

BUILDING A TRADITIONAL VILLAGE-BASED TOURISM DESTINATION MANAGEMENT SYSTEM (PANDAWA BEACH TOURISM DESTINATIONS, KUTUH VILLAGE, SOUTH KUTA, BALI)

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Abstract: The development of new tourist destinations has become an important and urgent alternative to provide a new atmosphere with warm and fresh image whilst avoiding monotonous impression. Thus, the objectives of this study are as follows: (1) analyse the utility system facilities of Pandawa beach destinations, (2) conduct a system analysis of Pandawa beach tourist destination management, (3) evaluate the level of tourist satisfaction with Pandawa beach tourist destinations, (4) assess the tourist expectations of Pandawa beach tourist destinations and (5) examine the incentive policies, donation systems, local community involvement and investment management in managing Pandawa beach tourism destinations. This research is designed using a descriptive qualitative approach. The population includes the manager of Pandawa beach, domestic tourists and foreign tourists visiting unlimited Pandawa beach tourist destinations. The sample includes the manager of the Pandawa beach tourist destination and domestic and foreign tourists visiting the Pandawa beach tourist destination in May to July 2019. The data collected include qualitative and quantitative data. The data are collected using questionnaires provided to the manager of the Pandawa beach tourist destination, tourists visiting the Pandawa and the local community of the traditional village of Kutuh and business units in the Pandawa beach tourist area, Bali. The data are analysed using descriptive qualitative analysis. Pandawa beach tourism destination is managed by BUMDA Kutuh, Badung, which is a holding company for all indigenous community business units owned and managed by the village of Kutuh, Badung. Pandawa Beach is managed by the Pandawa beach Attractiveness Business Unit. The management team of this business unit is from the local community in Adat Kutuh Village, Badung. Pnatai Pandawa business units include food and beverage business, souvenir shops, canoe services, floaters, tents, relaxing chairs, villas/ accommodation, tourism transportation services and goods and service business units. These business endeavours are undertaken by the local community of Adat Kutuh Village. This research aims to improve the management strategies and skills of BUMDA Pekraman Kutuh Village, Badung, which manages the Pandawa beach tourism destinations. The Pandawa beach Ecotourism has received awards in good environmental management in accordance with those recommended by the United Nations Commission for Sustainable Development (UNCSD), particularly given its adequate utility system and environmental facilities and natural and cultural conservation effort. The socio-cultural implication is a dance, particularly Rangdunata, which represents the typical dance of Kutuh Desa, Badung. This dance is performed during the opening ceremony of a *gathering* in the Pandawa beach area, where a cultural festival is held routinely every year. Other cultural conservation is implemented

for the art and cultural attractions, such as the Pandawa KECAK FIRE DANCE, which is displayed daily on Lelangon Pandawa beach. This study aims to build an indigenous village-based ecotourism management model. The Pandawa beach tourist destination is managed by BUMDA Kutuh, Badung, which is a Holding Company for all indigenous community business units owned and managed by the Kutuh traditional village, Badung. The Pandawa beach is managed by the Pandawa beach Tourism Attraction Business Unit. All business unit managers are from the local community of Kutat Adat Village, Badung.

Keywords: Management of Indigenous Village-based tourist destinations, Pandawa Beach Tourism Destinations.

INTRODUCTION

Background

Bali tourism is encouraged to maintain and even improve its achievement as the best tourism destination in the world. Various tourism development programs are currently planned, implemented and evaluated to respond to the dynamics of world tourist preferences. All stakeholders in the Bali tourism collaborate and innovate to build and develop existing tourism potential to respond to the challenges of the continuously developing world tourism, which has produced strong competitors. The development of new tourist destinations has become an increasingly important and urgent alternative to provide a new atmosphere with a warm and fresh image whilst avoiding a monotonous impression. A breakthrough is required in innovation and development of new tourism destinations to achieve a fundamental change in tourism development from a paradigm of materialism to economic measures alone to that of sustainable tourism development. The cultural landscape must be used as an anchor in the development of new tourism destinations to create sustainable tourism. However, the development of sustainable tourism continues to encounter numerous problems that require immediate solutions and innovation.

Pandawa beach has not improved in terms of governance in the midst of the increasing number of tourist destinations. This situation is due to the pace of tourism growth in this area that is faster than the rate of regulation arrangements. Pandawa beach tourism has an enchanting panorama in all directions that has not been actualised optimally. The Kutuh Indigenous Village manages the Pandawa beach tourist destination. Accordingly, several tourism support facilities have been built through collaboration with third parties. The Badung regency government also played a major role in boosting the development of the Pandawa beach tourist destination through the construction of excellent road facilities, clean water facilities, electricity and street lighting facilities and provision of various supporting incentive policies. However, such an extensive effort was to transform Pandawa beach as an exclusive tourist destination and satisfy all stakeholders. Many physical and non-physical aspects should be enhanced to make Pandawa beach a world-class tourist destination.

The following problems are considered to become major challenges for Pandawa beach: (1) disorganised system of utilities and environmental facilities, (2) unmanaged system and infrastructure, (3) lack of reliable and available souvenir products and (4) limited marketing of Pandawa beach tourism destinations. To solve these problems, the

current study is conducted to include utility systems, environmental facilities, and management systems and institutions. Additionally, this research focuses on the appeal of objects and services. The study of promotion factor is also urgent because it has an important role as a communication medium in promoting tourist objects.

Chen (2004) stated that the factors influencing the selection of tourist destinations are related to the needs, motivations, preferences, lifestyle and goals of individuals on a trip. Kotler (2003) referred to these aspects as consumer characteristics. The image of tourists can be formed owing to promotion. Therefore, the promotion of tourism objects must describe the existing conditions. Gronroos (1990) stated that image is real; thus, image development and improvement programs must be based on reality. Agung et al. (2014 to 2015) found that the attributes of ecotourism and promotion affect image, thereby leading to the decision of individuals to visit. Factor attributes have the most substantial contribution to the decision to visit. In this regard, this research is expected to answer the following crucial questions:

- 1) What are the utility systems and environmental facilities of the Pandawa beach tourist destination?
- 2) What are the management systems and institutions of the Pandawa beach tourist destination management?
- 3) What is the level of tourist satisfaction with Pandawa beach tourist destinations?
- 4) 4) What are the expectations of tourists towards the Pandawa beach tourist destination?
- 5) 5) What is the incentive policy, donation, local community involvement and investment management systems in managing Pandawa beach tourism destinations?

Research Objectives

- 6) Analyse the utility systems and environmental facilities of Pandawa beach tourist destinations,
- 7) Evaluate the management system and institutions of the Pandawa beach tourist destinations,
- 8) Assess the level of tourist satisfaction with the Pandawa beach tourist destinations,
- 9) Analyse the tourist expectations of the Pandawa beach tourist destinations and
- 10) Analyse the incentive policy, donation, local community involvement, and investment management systems in managing the Pandawa beach tourism destinations.

Research Urgency

The relative rate of the number of tourist visits to the tourism destination areas of Pandawa beach to the number of tourist visits to Bali shows an increasing trend. Thus, the governance system should be urgently reformed to respond to the dynamics of tourist preferences. This issue is important because the attributes and promotion factors of tourist destinations and image of tourists stem from the governance system of tourist destination areas. The Pandawa beach tourist destination is managed by the Adat Kutuh

Village. Accordingly, the management system should be developed comprehensively because this tourist destination is relatively new. Therefore, a research on the Adat Village-based tourism destination management system should be conducted immediately. Additionally, the promotion system should be investigated immediately to increase the number of visits to the Pandawa beach tourist destinations. Evidently, improving the governance of the Pandawa beach tourism destinations can significantly increase the flow of tourist arrivals. An increase in the number of tourist visits will increase the community income and local revenue (PAD) of Badung Regency. An increase in PAD will spur regional economic growth because a substantial proportion of income can be used for development. Additionally, the sustainability of tourist destinations is enhanced because community develop a sense of ownership and consider these destinations important for their families.

LITERATURE REVIEW

Tourism Destination Management System for Sustainable Tourism

The World Trade Organization's (WTO) Agenda 21 for the travel and tourism industry states that *sustainable tourism development* satisfies the requirements of tourists and local people whilst protecting and developing future opportunities. All resources that can satisfy economic, social and aesthetic needs through cultural integrity, essential processes, biological diversity and life-support systems should be maintained. Strategic issues in *sustainable tourism* are as follows: (1) increasing the responsibilities of *corporate stakeholders*, (2) producing a suitable form of tourism, (3) sustaining social and cultural resources, (4) sustaining the natural environment, (5) formulating effective plans for tourism destinations, (6) identifying the role of '*carrying capacities*' and indicators in *sustainable tourism*, (7) avoiding conflicts, (8) increasing community involvement and (9) directing for the future.

Tourism policies provide a basic philosophy for development and determine the direction of the growth of future tourism destinations. Tourism destinations develop if they previously have tourist activities. Accordingly, planning should be considered and pursued in working towards development. Inskeep (1991: 29) explained that several factors are considered in conducting tourism planning: (1) *continuous incremental and flexible approach*, where planning is a process that will continue based on the need to monitor the existing feedback; (2) *system approach*, where tourism is a system relationship that should be planned with system analysis techniques; (3) *comprehensive approach*, which is related to the system approach and where all aspects of tourism development include institutional elements and environment and socioeconomic implications (similar to the holistic approach); (4) *integrated approach*, which is related to system approach, in which tourism is planned and developed as a system integrated in all plans and total forms of development in particular areas; (5) *environmental and sustainable development approach*, where tourism is planned, developed and managed in a manner by which natural and cultural resources do not decline in quality and are expected to remain sustainable; thus, environmental carrying capacity analysis should be applied to this approach; (6) *community approach*, which is supported and stated by Peer Murphy (1991), emphasises the importance of maximising the involvement of local communities in tourism planning and decision-making processes to increase the desires and possibilities; thus, maximising community participation in the development and management of tourism and its benefits to the social economy are necessary; (7)

implementable approach, in which tourism development policies, plans and recommendations are formulated to be realistic and can be applied; the implementation technique used includes development, action program or strategy, specifically in identifying and adopting and (8) *systematic planning approach*, which is applied in tourism planning on the basis of the logic of activities.

Factors Driving and Attracting Tourists

Visits to tourist destinations are influenced by push and pull factors, which can generally be explained by consumer behaviour because tourists are consumers of tourist destinations. Hawkins et al. (1988) explained that consumer behaviour is a decision-making process that requires individual activities to evaluate, obtain and use goods and services. Furthermore, Hawkins et al. (1988) suggested that consumer behaviour is the study of individuals, groups or organisations and the processes they use to select, secure, use and determine products, services, experiences or ideas to satisfy needs. Factors that influence consumer buying behaviour are classified as internal and external factors. Internal factors include perceptions, motivations, attitudes, emotions, memories and personality. External factors include culture, social class, family, group references, marketing activities, services, facilities and promotions. Engel et al. (1995) indicated that consumer behaviour is an action that is directly involved to obtain, consume and spend products and services, including processes that precede and follow these actions. The buying decision process is influenced by environmental factors and individual differences. The steps performed by consumers in making purchasing decisions start with awareness of needs, followed by search for information, evaluation of alternatives prior to purchase, actual purchase, consumption and results in the form of satisfaction or dissatisfaction.

Tjiptono (1997) explained that product attributes are elements that consumers consider important and used as basis for purchasing decisions. Product attributes include brand, packaging, guarantee and service, and have several classifications. Gartner (1993) conducted research on South Korean tourism and determined that tourists visit South Korea because they are motivated by *tangible attributes* (e.g. shopping) and *intangible attributes* (e.g. local culture). He further explained that product attributes can be divided into *tangible* and *intangible attributes*. Law (1995) stated that primary and secondary factors contribute to the attraction of tourist areas. Primary factors include the tourist areas' climate, environment, cultural traditions, traditional architecture and natural resources. Secondary factors comprise tangible and intangible goods that are directly developed for tourists, such as hotels, catering services, recreational activities and supporting attractions.

Importance of Promoting Tourist Destinations

Sustainably promoting tourist destinations is extremely important. Promotion is a type of communication that provides *penjelasan yangmeyakinkan* to potential consumers of goods and services (Simamora, 2004). Payne (1993) stated that promotion is a tool that can be used by service organisations to communicate with their target market. Communication is the process of sharing ideas, information or feelings of the audience. Particularly, the purpose of promotion is to inform, persuade and remind consumers regarding the existence of products. Stanton (1990) identified four factors that influence promotion: (1) amount of money available for promotion, (2) market conditions, (3) state of products (whether for the final consumers or as industrial materials) and (4) level of

achievement of the product life cycle. Simamora (2004) indicated the following factors that influence promotion: (1) marketers (whether using the push or pull strategy), (2) target markets (i.e. their potential customers and respective locations) (3) products (i.e. product position in the product life cycle) and (4) environmental situations (e.g. competition, economy and politics).

The promotion of tourist destinations should be oriented to respond to tourist behaviours. Kotler (2003) discussed that consumer behaviours in buying goods or services are influenced by marketing stimuli and buyer characteristics. The characteristics of buyers include (1) cultural, (2) social, (3) personal and (4) psychological factors. Cultural factors have a widespread and profound influence on purchasing behaviour, such as values, family behaviour, preferences, religion, nationality, taste and geographical area. Promotional activities must provide a positive image of tourists because tourist image will direct their actions forward. Sutisna (2003) defined image as a mental picture or concept. Bennet (1995) suggested that an image is the consumers' perception of products, institutions, brands, companies or people whether appropriate or not in accordance with reality. Crompton (1979) in Ahmed (1996) argued that images are several beliefs, ideas, impressions and expectations of tourists towards tourist destinations. Kotler (2003) defined images as several beliefs, images and impressions of people of objects.

Gronroos (1990) stated that images are a reality. Therefore, the program for developing and improving images must be based on reality. Simamora (2002) identified the two approaches in measuring consumer images: (1) unstructured approach, which reflects images in the minds of consumers according to their own and (2) structured approach, in which the researchers explain the clear dimensions and the respondents respond to the dimensions asked. Gronroos (1990) explained the four roles of organisations' image. Firstly, images show shared expectations with external marketing campaigns, such as advertising, face-to-face sales and word-of-mouth (WOM) communication. Secondly, images (as filters) influence perceptions on company activities. Thirdly, images are a function of consumer experiences and expectations. Lastly, images have substantially influenced management (as an internal impact). Internally positive images show clear values and strengthen positive attitudes towards organisations.

Related to the importance of image for tourists, Andreu et al. (2000) indicated that images are people's beliefs and perceptions of tourist destinations that are influenced by the growth of tourist areas or physical sources. Given that images are subjective, those received by tourists are different from reality. Moutinho (1987) explained that the three components that affect the shapes of images are as follows: (1) level of knowledge of tourist destinations, (2) trust and attitude towards products and (3) desired expectations and products.

Roles of Indigenous Villages

The basic capital for Balinese development is culture, and the development implemented in Bali is 'culture-oriented development'. Balinese culture becomes a basic capital for tourism development when the culture is sustainable and dynamic. That is, cultural preservation is directly related to the preservation of indigenous villages. If traditional villages, which are the main pillars of Balinese culture, are destroyed, then the Balinese culture will be generally threatened (Pitana, 1994). Artini and Anggreni (2006) explained that the Seminyak Customary Village has a significant role in managing tourism in the region. This finding is indicated by the effectiveness of regulations or policies issued

by the Desa Adat in regulating organisations/institutions in its area, such as beach traders, security/order and street vendors. Conflicts can be minimised with the management of organisations/institutions and existing weaknesses by the customary villages. This approach is acceptable because indigenous villages are considerably aware of the situation and condition of their own territory. Evidently, *bottom-up development* has better outcomes for the community than *top-down development*.

Dharmayuda (2001) stated that indigenous villages have been structured from the start to become religious villages. This finding can be proven by historical reality, in which indigenous villages were formed on the bases of the philosophical concepts and values of Hinduism. A new village is an autonomous village (*sima swatantra*) if it has fulfilled four conditions, namely, (1) *parimandala* (village area environment), (2) *karaman* (villagers), (3) *datu* (administrators, village leaders) and (4) *luck* (protection from Hyang Widi). Thereafter, the 'good luck' element is manifested in the 'Kayangan Desa', which is a place of 'karaman' and 'datu' asking for blessings and protection. Article 5 of the Province of Bali Regulation No. 3 of 2003 states the following duties of the village of Pakraman: (1) making awig-awig; (2) regulating village traditions; (3) regulating the management of village assets; (4) implementing development (in collaboration with the government) in all fields, particularly in religion, culture and society; (5) fostering and developing Balinese cultural values to enrich, preserve and develop national culture in general and regional culture in particular, on the basis of 'paras-paros, sagilik-saguluk and salulung – sabayantaka' (deliberation-consensus) and (6) protecting village traditions.

Article 103 of Law No. 6 of 2014 concerning villages that are customary villages have the following authority: 1) Governance and implementation of laws based on original arrangement; 2) Regulation and management of customary territories; 3) Preservation of the socio-cultural values of indigenous villages; 4) Settlement of customary disputes based on customary laws enforced in customary villages, particularly those that are consistent with human rights principles, by prioritising settlement by deliberation; 5) Conducting a tribal peace court hearing in accordance with the provisions of legislations; 6) Maintenance of peace and order of the customary village community based on customary laws enforced in customary villages and 7) Development of customary laws in accordance with the socio-cultural conditions of indigenous village communities.

Research Road Map

Great et al. (2011) conducted a research on the Kintamani ecotourism management system as a cultural heritage in collaboration with the Ministry of Tourism and Creative Economy. Some of the findings are (1) public attitudes towards the existence of the Kintamani ecotourism (77% in the agreed category), (2) community support for Kintamani ecotourism (91% in the high category) and (3) tourist perceptions of the existence of Kintamani ecotourism, the majority (91%) of which was positive. The following findings are related to several expectations expressed by tourists to maintain and improve the quality of Kintamani's ecotourism: 1) Hawkers to be disciplined and conditioned wisely to avoid interfering with the comfort and tranquillity of tourists, particularly in terms of enjoying tourism products; 2) The existing flora and fauna should be preserved to maintain biodiversity; 3) Tour packages should be added in the form of horseback riding tours, trekking and cycling, hiking, fishing, hand gliding and dance performances; 4) Local tour guides, who comprehensively understand the importance of

Kintamani ecotourism, should be provided; 5)The Kintamani ecotourism should be extensively promoted on the Internet.

The Kintamani Ecotourism management system is recommended to adopt the Adat Village Institutional-based Management System on the bases of the problems and potential combined with perceptions, attitudes, knowledge, community support and perceptions and expectations of tourists, as well as considering the local wisdom of the Tri Hita Karana. Agung et al. (2014 to 2015), in relation to the Marketing Strategy of the Kintamani Ecotourism Object, Bangli, obtained the following findings: (1) the majority of tours indicated that Kintamani ecotourism attractions are highly interesting; (2) the promotion of Kintamani ecotourism objects should be further encouraged by publications, advertisements and WOM, (3) individual characteristics of tourists are considerably suitable to encourage visits to the Kintamani Ecotourism site and (4) the image of tourists on the Kintamani ecotourism is acceptable, except for the factors of safety, cleanliness, souvenir merchant services and traffic, which should be improved. Agung et al. (xxxx) used the research results from 2018 to 2020 as bases in conducting research on building a traditional village-based tourism destination management system (Case Study: Pandawa Beach Tourism Destinations, Adat Kutuh Village, Kuta Selatan District, Badung Regency).

RESEARCH METHOD

Research Design

This research involves a survey conducted in Pandawa beach tourist destinations. The survey participants included the Pandawa beach tourism destination stakeholders, from the management, the community, village and district governments, tour operators (i.e. travel agents, tour guides, traders, restaurant managers and art shop managers) and tourists. Accordingly, the survey provided a description of information related to utility systems and environmental facilities, management systems and management systems, community involvement systems, donation and investment systems, income distribution systems and monitoring, expectations and satisfaction of tourists.

Research Objects

The respondents in this study were foreign tourists visiting Pandawa beach tourist destinations from May to June 2018, as well as restaurant managers, travel agents, art shop, policy holders, tour guides, traders, custom village officers and the community determined by purposive terquota.

Location and Time of Research

The research was conducted in Adat Kutuh Village, Kuta Selatan District, Badung Regency, Bali, from April to October 2018.

Methods for Conducting Research

The research involving the tourist respondents was conducted through direct interview using a list of questions prepared in advance. The research involving the object managers, restaurants, travel agencies, art shops, policy holders, tour guides, traders, custom village officers and communities was conducted through in-depth interviews. The formulation of utility systems and environmental facilities and management systems was carried out through focus group discussions (FGDs).

Data analysis

Data were analysed using qualitative descriptive analysis methods.

RESULTS AND DISCUSSION*Overview of the Pandawa Beach Ecotourism Area, Bali*

The Pandawa Beach Ecotourism Area in Bali was originally developed not as a tourist area but for the religious ritual activities of the Melasti Dewa village. The life of the Kutuh Village community in the past was alarming and often marginalised by the policies of the lives of the surrounding communities. Accordingly, effort was exerted to improve the quality of life of the residents and end marginalisation. Since 1998, the Kutuh Indigenous Village split the cliff to get to the beach. In 2011, a tourist area called Pandawa beach was launched. Unintentionally, the cutting of the cliff lasted for 12 years and was launched in the 13th year. Panca Pandawa was exiled to the forest for 12 years, and in the 13th year, Indraprasta was established as the centre of the kingdom of Pandawa. The tourist attractions in the Pandawa beach area are regulated in the customisation of the Kutuh Indigenous Village, including tourism involving (1) coral reefs, (2) spiritual activities, (3) cultural endeavours and (4) seaweed farming. The Decree of the Regent of Badung, Number 43 of 2014 dated August 4, 2014 concerning the establishment of the Pandawa beach as a tourism attraction (DTW) in Badung Regency states that 'Pandawa beach tourism attraction has been included in the category of Superior Tourism Attraction in Badung Regency'.

*Management System and Management of Pandawa Beach DTW, Bali**Institutional and Human Resources*

The Kutuh Village initiative set forth in Kutuh Village Number 08 of 2014 dated 02 December 2014 and stipulated in the Customary Law Provisions in the form of the Kutuh Indigenous Village Number 01 of 2014 and the Decree of the Kutuh Customary Village Number states the 12 / KEP- DAK / XII / 2014 concerning Determination of the Establishment of Bhts Utsaha Manunggal Adat Village (BUMDA) Kutuh Adat Village. The main function of BUMDA is to integrate all business units owned by the indigenous people of Kutuh. Thus, they can function in synergy with one another and develop the existing potential to become a new business unit. Hence, BUMDA Kutuh is the holding company of all indigenous community business units owned and managed by the Kutuh Village. The Pandawa Beach Ecotourism Management is operationally carried out by the Pandawa Beach Tourism Attraction Business Unit, all administrators of which are local community members of Adat Kutuh Village, Badung. Operational activities carried out by the Pantai Pandawa DTW Business Unit include ranger serving as a guide and rescue team (SAR).

The collaborations carried out by the Pandawa Coast DTW Business Unit include travel and guides, DPD HPI Bali, ASIPA East Java, Badung Regency Tourism Office that aggressively conducts DTW Pandawa beach overseas promotions and HISS (Travel from Japan). Cooperation was also carried out with the Bank BNI and Bank Mandiri Bali, which provide ATM facilities on Pandawa beach and plans to open a money changing facility. Additionally, cooperation with Bank Mandiri is carried out to conduct non-cash transactions with tourists against local traders by providing 50 non-cash payment instruments.

Collaboration with tourism stakeholders is as follows:

- a. Mahasaraswati University in the field of research and community service for the development of the Pantai Pandawa DTW, including postgraduate research grant, higher education applied research (PTUPT) and community service with the partner village program. The collaboration was between the University of Mahasaraswati Denpasar and the Ministry of Research and Technology DIKTI (i.e. Research Grants and Community Service).
- b. Udayana University and STIKES Denpasar, Gajahmada University (UGM) Yogyakarta, PGRI University Semarang in the field of educational tourism.

Potential and Tourism Activities

The physical potential of Pandawa beach has proven to be an attraction for domestic and foreign tourists: a) the ecotourism Pandawa beach has a hilly area with cliffs, along-along parks and sand beaches, which are unique ecotourism areas. b) Maritime tourism, spiritual tourism and education for religion. Customs and culture also add to the tourist attraction of Pandawa beach, Bali. c) The Monkey Forest, Yadnya Forest, Padma Buana Monument, Pura Walk in the form of a cliff that connects three temples. d) Art and cultural attractions. e) Sport tourism, golf view and paragliding. f) Culinary tourism tourist attraction adds to the attraction of Pandawa beach, Bali as a DTW that is very attractive to tourists. g) Pandawa arts and cultural attractions KECAK FIRE DANCE is always staged every day in the Lelangon Pandawa beach starting from 18 to 19. The average number of tourists visiting DTW Pandawa beach, Bali is 3,727 people/day.

Utility Systems and Environmental Facilities

Pandawa beach has supporting facilities for communication networks, electricity, clean water, extensive vehicle parking facilities and toilets. The environmental facilities that require improvement are standard toilets, WIFI network and Perindang plant for tourist comfort and rest areas, such as the Gazebo and Wantilan. Bali is easy to reach with wide but unpaved roads; it is near Denpasar or other tourist attractions, such as Kuta beach and Sanur. Pandawa Beach Environment has tourist accommodation facilities, as follows: the **Pandawa Hill Hotel** with 4-star Hotel facilities that collaborated with BUMDA Kutuh Village, Badung, especially the Kutuh Village tour package. Additionally, Pandawa beach has 16 *villas* and 20 *home stay* units, all of which are managed by the local community of Adat Kutuh Village, Badung. To provide a sense of security and comfort to tourists, the BUMDA management of the Kutuh Adat Village, Badung has prepared integrated health and safety services. This service unit readily provides first aid and evacuation when necessary. Further evacuation has been carried out in collaboration with SURYA HUSADA NUSA DUA Hospital with a travel time of only 10 minutes from the Pandawa Beach Tourism Area. This health care unit is also a guarantor unit for visitor health insurance and finances treatment claims at the hospital.

Nature and Culture

Nature conservation is mainly carried out through the preservation of the Monkey Forest in the Gunung Payung Cultural Park area, which has a conservation area for approximately 200 monkeys and birds around the forest and around Pura Dhang Kahyangan Gunung Payung. Similarly, the preservation of the Yadnya Forest is implemented primarily to preserve the Upakara plants for the Yadnya Dewa ceremony in the temple and for other Yadnya ceremonies. Nature conservation effort is also exerted in the Pandawa beach area, such as planting of coral reefs for more than five years. The

Pandawa beach region currently has an underwater park area of coral reefs that is relatively exotic. This underwater coral reef park area is currently used for *snorkelling* and coral reef planting education. Water conservation: Abundant water sources and water use policies are required. Waste management is carried out by Pandawa beach area managers, and stakeholders (Village Heads) develop a waste management policy in the form of PERDES to pay for waste management. The Pandawa beach area also has a waste recycling mechanism regulated by the Kutuh Village Garbage Bank, Badung. Cultural conservation is particularly implemented through dance, particularly the **Rangdunata**, which is a typical dance of the Kutuh Village, Badung. This dance is generally performed during the opening of gatherings in the Pandawa beach area and at cultural festivals held annually. Additionally, cultural conservation is carried out on the art and cultural attractions of the Pandawa **KECAK FIRE DANCE**, which is staged daily on Lelangon Pandawa beach between 18 and 19 PM.

Local Community Involvement Community

- a. Empowerment through the recruitment of employees in the Pandawa beach area from the local community of Kutuh Village, Badung and training for skills development.
- b. Expansion of business opportunities for local communities as follows: (1) Business Unit of Pandawa Beach Tourism Attraction, (2) Business units of goods and services especially for the typical handicraft business of Pandawa beach, Kutuh Village, Badung, (3) Business Unit of Yadnya Equipment, (4) Paragliding Business Unit, (5) Tourism Transport Business Unit, (6) Cultural Arts Business Unit, (7) Culinary Business Unit of Pandawa Restu, which provides restaurants in the Pandawa beach area, (8) Cultural Arts Attraction Unit, Langanon Beach, Pandawa Beach and in the Gunung Payung Cultural Park area, (9) Educational Tourism Services business unit, which serves a variety of visits, such as comparative study activities, comparative studies, field orientation, field work lectures, field work practices, study tours conducted by students, students and devices for the government, as well as other interested third parties. Educational tourism materials include learning BUMDA/BUMDESA, governance and village APBDes, customary laws, management of tourism Areas and building village partnerships, (10) Village Credit Institutions (LPD), Business unit (11), Integrated Health and Safety business unit, provides a sense of security and comfort to visitors of Pandawa beach tourist area.
- c. The tourist attractions in the Pandawa beach area are developed through the customisation of the people of Adat Kutuh Village, Badung: (1) Attraction of Cliffs and Pandawa Statues, (2) White Sand Beach, (3) Water and Coral Reef Tours, (4) Spiritual Tourism, (5) Cultural Tourism and (6) Seaweed Farming Tourism.

Budget Plan and Annual Work Plan for Pandawa Beach Tourism Destinations, Bali

Financial planning in the management of ecotourism is crucial because managers can determine income, analyse cash flow to determine the price of admission, identify sales and ultimately determine the distribution of income and financing priorities (Drum, et al. 2004). The funding source for the management of Pandawa beach is obtained from domestic adult ticket funds on the basis of the Badung Regency Government Regulation No. 6 of 2016 at of Rp. 8,000/visit for adults Rp. 4,000/visit for children, plus a parking fee of Rp. 5,000/vehicle. Adult foreign tourists are charged Rp. 15,000/visit, and foreign children are charged Rp. 10,000/visitor. Additionally, physical building assistance is provided in the form of *Gite* entrance to attractions, Candibentar, paving the vehicle

parking area, open stage and WIFI of 10 Mb from the local government. WIFI is provided by Fiber Star, and assistance is obtained from the Gazebo Park, from the Ministry of Tourism of the Republic of Indonesia. Loan funds from the Indigenous Village of Kutuh, Badung were initially sourced from the Village Credit Institution (LPD) of Rp. 1 billion. Funds were also sourced from the non-governmental community of the Indigenous Village of Kutuh, Badung, namely, Land of the Customary Village. Entrance ticket funds are included in the PEMDA Badung cash, 75% of which is distributed as operational funds for the management of Pandawa Beach Tourism Destinations.

Tourist Perception Tourist

Pandawa beach is attractive with beautiful natural sceneries. The beach views are clean with sustainable environment, attractive tourist attractions and good quality service provided by the manager, thereby satisfying tourists. The administrative records of tourists generally show no significant complaints, except for a minor accident from Cano operations. The incident was immediately handled by the Integrated Health and Safety Service Unit of Travelers. The analysis of the percentage of the public facilities that should be improved indicates the need to improve the quality of Internet access was 82.50%, given that the region has no Internet facilities for tourists. The need to improve water quality was 75%, and that for security facilities in the form of security posts, tourist police, firefighters and warning signs reached 62.50%. Safety is important for tourists because tourist attractions or public areas are vulnerable to various negative influences, such as a threat of terror, various crimes or even from the influence of nature itself. Thus, warning signs, fire and various security facilities are important for sustainable tourism activities, particularly in the Pandawa Beach tourism area. Tourists who have visited the Pandawa beach tourism will return and recommend this tourist attraction to others.

Badung Regency Government Incentive Policy in developing Pandawa beach tourism destinations

The funding of Pandawa beach is sourced from the entrance ticket to the tourism on the basis of the Badung Regency Government Regulation No. 6 of 2016, in which domestic tourists pay Rp. 8,000 for adults, Rp. 4,000 for children and Rp. 5,000 for parking fee. Foreign tourists are charged Rp. 15,000 for adults and Rp. 10,000 for children. Entrance ticket funds are included in the regional government cash, 75% of which is provided to operational funds and 25% to the local government treasury. Incentive policies that should be improved include the construction of support facilities, such as parks, and the acceleration of the construction of public facilities, such as roads to the attractions and adequate bathrooms/toilets, to create a comfortable DTW Pandawa beach. Moreover, developing character and skills is important in managing the Pantai Pandawa DTW. Incentives are provided to the managers of DTW Pantai Pandawa to motivate them to become sustainable. These incentives are regulated by the system at BUMDA Desa Adat Kutuh and are continuously adjusted monthly.

Donation System in developing Pandawa beach tourism destination, Kutuh Village, Badung

The existing donation is in the form of physical building assistance, such as the *Gite* entrance to attractions, Candibentar, paving vehicle parking area, open stage and WiFi (10 Mb) from the local government. WIFI is provided by Fibre Star, which also assisted in the Gazebo Park and garden lights for Rp. 1.4 M from the Ministry of Tourism of the Republic of Indonesia. Loan funds of Rp. 1 billion from the Indigenous Village of Kutuh, Badung

were initially sourced from the Village Credit Institution (LPD). Donations were provided by Angkas Pura for the construction of toilets, and donations from the Business Unit in DTW Pantai Pandawa were used for special blocks in certain areas of the Pandawa beach area. Funding was likewise sourced from the non-governmental community of the Indigenous Village of Kutuh, Badung, namely, Land of the Customary Village. Other donations were obtained from Kutuh Adat Village in the form of trash bins and ceremonial facilities. The donation system from tourists is carried out in a structured pattern referring to the **Customary Village Perarem** established by BUMDA Kutuh, Badung. Some donations were also obtained from traders in the Pantai Pandawa DTW environment in the form of monthly fees, fees for the use of clean water and electricity donations for the use of PLN services. Every donation policy (in any form) refers to the rules set by BUMDA of Desa Adat Kutuh, which is led by the director held by Indigenous Bendesa as the chairperson of indigenous peoples.

Local Community Involvement System in Kutuh Indigenous Village, Badung in the management of DTW Pantai Pandawa

The local community of Kutuh Adat Village is empowered by prioritising the Ngarep manners for business and providing opportunities for local communities to form business groups. Desa Adat and the manager of Pantai Pandawa DTW use the local workforce of Desa Adat Kutuh, Badung/krame Desa Ngarep for employment of BUMDA management and recruitment of employees at DTW Pantai Pandawa. Training is also provided to develop their skills. The expansion of business opportunities for local communities, managed by BUMDA of Adat Kutuh Village, is as follows: 1. Business unit of Pandawa Beach Tourism Attraction; 2. Business units of goods and services especially for handicraft businesses typical of Pandawa beach of Kutuh Village, Badung; 3. Business unit equipment Yadnya; 4. Paragliding business unit; 5. Tourism transport business unit; 6. Cultural arts business unit; 7. Culinary business unit of the Pandawa Restu that provides restaurants in the Pandawa beach area; 8. Cultural Arts attraction unit in the Langanon Pandawa Beach Building and in the Gunung Payung Cultural Park area; 9. Educational tourism service business unit, which serves a variety of visits, such as comparative study activities, comparative studies, field orientation, field work lectures, field work practices, study tour conducted by students and equipment of the government, as well as other interested third parties. Educational tourism materials include learning about BUMDA / BUMDESA, governance and village APBDes, customary law, management of tourism areas, building village partnerships; 10. Village Credit Institution (LPD).

Business Unit 11, Integrated Health and Safety Business Unit, provides a sense of security and comfort for visitors to the Pandawa beach tourist area. The local community business units of the Kutuh Village in the Pandawa beach tourist area are as follows: 1. Food/snack traders totalling 16 business units with a total workforce population of 80 people; 2. Canoes, floaters, tent and leisure bench rental services are business units with a total workforce of 12 people; 3. Souvenir shops and souvenirs account for eight business units with a total local workforce of 48 people and 4. Tourism accommodation facilities: the **Pandawa Hill Hotel** with 4-star hotel facilities in cooperation with BUMDA Kutuh Village, Badung, especially for the Kutuh Village tour package. It has 16 villas and 20 home stay units, all of which are managed by the local community of Adat Kutuh Village, Badung.

Investment Management System in managing Pandawa beach tourist destinations

The involvement of the local community of Kutat Adat village as an investor in various business units in the Pantai Pandawa DTW reached 99%, whilst outsiders are suppliers of goods. The local community business unit of Adat Kutuh Village, Badung in the Pandawa beach tourist area includes food / beverage stalls, souvenir and souvenir shops, canoe rental services, floaters, tents, benches, villa/home stay, tourist transportation services and business unit goods and services as wholesalers. The average monthly income earned of the business units in 2019 is shown in the following table.

Average Revenue of Local Community Business Units in the Pandawa Beach Tourism Area in 2019

Business Unit's Total Amount of Revenue / month Total Revenue of Business Unit Net Revenue Proportion (IDR) (%) (IDR)	
Food stalls / 16	4,500,000, - 10.67% 72,000,000, drinks
Souvenir shop and 8	5,600,000. - 6,64% 44,800,000, - Gifts
Cano rental services, 6	18,300,000, - 16.27% 109.8 million, - Floaters, Tents, Bangku Relax
Villa 1	80,000,000, - 11.86% 80,000,000,
Home Stay 18	12,900,000, - 34.41 % 232,200,000
Resort 1	66,000,000 9.78% 66,000,000
Transportation Services 1	27,000,000 4.00% 27,000,000
BUMDA Goods and Services 1	43,000,000 6.37%
43,000,000 Total 52	459,800,000 100% 674,800,000 -

Source: Research Results

The net income of the owners of business units is obtained from the income minus the total costs incurred for operating the business units in the Pandawa beach area. The income of business unit owners in the Pandawa beach area varies depending on the business unit. The table shows that the highest income obtained from the accommodation business units in the form of villas, resorts and home stay has a proportion of 56.05%, and the largest proportion of 34.41% is obtained by the home stay business units of as many as 18 units, all of which are owned and managed by the local community of Adat Kutuh Village, Badung. These results indicate that an increasing number of tourists, particularly foreign tourists visiting the Pandawa beach, use home stay. The next highest income was obtained from canoe, floaters, tents and bench rental business units with at least 16.27% of the total revenue of all business units. This condition is caused by tourists visiting Pandawa beach and enjoy water games, such as touring the coastal sea using canoes. The children swim with the help of floaters, and tfamily members relax in a tent or uses benches. The total income received of business units in the Pandawa beach tourism area is **IDR 674,800,000**. This result indicates that the Pandawa beach contributes to the local

community of Adat Kutuh Village, Badung, which invests by opening a business unit in the Pandawa Beach area, as a source of income.

DISCUSSION

The management of ecotourism in Pandawa beach is the 'best practice' implemented. The collaborative participation of the local community in Pekraman Kutuh Village, Badung, with BUMDA (traditional village-owned enterprises) as a Holding Company, is the main determining factor in satisfying the needs of sustainable contributions from ecotourism areas. This finding is consistent with the opinion of Wall (1997 in Jiang 2008) that sociocultural sustainability is one of the main goals of ecotourism, where management activities must involve local communities in the planning and development of ecotourism activities. The organisational and institutional aspects of the community in managing ecotourism activities are key issues in ecotourism. Participatory management can reduce the potential for conflicts that arise. Burhanudin (2012) stated that the involvement of the community in planning, managing and monitoring areas can affect the stability of ecotourism areas.

The results of this study are consistent with the implementation of Tangkahan ecotourism management in Gunung Leuser National Park, North Sumatra, which is also the 'best practice' in managing ecotourism areas because of the participatory collaboration of local communities in the management of ecotourism areas. However, some deficiencies remain, such as cultural conservation and facilities with less optimal safety (Tri Rizkiana, et al. 2016). The development of the Pandawa beach tourism area on the income of the local community of Kutuh Village produced multiple effects based on a Keynesian Income Multiplier of 1.3, thereby indicating that every one-rupiah increase in the expenditure of tourists visiting the Pandawa beach DTW directly affects the economy's local value of 1.3 rupiah (Oka, et. al, 2018).

The value of the ratio of multiplier and income is 2.0, thereby indicating that every tourist expenditure is one rupiah. Thus, the income of business owners and local workers increases to 2.0 rupiah. The ratio of multiplier and income of 2.3 indicates that each tourist expenditure is one rupiah, thereby increasing the business owner income, local labour income and labour consumption expenditure in the local economic cycle to 2.3 rupiah. A tourism area has a high economic impact if the value Keynesian Multiplier is greater or equal to one. Thus, the Pandawa beach tourism area has a high economic impact on the economy of the local community of Adat Kutuh Village because the value of the Keynesian Multiplier is above 1 (META, 2001). The results of this study are supported by Darmayasa et al. (2018), thereby indicating that 73.97% of the local people of Adat Kutuh Village stated that the development of Pandawa beach tourism has provided high economic benefits to the local resident of the village. Additionally, the community shows intention to develop the Pandawa beach through the following aspects: intention to recommend, intention to devote thoughts, intention to pay attention to the development of Pandawa Beach tourism objects and enthusiasm to develop Pandawa beach tourism objects.

Apart from the economic impact, the development of the Pandawa beach tourism area is also viewed from the aspect of physical carrying capacity (PCC). Wilyantari (2018) indicated that the value of PCC of the Pandawa beach attraction area by 20,618 visitors/day is the maximum number of visitors, who physically visit the attraction daily whilst still obtaining a good level of satisfaction (B). The value of B is determined on the basis of the research from Douglass (1975), which calculates the area needed by a tourist

to remain satisfied (Fandeli & Muhammad, 2009) (Lucyanti, 2013). The value of B used in the calculation of the value of the physical carrying capacity is for the type of picnic tourist activity that is equal to 65 m². This PCC value continues to disregard the biophysical factors in the field, considering that the environmental conditions in the Pandawa beach tourism object area were not considered in calculating the carrying capacity of tourism.

The PCC value of the Pandawa beach attraction area when associated with the current number of actual visitors is an average of 3,727 visitors/day, which remains considerably below the value of PCC of the calculation, which is 20,618 visitors/day. The average value of visitors is the average daily value of regular visitors daily in a period of one year. This assumption does not consider the peak time (peak-season) nor the days of visit (off-season). Given the real carrying capacity (RCC) of Pandawa beach, the maximum number of visitors can be determined through the environmental biophysical factors. Biophysical conditions that are relatively limited by the number of visitors include the erodibility correction factor in the Pandawa beach. On the basis of the value of the erodibility index, the sensitivity of the soil in the Pandawa beach is at a moderate level, indicating that the erodibility factor does not have a significant affect.

RCC of the Pandawa beach attraction area is 18,864 visitors/day. Thus, the estimated number of visits per month is 565,927 or 6,885,444 per year. This value is still above the actual value of the number of visitors at this time, namely, during the period of five years (2013–2017). The average monthly visit is 113,365 visitors/month or 1,360,378 visitors/year. Thus, the number of visitors can still be optimised (Wilyantari, 2018). Drum et al. (2002) stated the success of ecotourism management because of the effective collaboration of the ecotourism area manager with the local government and other institutions. The steps of cooperation that have been carried out by the Pandawa beach DTW business unit include the cooperation with travel and guides, DPD HPI Bali, Badung Regency Tourism Office, which aggressively promotes the Pandawa beach DTW abroad. Cooperation was also provided to Bank BNI and Bank Mandiri Bali, which provide ATM facilities at the Pandawa beach location and plan to open a money change facility. Collaboration was also carried out with tourism stakeholders, namely, Mahasaraswati University, in the field of research and community service for the development of the Pantai Pandawa DTW, Udayana University and STIKES Denpasar in the field of Educational Tourism.

CONCLUSION AND RECOMMENDATION

CONCLUSION

The participatory collaboration of local communities is done through the Pandawa beach manager as part of the BUMDA business unit of the Kutuh Indigenous Village, Badung in the Management of Tourism Areas. It has added value to Pandawa beach ecotourism compared with other ecotourism areas. Additionally, an adequate utility system and environmental facilities as well as nature and cultural conservation efforts, thereby achieving a sustainable ecotourism, which is a form of good environmental management in accordance with that recommended by UNCSO.

RECOMMENDATIONS

The results of this study indicate that BUMDA of Pekraman Kutuh Village, Badung, as the manager of the Pandawa Beach tourism object, improves the management strategy by preserving and maintaining Pandawa beach tourist attraction, maintaining clean and sustainable Pandawa beach environment and satisfying the expectations of tourists,

particularly 10 Mb WiFi availability from the local government. WiFi from Fibre Star improves the quality of service to tourists. These aspects affect tourist satisfaction that continues to increase and foster tourist loyalty. That is, they indicate with their desire to return to the Pandawa beach tourism object and recommend it to their family members, friends, neighbours and acquaintance.

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