



## Development Strategy of Taro Village as a Sustainable Cultural Tourism Village

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### Abstract

**Purpose:** Taro Village in Gianyar Regency, Bali, Indonesia, is a cultural tourism village because this village has extraordinary cultural potential and extraordinary cultural quality. The aim of this research is to study strategies for developing Taro Village as a sustainable cultural tourism village.

**Research methods:** Data was collected through interviews, observation, focus group discussions, and document study. Several analysis methods used include summary of Internal Factor Analysis (IFAS), summary of External Factor Analysis (EFAS), Internal-External Matrix (IE), SWOT Analysis, and Quantitative Strategic Planning Matrix Analysis (QSPM).

**Findings:** The internal and external factors have influenced the development of Taro Village into a sustainable cultural tourism village. Currently, Taro Village is in the product development and market penetration stage in which internal and external factors influence the process.

**Implications:** Based on the results of quantitative strategic planning matrix (QSPM) analysis with the highest attractiveness score (TAS), the strategy is as follows: creating a historical narrative of Taro Village with the arrival of Rsi Markandya whose story is still preserved today, managing tourist attractions well, identifying the cultural potential of Taro Village, exploring the unique potential of unspoiled culture, creating events from religious activities that are held every six months,

**Keywords:** tourist village, sustainable cultural tourism village, tourism development, development strategy



## INTRODUCTION

The island of Bali continues to attract world attention as a leading tourist destination, with deep cultural richness, stunning natural beauty and strong local traditions (Oka et al., 2022). Tourism development based on Balinese culture has made a significant contribution to the welfare of the local community, while maintaining cultural heritage influenced by Hindu teachings (Bali Province Regional Regulation Number 2 of 2012 concerning Balinese Cultural Tourism, 2012, which is replaced by Bali Province Regional Regulation Number 5 of 2020 concerning Standards for Implementing Balinese Cultural Tourism, 2020). One of the main focuses in developing tourism in Bali is the development of tourist villages, such as Taro Village, which prioritizes ecological sustainability and spiritual values as its main attraction (Brahmandika, 2024).

Taro Village, which has become known as a tourist village since 2017, offers rural natural beauty combined with cultural traditions that are still maintained. With the tagline "An Eco-Spiritual Destination," Taro Village strives to create a harmonious tourism experience between humans and nature (Handayani et al., 2021). However, behind this attraction, tourism development in Taro Village faces various challenges, including limitations in terms of tourism product innovation and involvement of local communities in managing tourist villages (Pitana & Diarta, 2009).

Along with the development of culture-based tourism, tourist villages in Bali need to develop appropriate strategies to maintain sustainability (Sekarsari et al., 2020). Taro Village, with its natural and cultural potential, has a great opportunity to become a model of sustainable tourism if managed well. However, low entrepreneurial skills and lack of innovation in tourism product packaging are the main obstacles in achieving this goal (Hardini et al., 2022). Tourism development that is not well planned can have negative impacts, such as excessive cultural commercialization and environmental degradation.

Previous research has shown the importance of the Community-Based Tourism (CBT) approach in supporting sustainable tourism, especially in tourist villages (Mumtaz & Karmilah, 2021). However, specific studies that focus on strategies for developing Taro Village as a sustainable cultural tourism village are still limited. This research seeks to fill this gap by examining development

strategies that can optimize village potential, increase local community involvement, and encourage ecologically responsible tourism.

This research uses a mixed method which combines qualitative and quantitative approaches. Qualitative methods are used to understand the local context and community interpretation of tourism village development, while a quantitative approach will evaluate the effectiveness of the proposed strategy through empirical data (Pane et al., 2021). This research aims to formulate an efficient and sustainable tourism village development model, which not only improves the local economy but also preserves the culture and environment of Taro Village.

Based on Bali Provincial Regulation Number 5 of 2020 concerning Standards for Implementing Balinese Cultural Tourism, this research aims to make a real contribution to the development of sustainable tourism in Bali, especially through optimizing the management of Taro Village as a sustainable cultural tourism village. It is hoped that the results of this research can become a reference for other tourist villages in their efforts to create tourism that is balanced between economic, social and environmental interests (Putra et al., 2022).

## RESEARCH METHODS

This research uses a mixed method which combines quantitative and qualitative methods to comprehensively understand the strategy for developing Taro Village as a sustainable cultural tourism village. This approach is consistent with guidance (Creswell, 2012), which explains that mixed methods allows combining numerical and narrative data to produce richer analysis. In this research, the Explanatory Sequential Design method was applied, where the first stage involved collecting and analyzing quantitative data which was then followed by collecting and analyzing qualitative data to provide more in-depth context and explanation of the quantitative findings.

This research was carried out in Taro Village, Tegallalang District, Gianyar Regency, Bali. This village was chosen as a research location because it was inaugurated as a tourist village in 2017 and has great potential in developing sustainable cultural tourism. The object of this research is the strategy for developing Taro Village as a sustainable cultural tourism village, with a focus on

managing natural and cultural potential, as well as the involvement of local communities in tourism development.

The types of data used in this research include quantitative and qualitative data. Quantitative data includes information regarding the level of tourist visits, village income, and data from the results of questionnaires distributed to relevant respondents (Sidiq et al., 2019). Qualitative data involved in-depth interviews with related parties such as the Head of Taro Village, Director of BUMDES (Badan Usaha Milik Desa or Village-owned Enterprises) Sarwada Amerta, Chair of Pokdarwis (Kelompok Sadar Wisata or Tourism Awareness Group), as well as local communities, to gain insight into their perceptions and experiences in developing tourist villages (Sugiyono, 2013).

Data collection was carried out through several methods. First, participatory observation was applied to directly observe tourism activities in Taro Village and how local communities were involved in tourism management. Second, in-depth interviews were conducted with key stakeholders to gather information regarding challenges and opportunities in developing tourist villages. Third, document studies were carried out by analyzing important documents, such as Tourism Village Decrees, village financial reports, and other related documents. Quantitative data was obtained from the results of questionnaires distributed to respondents, while qualitative data was obtained from interviews and observations.

The data collected was analyzed using several analytical techniques. For quantitative data, analysis was carried out using IFAS and EFAS matrix analysis techniques to identify internal and external factors that influence the development of Taro Village (Wheelen & Hunger, 2012). In addition, SWOT analysis is used to formulate development strategies based on the strengths, weaknesses, opportunities and threats faced by the village (Rangkuti, 2015). Meanwhile, for qualitative data, analysis was carried out using a qualitative descriptive method which includes data reduction, data presentation and verification, in accordance with the approach (Miles et al., 2019). It is hoped that the results of this analysis will provide a comprehensive picture of how the strategy for developing Taro Village as a sustainable cultural tourism village can be implemented effectively.

## FINDINGS

The development of Taro Village as a sustainable cultural tourism village is a strategic effort aimed at highlighting the local cultural potential and natural riches of the village as the main attraction for tourists. Taro Village has a rich and diverse cultural heritage, which can be a strong foundation for tourism development that not only provides economic benefits, but also preserves local culture and the environment. To achieve this goal, a comprehensive and collaborative approach is needed, involving various stakeholders in the village (Surya & Suryaningsih, 2023). The initial step taken in this development is to identify and understand the roles and contributions of the various parties involved in this process.

In order to obtain a comprehensive picture of the potential and challenges faced by Taro Village in its development as a sustainable cultural tourism village, data was collected from various stakeholders. The informants involved consisted of village heads, BUMDES managers, tourism village unit managers, as well as people who actively play a role in tourism activities in this village.

Table 1. Identity of informants from Taro Village stakeholders

| No. | Nama                   | Gender | Age<br>(yearsold) | Position                                |
|-----|------------------------|--------|-------------------|-----------------------------------------|
| 1   | I Wayan Warka          | Male   | 47                | Village head                            |
| 2   | I Ketut Karta          | Male   | 49                | BUMDES Director                         |
| 3   | I Wayan Oka<br>Yowana  | Male   | 28                | Unit Manager of Taro Tourism<br>Village |
| 4   | I Made Neteg           | Male   | 47                | Chairman of the Taro Village<br>LPM     |
| 5   | I Wayan Gede<br>Ardika | Male   | 46                | Chairman of Pokdarwis                   |
| 6   | I Made Ciriawan        | Male   | 40                | Community or Tourism Actors             |

(Source: Research Results, 2024)

Table 1 provides an overview of the diversity of roles that exist in the development of Taro Village. This diversity of roles reflects the cooperation between various sectors in the village, from the government, economy, to the general public, which is the key to creating a sustainable tourism village.

SWOT analysis was carried out to identify strengths, weaknesses, opportunities and threats in developing Taro Village as a sustainable cultural tourism village. The following table presents the results of interviews that outline the internal factors that constitute the village's strengths and weaknesses.

Table 2. Internal factor interview data

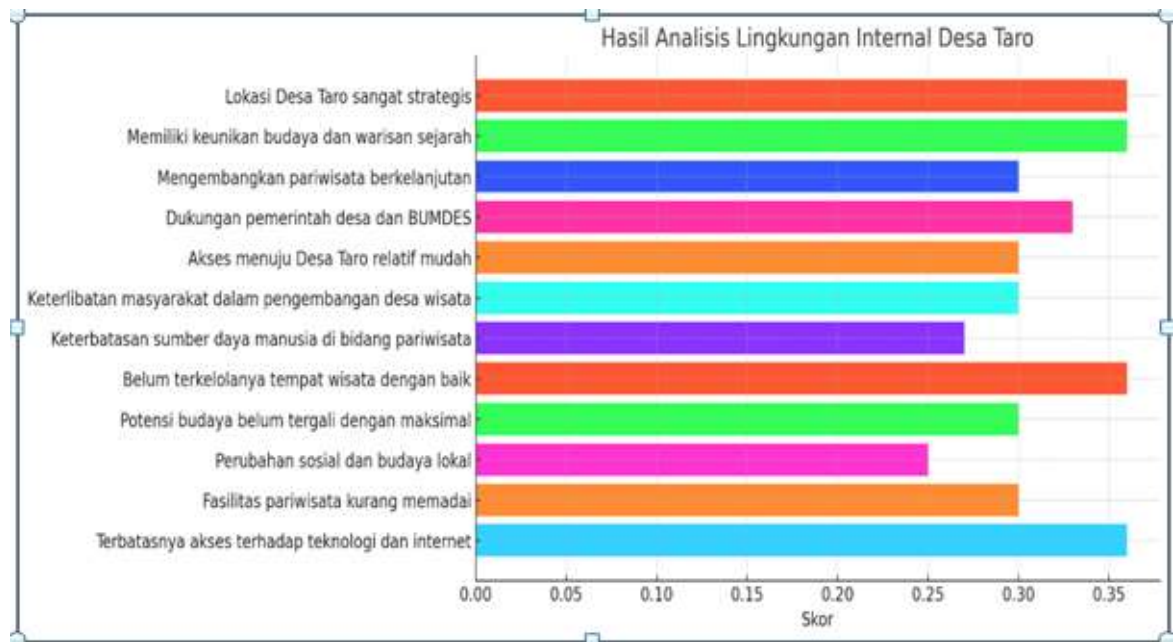
| No. | Informan            | Description – 12 elements of culture                                                                                                                                                                         |
|-----|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | I Wayan Warka       | BUMDES covers the management of tourist attractions and provides capital assistance, but the interest of the younger generation in developing tourism businesses is still low.                               |
| 2   | I Made Karta        | Management of tourist villages involves Pokdarwis and owners of tourist attractions, but the utilization of cultural potential is not yet optimal. The younger generation tends to work outside the village. |
| 3   | Eka Yowana          | Taro Village has a strong culture, but limited human resources and supporting facilities are obstacles in developing cultural tourism.                                                                       |
| 4   | I Wayan Gede Ardika | White Lembu conservation is a sacred cultural heritage, but it has not been managed professionally as an educational tourism attraction.                                                                     |
| 5   | Made Neteg          | The tourism potential in Semara Ratih is very large, but the lack of human resources to manage and promote it is the main weakness.                                                                          |
| 6   | Made Ciriawan       | BUMDES covers the management of tourist attractions and provides capital assistance, but the interest of the younger generation in developing tourism businesses is still low.                               |

(Source: Research results, 2024)

Table 2 summarizes the results of interviews with informants from Taro Village stakeholders who focus on 12 cultural elements in the village. The data obtained illustrates the strengths and weaknesses of Taro Village in the context of development as a sustainable cultural tourism village. The results of this interview identified a number of strengths and weaknesses that are important to consider in developing Taro Village as a sustainable cultural tourism village. This information becomes the basis for developing strategies that will optimize existing strengths while overcoming identified weaknesses.

Internal environmental analysis is an important step in understanding the internal conditions and potential of Taro Village as a sustainable cultural tourism village. Figure 1 presents the results of this analysis by identifying various internal factors that have a significant influence on village development. Each factor is assessed based on its importance weight, a rating of effectiveness or

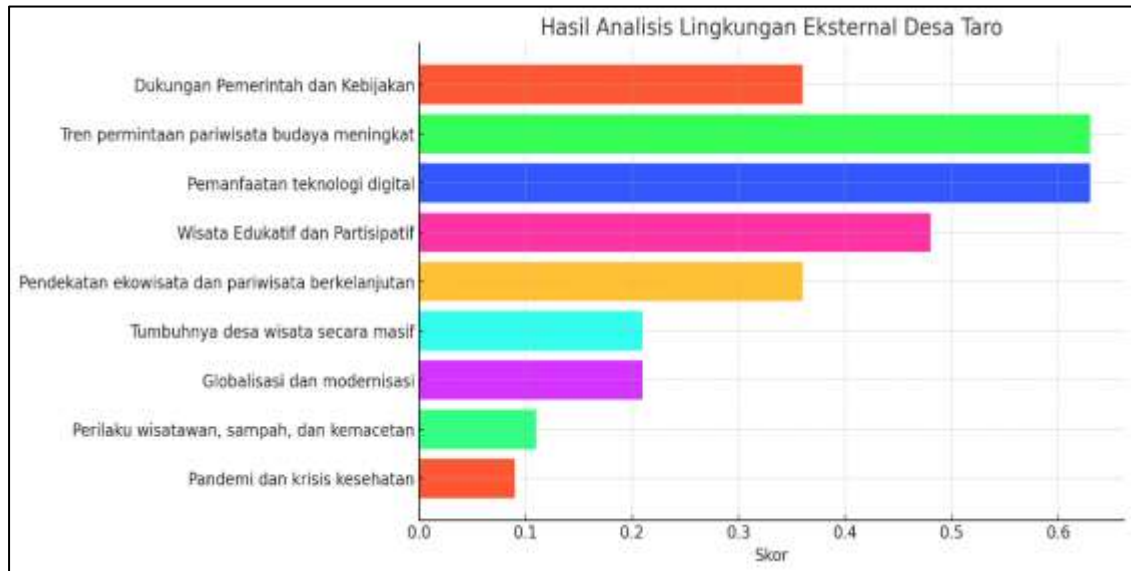
problems faced, and a final score which is the result of multiplying the weight and rating. The following is a more detailed explanation of these factors.



(Source: Research results, 2024)  
Figure 1. Internal environmental analysis

Based on Figure 1, analysis of the internal environment of Taro Village identifies various key factors that influence the development of the village as a sustainable cultural tourism village. The results of the analysis show that the strategic location of Taro Village and its unique cultural and historical heritage are the main strengths, with a score of 0.36 each, which supports the development of the village as an attractive tourist destination. Village government and BUMDES support also plays an important role with a score of 0.33, while good accessibility and community involvement have a score of 0.30 each, adding positive value to tourism development. However, significant challenges include limited human resources in the tourism sector (score 0.27), management of tourist attractions that is not yet optimal (score 0.36), and cultural potential that has not been fully explored (score 0.30). Limited tourism facilities and access to technology and the internet are also obstacles, with scores of 0.30 and 0.36 respectively. In addition, local social and cultural changes and modernization threaten cultural sustainability, with a score of 0.25. The results of this analysis provide a comprehensive picture of Taro Village's

internal strengths and weaknesses, which can be used to design more effective and sustainable development strategies.



(Source: Research results, 2024)

Figure 2. Analysis of the External Environment of Taro Village

Based on Figure 2, the analysis of the external environment of Taro Village aims to identify opportunities and threats that can influence the development of the village as a sustainable cultural tourism village. The results of the analysis show that government support and regulatory policies have a high weight and score, indicating that regulations that support cultural tourism are very important (score 0.36). The trend of increasing demand for cultural tourism and the use of digital technology are also big opportunities with a score of 0.63 each, reflecting the potential to expand market reach and attract more tourists. The potential for educational and participatory tourism and the ecotourism approach have scores of 0.48 and 0.36, indicating opportunities to develop educational and environmental-based tourism. However, the growth of tourist villages as competitors and the impact of globalization on local culture, with a score of 0.21 each, as well as environmental problems such as tourist behavior, waste and traffic jams (score 0.11) and the global health crisis (score 0.09) , is a threat that must be managed well. This data is important for designing strategies that can take advantage of opportunities and overcome

external threats in developing Taro Village as a sustainable cultural tourism village.

Based on the results of the internal and external environmental analysis, the following is the Internal-External (IE) matrix which shows the development position of Taro Village as a sustainable cultural tourism village.

|                          | Tinggi<br>(3,0 - 4,00)                             | Rata-rata<br>(2,0 - 2,99)                             | Rendah<br>(1,0 - 1,99)                             |
|--------------------------|----------------------------------------------------|-------------------------------------------------------|----------------------------------------------------|
| Tinggi<br>(3,0 - 4,00)   | I GROWTH<br>Konsentrasi melalui integrasi vertikal | II GROWTH<br>Konsentrasi melalui integrasi horizontal | III RETRENCHMENT<br>Turn Around                    |
| Menengah<br>(2,0 - 2,99) | IV STABILITY<br>Hati-hati                          | V STABILITY<br>Konsentrasi melalui integrasi          | VI RETRENCHMENT<br>Captive Company atau Divestment |
| Rendah<br>(1,0 - 1,99)   | VII GROWTH<br>Diversifikasi Konsentrik             | VIII GROWTH<br>Diversifikasi Konglomerat              | IX LIKUIDASI<br>Bangkrut atau Likuidasi            |

Figure 3. Internal-external (I-E) matrix of Taro Tourism Village  
(Source: Research results, 2024)

This IE matrix describes the development position of Taro Village in the context of internal strengths and weaknesses as well as external opportunities and threats. From the analysis results shown in Figure 3, it can be seen that Taro Village is in a strong position with a concentration strategy through vertical integration. This position indicates that the village has good potential in utilizing its internal strengths, such as cultural uniqueness and government support, while overcoming external challenges through developing existing cultural tourism products. This strategy includes a focus on developing existing products and expanding markets through internal strengthening, such as increasing human resource capacity and tourism management, as well as external collaboration with various stakeholders. This approach is expected to increase the village's tourist attraction and strengthen Taro Village's position as a sustainable cultural tourism village (David, 2011).

To develop an effective strategy, a SWOT matrix analysis is carried out by combining internal and external factors. The following are the results of this analysis.

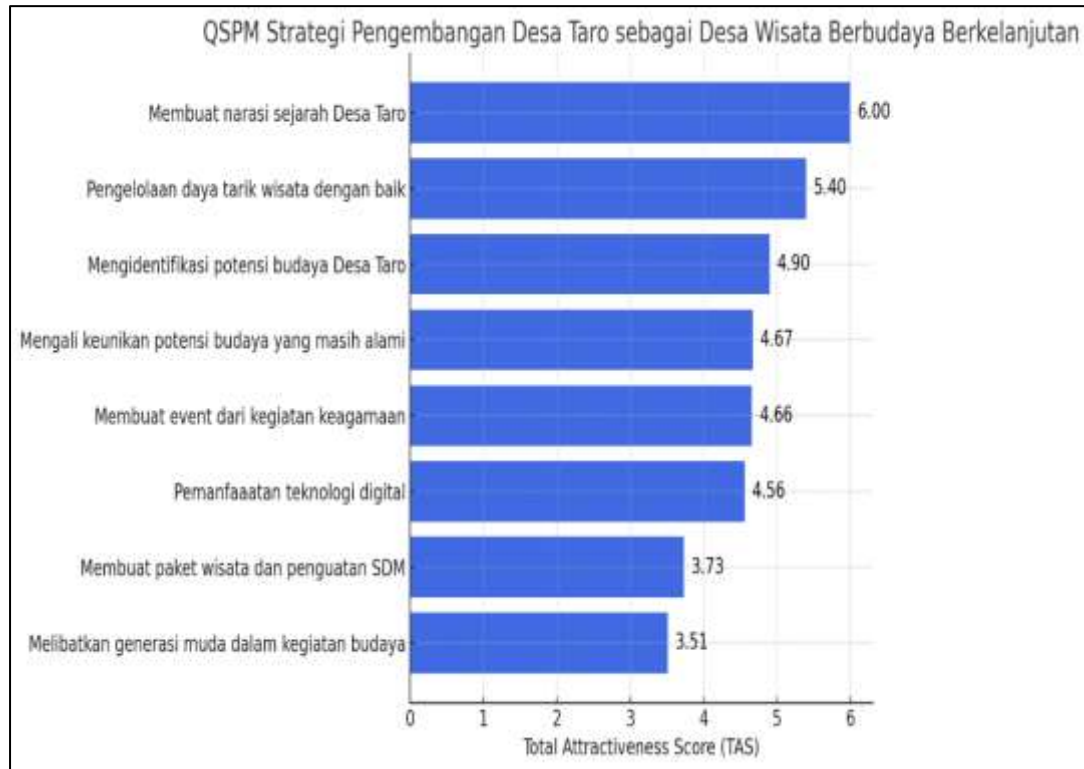
Table 3. SWOT analysis of development of Taro Village as a sustainable cultural tourism village

|                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengths</b> <ol style="list-style-type: none"> <li>1. Strategic location</li> <li>2. Various tourist attractions</li> <li>3. Sustainable tourism development</li> <li>4. Support from government &amp; BUMDES</li> <li>5. Easy access to tourist locations</li> <li>6. Community involvement</li> </ol> | <b>Weaknesses</b> <ol style="list-style-type: none"> <li>1. Low quality of human resources</li> <li>2. Poor management of tourist attractions</li> <li>3. Untapped cultural potential</li> <li>4. Social &amp; cultural changes</li> <li>5. Inadequate infrastructure</li> <li>6. Limited technology &amp; internet access</li> </ol> |
| <b>Opportunities</b> <ol style="list-style-type: none"> <li>1. Capitalize on unique cultural potential</li> <li>2. Create a historical narrative of Taro Village</li> <li>3. Utilize digital technology</li> <li>4. Proper management of tourist attractions</li> </ol>                                      | <b>Threats</b> <ol style="list-style-type: none"> <li>1. Create tour packages &amp; strengthen human resources</li> <li>2. Involve youth in cultural activities</li> <li>3. Identify cultural potential</li> <li>4. Organizing religious events every six months</li> </ol>                                                           |

(Source: Research results, 2024)

Based on Table 3, the SWOT matrix analysis for developing Taro Village as a sustainable cultural tourism village identifies various internal and external factors that influence this process. Taro Village has strengths in the form of a strategic location, diversity of tourist attractions, sustainable tourism development, as well as support from the government and BUMDES, with community involvement and good accessibility in addition. However, the weaknesses faced include low quality human resources, less than optimal management of tourist attractions, cultural potential that has not been fully exploited, as well as inadequate infrastructure and limitations in technology and internet access. Available opportunities include exploiting unique cultural potential, creating historical narratives, and using digital technology to expand markets, along with better management of tourist attractions. Threats to be aware of include competition from other tourist villages, the impact of globalization on local culture, as well as environmental problems such as tourist behavior and the global health crisis. The suggested strategy involves creating tour packages, strengthening human resources, and involving youth in cultural activities to overcome threats and exploit existing strengths and opportunities, with the aim of increasing the success of Taro Village as a sustainable cultural tourism village.

To determine the most effective strategy in developing Taro Village, a Quantitative Strategic Planning Matrix (QSPM) analysis was carried out. The following are the results of this analysis.



(Source: Research results, 2024)

Figure 3. Quantitative Strategic Planning Matrix (QSPM) strategy for development of Taro Village as a sustainable cultural tourism village

Based on Figure 3, Quantitative Strategic Planning Matrix (QSPM) analysis was carried out to determine the most effective strategy in developing Taro Village as a sustainable cultural tourism village. Figure 3 shows the QSPM results, where strategies are assessed based on the Total Attractiveness Score (TAS) value. The strategy with the highest TAS is considered the most effective to implement which is in the analysis results covers creating a historical narrative of Taro Village emerged as the strategy with the highest TAS score, emphasizing the importance of utilizing village history as the main element in developing a cultural tourism village. This strategy, which focuses on emphasizing and promoting local historical stories, was identified as a key priority, underscoring the significant role of history in attracting tourist interest and increasing the attractiveness of Taro Village as a sustainable cultural tourism destination.

The development of Taro Village as a sustainable cultural tourism village requires a strategic approach that takes into account existing strengths, weaknesses, opportunities and threats. Based on the results of the SWOT analysis, the internal factors that are the main strengths are the strategic location of the village, the diversity of tourist attractions, as well as support from the government and BUMDES. These factors are an important basis for attracting tourists and developing sustainable tourism. However, weaknesses such as low quality of human resources and less than optimal management of tourist attractions indicate an urgent need to increase the capacity and skills of human resources and improve tourism management (Putra et al., 2023).

Internal environmental analysis (Figure 1) confirms that although Taro Village has great potential with its unique culture and strategic location, main challenges such as limited human resources and inadequate facilities must be overcome to increase tourist attraction. This is supported by the QSPM results (Figure 3) which show that creating a historical narrative of Taro Village has the highest Total Attractiveness Score (TAS), which emphasizes the importance of utilizing and promoting village history to attract more tourists.

In the context of external environmental analysis (Figure 2), great opportunities are seen in the trend of increasing demand for cultural tourism and the use of digital technology. Strategies to take advantage of this opportunity should focus on developing and promoting cultural tourism products, as well as utilizing technology to increase village visibility. On the other hand, threats such as competition from other tourist villages and the impact of globalization on local culture must be managed wisely to prevent negative influences on the authenticity of village culture.

The Internal-External (I-E) matrix shows that Taro Village is in a strong position to adopt a concentration strategy through vertical integration. This strategy involves developing existing tourism products and strengthening internal village capacity, while establishing external collaboration with various stakeholders (Winia et al., 2019). This approach is expected to maximize internal potential while facing external challenges effectively.

Overall, the suggested strategies include creating tour packages, strengthening human resources, and involving youth in cultural activities. These steps are designed to address weaknesses and threats while taking advantage

of existing strengths and opportunities. The implementation of this strategy is expected to increase the tourist attraction of Taro Village and strengthen its position as a sustainable cultural tourism village, while contributing to the preservation of local culture and community empowerment (Ilyas et al., 2022).

## CONCLUSION

Taro Village has rich and diverse cultural potential, which can be developed into a sustainable cultural tourism attraction. This cultural potential includes quality local content and adi luhung cultural heritage that has been passed down from generation to generation. With proper management, Taro Village can become a tourist destination where tourists can learn and be directly involved in cultural activities with the local community, which in turn will increase tourist awareness and participation in preserving local culture. Based on the Quantitative Strategic Planning Matrix (QSPM) analysis, the most effective strategy for developing Taro Village includes creating a historical narrative of Taro Village related to the arrival of Rsi Markandya, optimal management of tourist attractions, as well as exploring and developing natural cultural potential. Apart from that, the use of digital technology and the involvement of the younger generation in cultural activities in the village are important steps in supporting the development of sustainable tourism villages.

The development of Taro Village as a sustainable cultural tourism village is supported by the pentahelix model which involves collaboration between government, academics, business people, communities and media. This model ensures that the development of tourist villages is carried out optimally by maintaining a balance between economic, social, cultural and environmental aspects. Continuous support from all stakeholders is key to achieving sustainable benefits for village communities as well as preserving local culture. Taro Village can become a model of a sustainable cultural tourism village that not only provides economic benefits but also preserves cultural and environmental riches for future generations.

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