, community resilience is treated as an outcome of collective capacity rather than as a fixed attribute of a destination, and studies that examine it in disaster-prone settings show that informal institutions such as traditional leaders and customary networks often determine whether tourism development can be coordinated with risk reduction (Darmi et al., 2025).

Within the Subak Tejo Majalangu context, this kind of institutional coordination is likely to be shaped by the interplay between customary village organisations and formal tourism management, which together determine how quickly local actors can mobilise collective responses when disruption affects tourism flows, since community resilience depends on the ability of village institutions to resume daily life through cooperation after a shock Within the Subak Tejo Majalangu case, this capacity is also shaped by the extent to which tourism governance embeds community-based risk management into everyday village routines, rather than treating preparedness as an occasional emergency response Such an approach would allow village institutions to treat disaster preparedness, environmental safeguarding, and visitor management as interrelated functions, thereby strengthening the institutional capacity of tourism villages in disaster-prone areas (Darmi & Mujtahid, 2024).

Such capacity-building is particularly relevant for Subak Tejo Majalangu, where resilience is best assessed as a sequence of adaptive responses to disturbance rather than as a static condition, a view consistent with the definition of community resilience as a process linking networked adaptive capacities to a positive trajectory of functioning after a disturbance Within the Subak Tejo Majalangu context, this trajectory depends on whether village institutions can sustain cooperation in the period after a disturbance, since the restoration of tourism activity is premised on the return of daily social and economic routines , which is why the speed and extent of recovery in tourism villages depend less on the physical restoration of attractions than on whether cooperative arrangements among residents, customary institutions, and tourism managers can be reactivated quickly In the Subak Tejo Majalangu context, such reactivation is not simply a matter of reopening attractions, since the community's capacity to recover depends on the social factors that enable residents to exchange expertise and coordinate responses when disturbances arise (Wakil et al., 2021).

Such social capital is therefore best understood as a precondition for adaptive action, since reciprocal relations among residents determine whether knowledge and resources can be pooled quickly enough to sustain tourism livelihoods through disturbance (Manner-Baldeon et al., 2024; Prayitno et al., 2025). Within the Subak Tejo Majalangu context, this reciprocity also appears to shape how governance arrangements are received at the village level, since residents are more willing to accept tourism regulations when they perceive that decisions are made through deliberative processes rather than imposed from outside (Nasution et al., 2023). Such deliberative arrangements are especially important in tourism villages, where the distribution of benefits and burdens from visitor activity can quickly become a source of tension if governance is perceived as narrowly top-down.

Where tourism governance is seen as legitimate and responsive, communities are more likely to invest in shared maintenance of cultural landscapes and visitor infrastructure, which in turn strengthens their collective ability to recover , which is why sustained cooperation between customary institutions and tourism managers is treated here as a core resilience mechanism rather than a secondary outcome of tourism development. Such an arrangement also helps the village to anticipate disturbances before they escalate, since shared responsibility for visitor flows, environmental safeguarding, and emergency coordination allows residents and managers to adjust their routines in advance rather than reacting only after a crisis has begun.

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METHODOLOGY

This study adopts a qualitative case study design, which allows the interplay between sustainable tourism practices, community roles, and destination governance to be examined in their everyday institutional context within the Subak Tejo Majalangu Tourism Village. The study draws on a single bounded case, which permits intensive exploration of how village institutions, residents, and tourism managers coordinate practices over time, rather than a broad comparison across multiple sites, so that the depth of analysis within the Subak Tejo Majalangu Tourism Village is preserved and the contextual specificity of its governance arrangements can be fully explored. Data were collected through semi-structured interviews with purposive sampling technique. The informants chosen for the interview was the representative of stakeholders including ***village leaders***, ***members of the customary subak organisation***, ***local tourism operators, and residents*** involved in tourism activities, supplemented by direct observation of visitor management practices and document analysis of village regulations and tourism planning documents, which together enabled triangulation of how formal governance instructions were interpreted and enacted by residents and managers in daily practice. The data validity was ensured by conducting triangulation by considering multiple sources and techniques used for this research. Ethical considerations, including informed consent, confidentiality of participants, and the handling of customary knowledge shared during interviews, were addressed before fieldwork commenced and were reviewed throughout the data collection process.

RESULTS

Sustainable Practices Supporting Resilience Tourism

The findings are organised around three analytical themes: sustainable tourism practices, community contributions, and destination governance. These themes are presented in the order in which they emerged from the interview and observational data. Sustainable tourism practices constituted the first theme, as residents and tourism operators consistently described visitor management, waste handling, and restrictions on visitor numbers during peak periods as routine responsibilities embedded in village life rather than as externally imposed requirements. Participants also associated these practices with the customary principles of the *subak*, suggesting that compliance with local arrangements was understood as a collective responsibility. This finding indicates that sustainable tourism management in Subak Tejo Majalangu is closely connected to existing customary institutions and shared community expectations.

Cultural preservation emerged as a central purpose of tourism development. As one participant explained, “The primary objective in establishing Subak Teja Majalangu is to preserve the original culture so that it is not lost due to the changing times.” This statement reflects the importance residents attach to maintaining cultural continuity alongside tourism development. In practice, preservation is pursued through customary ceremonies, irrigation-related activities, and visitor experiences that remain connected to everyday village life. Rather than treating culture as a separate tourism attraction, residents described its continuity as dependent on collective participation in the *subak*'s ritual calendar and water-management practices. These arrangements also provide opportunities for younger generations to learn traditional knowledge and understand the relationship between cultural preservation and local livelihoods.

The integration of cultural and agricultural routines into tourism management also establishes boundaries for visitor activity. Ritual schedules, agricultural cycles, and water-allocation arrangements influence when and where tourism activities can take place without interfering with community obligations or the functioning of the irrigation system. Residents described this coordination as important for maintaining the relationship between cultural continuity, environmental stewardship, and tourism-related income. Analytically, these findings suggest that sustainability in Subak Tejo Majalangu is understood not simply as the provision of environmentally responsible visitor services, but also as the maintenance of the cultural and institutional arrangements that sustain the village landscape.

Responsible tourism practices were further reflected in the regulation of visitor access to paddy fields during planting and harvesting periods, the use of designated walking routes, and the coordination of group visits with

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subak members. According to participants, these arrangements help distribute visitors across designated routes and time slots, limiting the concentration of foot traffic in particular agricultural areas and ceremonial spaces. Visitor management was therefore described as a process negotiated in relation to agricultural schedules, cultural activities, and community-defined spatial arrangements rather than determined exclusively by tourism operators or village leaders.

The involvement of *subak* members in scheduling decisions illustrates how local institutions connect tourism activities with established community priorities. From a resilience perspective, such coordination may provide a basis for managing visitor pressure while maintaining the compatibility of tourism with agricultural and cultural practices. Nevertheless, the evidence primarily establishes the existence of these arrangements and residents' perceptions of their purpose. It does not, by itself, demonstrate that visitor management has reduced environmental damage or improved the village's capacity to withstand major disruptions. Such conclusions would require additional evidence of how these practices perform during periods of unusually high demand, seasonal change, or other disturbances.

An additional dimension of visitor management concerned the allocation of operating hours and guided groups. Participants reported that these decisions were made in consultation with *subak* members rather than determined solely by village leaders. They also described the use of written tourism planning documents to record adjustments and provide a shared reference for subsequent decisions. According to residents, this approach improved the predictability of visitor allocation and helped operators plan bookings and guide schedules during periods of high demand.

Participants contrasted these arrangements with the earlier stages of tourism development, when the absence of written allocation rules meant that booking conflicts were resolved informally and inconsistently. The introduction of a written rotation schedule for guided groups reportedly provided residents and external operators with a common reference for planning visits and addressing disagreements over access to tourism opportunities. The schedule also made allocation decisions more visible, enabling community members to raise questions about fairness and the distribution of tourism-related benefits.

These findings highlight the relationship between procedural transparency and the perceived legitimacy of visitor management. When allocation rules are visible and applied across participating households and operators, restrictions on visitor numbers and operating hours may be more readily understood as collectively agreed arrangements rather than unilateral decisions. Participants also described informal peer monitoring, through which *subak* members raised concerns about irregular bookings or excessive group sizes directly with one another before involving village leaders. This practice suggests that customary relationships and written procedures operate alongside one another in the management of tourism activities.

Taken together, the findings indicate that sustainable tourism practices in Subak Tejo Majalangu are embedded in a locally organised system that combines customary norms, visitor coordination, written allocation procedures, and informal monitoring. The significance of these practices lies not only in regulating visitor activity but also in connecting tourism management with agricultural routines, cultural obligations, and shared expectations of fairness. Their potential contribution to resilience depends on whether these arrangements remain legitimate, inclusive, and adaptable as visitor demand and local conditions change.

This relationship provides a basis for examining the second analytical theme: community contributions. Whereas customary rules and allocation procedures establish a framework for coordinating tourism, the implementation and continued operation of that framework depend on the participation of local residents. The following section therefore considers how community members contribute labour, knowledge, social relationships, and practical flexibility to the village's tourism system, particularly as visitor flows fluctuate.

Stakeholder involvement in Tourism Sustainability Management

The sustainability of Subak Teja Majalangu Tourism Village depends on the involvement and coordination of multiple stakeholders, including the village government, tourism management, local community, and visitors. Each stakeholder contributes to the management of tourism resources, the preservation of cultural heritage, and

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the maintenance of environmental quality. Their respective roles illustrate that sustainable tourism is not the responsibility of a single institution but a collective process requiring coordination between formal management structures and community-based practices.

1. Role of the Village Government

The village government plays an important role in establishing and supporting the development of Subak Teja Majalangu as a tourism destination. Through the Village-Owned Enterprise (*Badan Usaha Milik Desa*, or BUMDes), the government provides institutional support for tourism management and destination development. It also contributes to the formulation of policies intended to promote tourism that is consistent with local cultural values and environmental sustainability. This role provides an institutional foundation for coordinating tourism development with broader village priorities. From a resilience perspective, government support may help maintain organisational continuity and facilitate collective responses to emerging challenges, although the extent of this contribution depends on the availability of resources, the effectiveness of coordination, and the responsiveness of local policies.

2. Role of Tourism Management

The tourism management team is responsible for the day-to-day operation and development of the destination. Its responsibilities include designing tourism programmes, maintaining facilities, introducing tourism innovations, and incorporating sustainable practices into operational activities. The management team also seeks to balance visitor expectations with the preservation of local cultural traditions and environmental resources. Its operational position enables it to translate village-level policies and sustainability objectives into practical management measures. Effective coordination between tourism management, the village government, and *subak* members is therefore important for ensuring that tourism activities remain compatible with agricultural routines, customary obligations, and community interests.

3. Role of the Local Community

The local community plays a central role in maintaining the cultural and environmental resources on which the destination depends. Residents contribute to cultural preservation, environmental stewardship, and the continuity of customary practices that shape the identity of the tourism village. Their participation also supports the integration of tourism into everyday village life, ensuring that cultural heritage is maintained as a living community practice rather than treated solely as a tourism product.

Community involvement is particularly important because the long-term sustainability of the destination depends on local acceptance and continued participation. Through shared responsibilities and established social relationships, residents may also contribute to the mobilisation of labour, knowledge, and mutual support when tourism conditions change. These relationships provide a potential foundation for adaptive capacity by enabling community members to coordinate their responses to fluctuations in visitor demand and other challenges. However, the extent to which these mechanisms strengthen resilience depends on the inclusiveness and continuity of community participation.

4. Role of Tourists

Tourists also contribute to destination sustainability through their behaviour and compliance with local expectations. Visitors are expected to respect customary practices, maintain environmental cleanliness, follow designated routes, and observe the rules established by destination managers and the local community. Such behaviour is particularly important in a tourism setting where agricultural landscapes, cultural activities, and customary institutions form integral parts of the visitor experience.

Responsible visitor behaviour can complement local management efforts by reducing avoidable disturbances and supporting the preservation of cultural and environmental resources. Nevertheless, the effectiveness of these expectations depends on clear communication, appropriate visitor guidance, and consistent implementation of destination rules. Tourism management and community members therefore have complementary responsibilities

in communicating local norms and encouraging visitors to act in accordance with the principles of sustainable tourism.

Overall, stakeholder involvement in Subak Teja Majalangu reflects the interdependence of institutional support, operational management, community participation, and visitor responsibility. The village government provides an institutional framework, the management team coordinates tourism operations, residents sustain local cultural and environmental resources, and tourists influence the pressures placed on these resources through their behaviour. The interaction among these roles provides a basis for understanding how sustainable tourism is organised and maintained at the village level. It also suggests that destination resilience depends not only on the presence of individual stakeholders but on their ability to coordinate responsibilities, maintain shared commitments, and adapt tourism management to changing conditions.

DISCUSSION

Taken together, these findings suggest that resilience in Subak Tejo Majalangu Tourism Village emerges from the interaction between customary legitimacy, transparent governance, and household-level adaptability. This configuration is consistent with socio-ecological systems perspectives, which emphasise the importance of institutional norms, social relationships, and feedback mechanisms in enabling communities to respond to uncertainty (Cole & Browne, 2015). In Subak Tejo Majalangu, the relationship is reflected in how residents' acceptance of visitor restrictions is associated with perceptions of fairness in the distribution of tourism benefits and responsibilities. Such perceptions may reinforce collective monitoring and cooperation, helping sustain the local arrangements through which tourism activities are coordinated during periods of change (Teguh et al., 2025). These findings suggest that governance grounded in customary legitimacy and transparent decision-making can provide an important foundation for adaptive, community-based tourism management, complementing formal regulation with locally embedded mechanisms of coordination (Nyoni et al., 2025).

This interpretation is consistent with Indonesian research indicating that community participation, local social networks, and adaptive management can contribute to the recovery of tourism villages following external shocks, including the COVID-19 pandemic (Ariyani & Fauzi, 2024). From this perspective, resilience is not simply a destination's ability to restore tourism activity after a disruption; it also involves the capacity of community members to negotiate responsibilities, mobilise social resources, and adjust established practices without undermining the relationships on which collective action depends (Faisal et al., 2026; King et al., 2021). The Subak Tejo Majalangu case extends this discussion by highlighting the potential significance of customary and religious norms as foundations for collective action and adaptive capacity. These cultural institutions may contribute to resilience by embedding tourism management within shared obligations concerning cultural continuity, agricultural practices, and environmental stewardship (Rosalina et al., 2023).

More broadly, the findings reinforce the view that tourism sustainability and resilience are interconnected processes shaped by social, ecological, and institutional relationships rather than by economic or environmental performance alone (Espiner et al., 2017). In Subak Tejo Majalangu, visitor management, community participation, and local governance are closely connected: visitor restrictions depend on collectively accepted rules, the implementation of those rules relies on community involvement, and their continued legitimacy depends on how responsibilities and tourism opportunities are distributed. Resilience should therefore be understood as an emergent property of this interconnected system rather than the outcome of any single management intervention. This interpretation provides a more integrated account of how village-level tourism arrangements may support the capacity to accommodate changing visitor demand while maintaining the cultural and ecological resources that sustain the destination.

Comparative evidence from Indonesia further highlights the importance of stakeholder relationships in translating governance arrangements into practical outcomes. Research on the Majapahit House heritage area, for example, illustrates the relevance of interactions among local leaders, community members, and external agencies in shaping implementation processes and coordinating resources (Basyar et al., 2025). In relation to Subak Tejo Majalangu, this comparison draws attention to the need to connect institutional arrangements with meaningful community participation and effective coordination among stakeholders. Strengthening inclusive stakeholder networks, maintaining transparent allocation procedures, and supporting shared awareness of

cultural and environmental responsibilities may therefore provide practical directions for sustaining tourism village resilience (Pennington-Gray & Basurto-Cedeno, 2023).

Overall, the study contributes to the literature by conceptualising tourism village resilience as a culturally embedded and institutionally mediated process. The Subak Tejo Majalangu case suggests that customary norms, transparent decision-making, and flexible community participation can work together to support the ongoing coordination of tourism activities and local priorities. Its contribution lies not in demonstrating that these arrangements necessarily guarantee resilience, but in identifying how their interaction may create the social and institutional conditions for adaptation. This distinction is important because the long-term resilience of the destination ultimately depends on whether these arrangements remain inclusive, legitimate, and responsive to emerging pressures and disruptions.

CONCLUSION

This study demonstrates that tourism village resilience in Subak Tejo Majalangu is shaped by the interaction of customary norms, transparent allocation rules, informal peer monitoring, and household-level adaptability. These findings suggest that resilience depends not only on formal regulations but also on the legitimacy of local institutions and the capacity of community members to coordinate their responses to changing tourism conditions. Practically, village governments, tourism operators, and external partners should therefore prioritise inclusive decision-making, transparent benefit distribution, and support for community-led management arrangements. Although the single-case qualitative design limits the generalisability of the findings, the study provides a context-sensitive explanation of how customary institutions and participatory governance may contribute to tourism village resilience. Future comparative and longitudinal research could examine how these relationships vary across destinations with different levels of tourism dependence and how they evolve in response to changing visitor demand and external disturbances. Ultimately, the Subak Tejo Majalangu case highlights the importance of locally grounded governance in sustaining tourism resilience. Its broader relevance lies not in replicating specific customary rules, but in recognising the value of institutions that enable communities to negotiate responsibilities, maintain shared stewardship, and adapt their practices as circumstances change. Resilience, in this sense, is an ongoing collective process through which tourism villages sustain their cultural and environmental foundations while responding to evolving social and economic pressures.

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