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FROM TRADITION TO TOURISM: DIFFERENTIATION OF TOURISM PRODUCTS IN MUNGGU AND KAPAL VILLAGES BADUNG REGENCY BALI

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ABSTRACT

This study aims to analyze the product differentiation of the Munggu and Kapal tourism villages in Badung Regency, Bali, based on local potential, design strategies, and development models to enhance their appeal to tourists. The research uses a qualitative approach with data analyzed using sustainable competitive advantage analysis to determine product differentiation and SWOT analysis to define development strategies for Munggu and Kapal tourism villages. Data were collected through observations, in-depth interviews, documentation, and focus group discussions with stakeholders in the Munggu and Kapal tourism villages. The research findings suggest that the cultural tradition of mekotek can be developed as the product differentiation of Munggu tourism village, while the cultural tradition of perang tipat bantal can be developed for Kapal tourism village. The main strategy for developing Munggu and Kapal tourism villages is to develop product differentiation based on mekotek and perang tipat bantal, focusing on maintaining authenticity and preserving these cultural heritages, while uncovering their tourism benefits. A development model for product differentiation based on local potential is proposed, referred to as Modeprodesa.

Keywords: Tourism village, product differentiation, strategy, development model

1. INTRODUCTION

Bali Island has long been known as one of Indonesia's leading tourist destinations, famous for its stunning natural beauty, rich culture, and the warmth of its local people. Bali is ranked as the second-best destination in 2025 by Tripadvisor (Nushratu, 2025). This has become a magnet for both domestic and international tourists. Based on the fact that the number of international tourist visits to Bali in 2024 was 6,333,360 people, with an average of 527,780 foreign tourists visiting Bali each month (Theurillat, 2025). However, behind the glittering tourism industry in Bali, there are significant challenges faced by the tourism villages in Bali, including Munggu and Kapal villages in Badung Regency.

Munggu and Kapal villages, although rich in local potential, have not yet fully optimized these resources to create unique tourism products that attract tourists. Tourism potential, in the form of cultural, natural, and artificial attractions, is a key factor influencing tourists' decisions when

choosing a destination ((Hinlayagan et al., 2023; Vengesayi et al., 2018; Nguyen et al., 2024). These potential attractions can range from natural beauty, cultural uniqueness, historical heritage, entertainment attractions, to recreational activities (UNWTO, 2019; Inskeep, 1991; Wirdayanti et al., 2021). The natural potential of these two villages is extraordinary, ranging from expansive rice fields, charming beaches, to calm flowing rivers. Cultural richness is equally captivating, reflected in cultural traditions and unique crafts.

Unfortunately, these potentials have not been maximized. The tourism products offered are still conventional and lack differentiation, similar to products offered by other tourism villages. According to Kotler & Keller (2016), product differentiation involves designing a set of meaningful differences. In line with this idea, Benur & Bramwell (2015) in their study on the development and diversification of tourism products concluded that this strategy is crucial to increasing the competitiveness of destinations and attracting diverse tourists. Furthermore, Pratiwi et al. (2025) highlighted that integrating local wisdom into a sustainable differentiation strategy can be the key to achieving a unique and responsible competitive advantage, offering authenticity that distinguishes one destination from another. Therefore, utilizing local uniqueness and developing diverse and sustainable products is essential to optimizing the untapped potential of this tourist village.

UNWTO (2019) emphasized that product differentiation is a key strategy for achieving responsible and sustainable tourism. By offering unique and distinct products, tourism villages can reduce the negative impacts of tourism and increase its positive benefits for local communities. Edgell Sr & Swanson (2019) state that tourism development in a community, where locals preserve existing uniqueness and maintain the integrity of the area, can enrich the value for both visitors and the local population.

The development of Munggu and Kapal tourism villages with differentiated products that involve local communities is crucial for the sustainable growth of these villages. Community involvement in decision-making will have a significant and long-lasting impact ((Wiranatha & Bantacut, 2024; Devi et al., 2023; Fong & Lo, 2022). However, local community participation in tourism development and management remains limited. Active community participation is essential for the success of sustainable tourism. By empowering local communities, the economic benefits from tourism can be more widely and evenly distributed ((Ruiz-ballesteros, 2024; (Antara; et al., 2024).

Additionally, previous studies specifically examining the local potential of Munggu and Kapal villages and strategies for tourism product differentiation based on this potential are very limited. This indicates a research gap that needs to be filled to provide a strong foundation for tourism development in these villages.

Based on these issues, this study aims to analyze the local potential of Munggu and Kapal tourism villages, design a strategy for product differentiation based on local potential for the development of these villages, and formulate an ideal model for developing product differentiation based on local potential. The development of product differentiation for Munggu and Kapal tourism villages is expected to increase their appeal to both domestic and international tourists.

2. METHODOLOGY

This research uses a qualitative approach, in line with the developing tourism theory analysis. Data analysis is carried out through stages, including data condensation, data presentation, and drawing conclusions or verification (Miles et al., 2014). Data was collected through observations, in-depth interviews, documentation, and focus group discussions with stakeholders from the Munggu and Kapal tourism villages. A total of 8 stakeholders were involved from each village, including village

leaders, Pokdarwis (tourism awareness group), tourism village managers, industry players, academics, and community figures who understand the tourism villages. The tourism potential of each village was analyzed using sustainable competitive advantage analysis (Barney & Hesterly, 2019) to determine which tourism potentials meet the criteria for sustainable competitive advantage. SWOT analysis (Kotler & Keller, 2016) was conducted to design appropriate strategies for tourism village development, and focus group discussions were used to design the development model for product differentiation based on local potential.

3. RESULTS

a) Tourism Potential of Munggu and Kapal Villages

Munggu and Kapal tourism villages have various interesting tourism potentials to be developed. These include natural, cultural, and creative tourism potentials. Based on the identification carried out, the tourism potential of Munggu village includes: mekotek tradition, Munggu beach, rice field landscape, traditional swings, Munggu river mouth, garuda fountain, puseh and desa temple, and yeh penet river. The tourism potential of Kapal village includes: perang tipat bantal tradition, puru sada temple, beji waringin pitu temple, dalem solo temple, langon temple, pottery craft center, and yeh penet river. These identified tourism potentials were then analyzed using sustainable competitive advantage (SCA) analysis, as shown in Table.

Table 1. VRIN Matrix of Munggu and Kapal Tourism Villages Potentials

	Tourism Potential	V	R	Ι	In	Category
Munggu Tourism Village						
1	Mekotek tradition					Sustainable competitive advantage
2	Munggu beach		-	-	_	Competitive Equality
3	Rice field landscape		-	-	-	Competitive Equality
4	Traditional swings			-	-	Temporary competitive advantage
5	Munggu river mouth		-	-	-	Competitive Equality
6	Garuda fountain		-	-	-	Competitive Equality
7	Puseh and Desa temple			-	-	Temporary competitive advantage
8	Yeh Penet river		-	-	-	Competitive Equality
Kaj	Kapal Tourism Village					
1	Perang Tipat Bantal					Sustainable competitive advantage
2	Puru Sada temple			-	-	Temporary competitive advantage
3	Beji Waringin Pitu temple		-	-	_	Competitive Equality
4	Dalem Solo temple		-	-	-	Competitive Equality
5	Langon temple		-	-	-	Competitive Equality
6	Pottery craft center		_	-	-	Competitive Equality
7	Yeh Penet river		_	-	-	Competitive Equality

Source: Munggu & Kapal Tourism Village, 2024. Data processed

The tourism potential in the form of the mekotek tradition and the perang tipat bantal falls into the category of sustainable competitive advantage because it meets the criteria of being valuable, rare, inability to be imitated, and imperfect substitution. This potential is well-suited to be developed as a product differentiation for the Munggu and Kapal tourism villages. This tourism potential can be packaged as a differentiated tourism product offered to tourists. Other tourism potentials can be packaged as tour packages that complement the mekotek and perang tipat bantal tourism products.

b) SWOT Analysis of Munggu and Kapal Tourism Villages

Based on the SWOT analysis conducted by first identifying the strengths, opportunities, weaknesses, and threats faced by Munggu and Kapal tourism villages, and considering the weight and ratings given to each strength, weakness, opportunity, and threat as determined by stakeholders through the focus group discussion (FGD) process, the total scores for each village are provided in Tables 2 and 3.

Table 2. Strategic Internal and External Factor Scores for Munggu Tourism Village

Strategic Internal Factors S						
Strengths	1. Munggu's strategic location					
	2. Preservation of <i>mekotek</i> cultural heritage by the community	0,293				
	3. Existing village management organization					
	4. Community support for tourism village development					
	5. Competent human resources in tourism.	0,174				
	6. Friendly locals to tourists	0,198				
	7. Good quality accommodation availability	0,157				
Total Strength So	Total Strength Score					
Weaknesses	1. Timing of <i>mekotek</i> tradition	0,263				
	2. Tourism village management is not optimal	0,207				
	3. Uniqueness of <i>mekotek</i> tradition not fully offered	0,174				
	4. Lack of promotion and marketing	0,134				
	5. Lack of tourism activity diversification	0,156				
	6. Munggu tourism village not widely known	0,154				
	7. Interest of younger generations to seek higher income jobs	0,133				
Total Weakness Score						
Strategic Extern		Score				
Opportunities	1. Re-designing tourism product differentiation based on local potential	0,246				
	2. Business network relationships	0,269				
	3. Using digital marketing platforms for wider promotion	0,191				
	4. Collaboration with other tourism destinations	0,194				
	5. Increasing number of tourists visiting Bali	0,169				
	6. Development of surrounding villages into tourist destinationss	0,208				
	7. Developing positioning for tourism villages with unique offerings	0,157				
Total Opportuni		1,434				
Threats	1. Competition from other tourism villages	0,229				
	2. Land use changes	0,190				
	3. Traffic congestion	0,165				
	4. Tourist trend	0,150				
	5. Inconsistent local government policies	0,148				
	6. Under-planned infrastructure development	0,174				
	7. Over-tourism	0,169 1,224				
Total Threat Score						

Source: Munggu Tourism Village, 2024. Data processed

Table 3. Strategic Internal and External Factor Scores for Kapal Tourism Village

Strategic Internal Factors					
Strengths	1. Kapal's strategic location				
	2. Preservation of cultural heritage by the community	0,252			
	3. Established tourism management organization	0,201			
	4. Community support in Kapal Village	0,184			
	5. Competent human resources in tourism	0,189			
	6. Authentic cultural experiences	0,162			
	7. Friendly community towards tourists	0,174			
Total Strength Score					
Weaknesses	1. Timing of <i>perang tipat bantal</i> tradition				
	2. Management of tourism village not optimal	0,197			
	3. No unique tourism products yet	0,217			
	4. Lack of marketing activities	0,153			
	5. Lack of tourism activity diversification	0,142			
	6. Under-utilized tourism potential	0,169			
	7. Unclear management structure for tourism village as a	0,135			
	business entity				
Total Weakness Score					
Strategic Extern		Score			
Opportunities	1. Developing tourism product differentiation based on local	0,290			
	potential				
	2. Business network relationships	0,248			
	3. Using digital marketing platforms for wider promotion	0,201			
	4. Collaboration with other tourism destinations	0,183			
	5. Increasing number of tourists visiting Bali	0,191			
	6. Developing positioning for Kapal tourism village	0,160			
	7. Development of surrounding villages into tourist destinations	0,174			
Total Opportuni		1,447			
Threats	Competition from other tourism villages	0,193			
	2. Land use changes	0,205			
	3. Traffic congestion	0,198			
	4. Tourist trends	0,162			
	5. Inconsistent local government policies	0,156			
	6. Environmental degradation	0,176			
	7. Poorly planned infrastructure development	0,166			
Total Threat Score 1,					

Source: Kapal Tourism Village, 2024. Data processed

4. DISCUSSION

a) Product Differentiation of Munggu and Kapal Tourism Villages

Based on the sustainable competitive advantage analysis, Munggu tourism village has one tourism potential categorized as a sustainable competitive advantage, which is the mekotek tradition. Additionally, it has two potential tourism products in the temporary competitive advantage category (traditional swing and pura puseh and pura desa) and five other tourism potentials classified as competitive equality. The mekotek tradition meets all four factors necessary for long-term competitive advantage. On the other hand, Kapal tourism village has one potential tourism product in the sustainable competitive advantage category, which is the perang tipat bantal tradition,

meeting all four factors. The other tourism products in Kapal are classified as competitive equality or temporary competitive advantage.

b) Cultural Traditions as Product Differentiation

Mekotek Tradition

The cultural value of the mekotek tradition is very high, reflecting local wisdom and the close relationship between the community and its surrounding environment. This tradition is rich with spiritual and social meaning, where every movement and rhythm represent the community's hope for blessings and protection. By involving all layers of society in the Munggu Traditional Village, this tradition becomes an important medium for strengthening cultural identity, especially for the younger generation.

The uniqueness of mekotek lies in its rarity. No other village in Bali has a similar tradition, making it a distinctive attraction for tourists. When tourists watch or even participate in this ritual, they not only enjoy a performance but also feel the collective energy created by the spirit of the local community. This provides an authentic and unique experience unlike any other tourist destination. What makes mekotek difficult to replicate is the complexity and authenticity of its implementation. Each village has a unique way of conducting its traditions, influenced by local cultural values and social norms. Various elements, from costumes to musical accompaniment, form an integral part of the performance. This makes the mekotek tradition in Munggu village difficult to duplicate elsewhere without losing its original essence.

The mekotek tradition has no comparable substitute. Although there are many other festivals or cultural performances, mekotek offers a direct interactive experience that cannot be replaced. Participants and spectators experience an emotional closeness during this ritual, creating unforgettable moments. This adds to its appeal for tourists seeking an authentic cultural experience.

With all the values and uniqueness contained in the mekotek tradition, the tourism village of Munggu not only preserves cultural heritage but also attracts the attention of both local and international tourists. This tradition becomes a bridge to understanding the richness of Indonesian culture while strengthening community solidarity and identity. Mekotek is more than just a ritual, it is a symbol of hope and cultural sustainability that must be continuously preserved.

Perang Tipat Bantal Tradition

The perang tipat bantal holds significant cultural value. It is a way to honor ancestors and uphold traditions that have existed for generations. Every year, the village community holds this event with great enthusiasm, showing pride in their inherited legacy. Moreover, this event serves as an educational tool for the younger generation about the importance of preserving local culture and the social values embedded in it. The tipat and bantal used in this tradition symbolize the concepts of purusa (male principle) and pradana (female principle) (Aryani et al., 2022).

The uniqueness of the perang tipat bantal lies in its rarity. Few other regions have a similar tradition, making this event a special attraction for tourists. The presence of visitors who want to witness or participate in the celebration not only adds a new dynamic to the village but also helps boost the local economy through the sale of handicrafts and regional culinary specialties.

An equally interesting aspect is that the perang tipat bantal is not easy to imitate. Although similar traditions might exist elsewhere, each village has a unique way of carrying out and celebrating them. Elements such as costumes, songs, and implementation procedures are distinctive, making

the perang tipat bantal in the tourism village of Kapal impossible to replicate perfectly. This adds to the appeal for visitors who want to experience something authentic.

The perang tipat bantal has no substitute. While other cultural festivals may offer entertainment, nothing can replace the direct experience and interaction that occurs during this event. Participants and spectators are directly involved, creating unforgettable moments and cherished memories for everyone involved.

With all its uniqueness and inherent values, the perang tipat bantal is not just an attraction, but also a symbol of community strength and the rich cultural heritage found in the tourism village of Kapal. Through this celebration, the village not only preserves tradition but also draws attention from the outside world, inspiring others to appreciate and celebrate cultural diversity. In this context, Aydin's perspective on sustainability in cultural tourism destinations becomes relevant. Aydın & Alvarez (2020) emphasizes the importance of understanding tourists' perspectives on sustainability, which includes aspects such as cultural preservation, environmental impact, and economic benefits for local communities. Therefore, in developing perang tipat bantal as a tourist attraction, it is essential to ensure that the visitor experience does not compromise the underlying cultural and environmental values. This requires careful management, active community participation, and tourists' awareness of the importance of respecting local traditions and the environment.

The cultural tradition of mekotek holds significant value and has the potential to be developed as a tourist attraction in the tourism village of Munggu (Suastini et al., 2021). Similarly, the perang tipat bantal tradition is a hereditary cultural practice that continues to be carried out to this day (Wiasti et al., 2015; Supriadi & Zakiah, 2019). Both of these traditions are rare and cannot be found elsewhere in the Bali region. These are deeply rooted cultural practices within the local community, making them difficult to replicate in other contexts. Moreover, there are no other cultural traditions that can serve as substitutes for these unique traditions.

The cultural traditions of mekotek and perang tipat bantal hold remarkable value and offer great potential to be developed as tourist attractions, providing unique experiences for tourists seeking something different. The mekotek tradition in Munggu village and the perang tipat bantal tradition in Kapal village are rare examples of deeply rooted cultural heritage. However, as emphasized by Baños-Pino et al. (2024) J, it is important to consider the optimal carrying capacity in rural tourism. An increase in tourist numbers can lead to overcrowding, a decline in the quality of the experience, and productive inefficiencies if not managed wisely. Therefore, the development of cultural tourism in these two villages must be approached with care, taking into account potential impacts on both the environment and the local community.

In line with this, Gao & Wu (2017) highlights the importance of local community participation in village revitalization through tourism. The success of Yuanjia village in China demonstrates that active involvement of the community in tourism development can generate sustainable economic and social benefits. In the context of mekotek and perang tipat bantal, the active participation of the communities in Munggu and Kapal villages in organizing the events and managing the impacts of tourism will be key to ensuring that these traditions not only serve as tourist attractions but also remain integral to the life and identity of the community. Furthermore, Macinnes et al. (2022), in her research on sustainable tourist habits and behavior, emphasizes the importance of cultivating positive habits among tourists. To ensure the sustainability of the mekotek and perang tipat bantal traditions, tourism village management need to promote responsible tourist behavior, such as respecting local customs, minimizing environmental impact, and contributing positively to the local economy. In this way, these valuable cultural traditions can be preserved for future generations while also providing economic benefits to the local communities.

c) Development Strategy for Product Differentiation Based on Local Potential in Munggu and Kapal Tourism Villages

SWOT Analysis of Munggu and Kapal Tourism Villages

Based on the calculation of the internal and external strategic factor scores of the Munggu and Kapal tourism villages, the position of the Munggu and Kapal tourism villages can be determined on the quadrant in the Cartesian diagram. The final IFAS and EFAS scores for the Munggu and Kapal tourism villages can be seen in the following Table 4.

Table 4. Final IFAS and EFAS Scores of the Munggu and Kapal Tourism Villages

IFAS		EFAS							
Categories	Total Score	Categories	Total Score						
Munggu									
Strength (S)	1,449	Opportunity (O)	1,434						
Weakness (W) 1,220		Threat (T)	1,224						
Total (S-W)	0,229	Total (O-T)	0,210						
Kapal									
Strength (S) 1,461		Opportunity (O)	1,447						
Weakness (W) 1,253		Threat (T)	1,255						
Total (S-W)	0,208	Total (O-T)	0,192						

Source: Munggu and Kapal Tourism Village, 2024. Data processed

Based on the internal and external strategic factor analysis (IFAS and EFAS), the tourism villages of Munggu and Kapal are positioned in Quadrant I of the Cartesian diagram, which suggests a growth-oriented strategy. According to Agung et al. (2023), a growth-oriented strategy focuses on enhancing the capacity and competitiveness of a destination through vertical and horizontal integration, market penetration, product development, and community empowerment. The coordinate positions of these two tourism villages are shown in Figure 1 below.

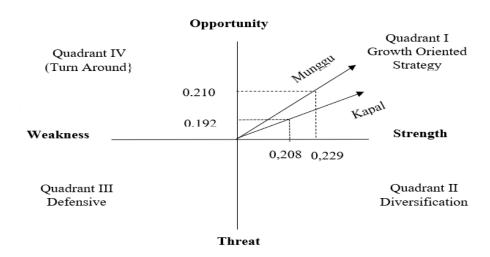


Figure 1. Cartesian Diagram of Munggu and Kapal Tourism Village

Source: Munggu and Kapal Tourism Village, 2024. Data processed

Based on the strengths, weaknesses, opportunities, and threats faced by Munggu and Kapal tourism villages and based on IFAS and EFAS analysis, both tourism villages can be developed with a

growth-oriented strategy. Based on focus group discussions with stakeholders, development strategies for these two tourism villages are outlined in Figures 2 and 3 below.

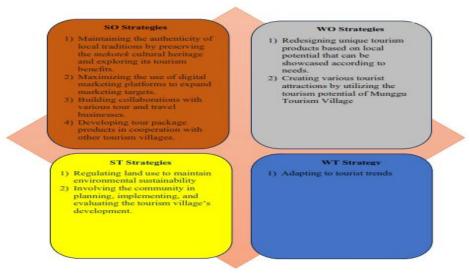


Figure 2. Development Strategies for Munggu Tourism Village

Source: Munggu Tourism Village, 2024. Data processed

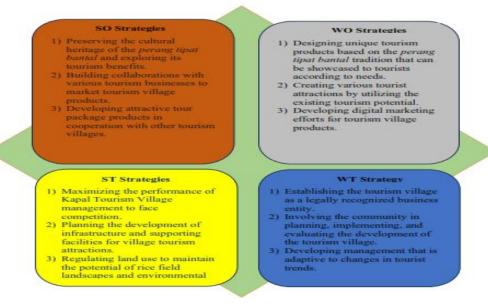


Figure 3. Development Strategies for Kapal Tourism Village

Source: Kapal Tourism Village, 2024. Data processed

The main strategy for developing the Munggu and Kapal tourism villages in Badung Regency is to design tourism products based on unique local tourism potentials that meet the criteria of value, rarity, inability to be imitated, and imperfect substitution. As stated by Nalayani & Ni Nyoman Ayu Hari (2016), the development strategy for tourism villages is to preserve the village's unique local potentials. The tourism products developed should be designed by carefully considering the needs and desires of tourists, without eliminating the authenticity of existing cultural traditions.

Differentiated products that can be developed include tourism products based on the mekotek tradition for Munggu village and products based on the perang tipat bantal tradition for Kapal

village. These cultural traditions, mekotek and perang tipat bantal, are highly valuable cultural heritages. Cultural heritage is a valuable asset that can become a resource to develop tourism, create employment opportunities, and increase community income (Loulanski, 2019). Preserving local culture can support the development of sustainable tourism (Murni et al., 2018).

d) Model for Developing Product Differentiation in Tourism Villages Based on Local Potentials (Modeprodesa)

The model for developing product differentiation in the Munggu and Kapal tourism villages based on unique local potentials is crucial as it enables the optimal use of natural and cultural resources. By highlighting their unique features, tourism villages can attract tourists looking for experiences that differ from other destinations. This not only supports the local economy but also preserves the existing cultural heritage.

By showcasing their local potentials, tourism villages can create distinctive and unique attractions. For example, villages known for their handicrafts, cultural traditions, or specific natural attractions can offer experiences that cannot be found elsewhere. This product differentiation helps villages compete in an increasingly competitive tourism market.

The product differentiation development model for tourism villages based on local potential is abbreviated as "Modeprodesa." This model aims to help tourism villages identify and develop tourism products that are unique and different from other destinations by utilizing their local potential, be it cultural, natural, or creative. Modeprodesa provides step-by-step guidance for village tourism managers in conducting potential analysis, designing tourism products, and marketing those products to tourists. Therefore, Modeprodesa is expected to increase the competitiveness of tourism villages and deliver greater economic benefits to the local community.

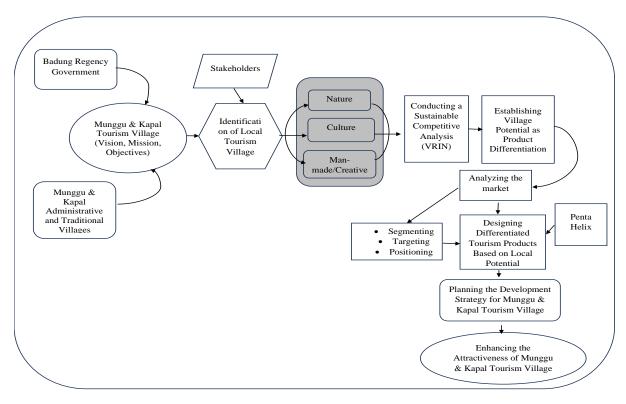


Figure 4. The Model of Product Differentiation Development for Tourism Villages Based on Local Potential (Modeprodesa).

5. CONCLUSION

The tourism potential that can be developed as product differentiation for Munggu tourism village is the mekotek tradition, while for Kapal village, it is the perang tipat bantal tradition. These potentials meet the criteria for sustainable competitive advantage: they are valuable, rare, inability to be imitated, and imperfect substitution.

The main strategy for developing Munggu and Kapal tourism villages is to design tourism products based on unique local potential that fulfills the criteria of value, rarity, inability to imitate, and imperfect substitution. The tourism products developed should align with the needs and desires of tourists, without compromising the authenticity of the existing cultural traditions.

A development model for product differentiation based on local potential, called Modeprodesa, is proposed with the following steps: (i) establishing the vision, mission, and goals of the tourism village; (ii) identifying local potential; (iii) categorizing tourism potential into natural, cultural, and creative potentials; (iv) conducting sustainable competitive advantage analysis (VRIN); (v) establishing tourism potentials as product differentiation; (vi) conducting market analysis; (vii) conducting segmenting, targeting, and positioning for Munggu and Kapal tourism villages. (viii) designing differentiated tourism products based on unique local potential; and (ix) designing the development strategy for Munggu and Kapal tourism villages, and (x) enhancing the attractiveness of Munggu and Kapal tourism villages.

RECOMMENDATIONS

It is recommended that the tourism villages of Munggu and Kapal, in collaboration with local government, tourism industry stakeholders, and other tourism villages, work together to develop an integrated cultural-themed tour package. This package can be specifically designed to highlight the mekotek tradition in Munggu village and the perang tipat bantal tradition in Kapal village as the main attractions, presented with strong cultural narratives and immersive experiences for visitors, such as cultural tours, local craft workshops, and traditional village cuisine. By incorporating the schedules of these traditional events into the tourism calendar and providing local guides who understand the cultural values, the package will not only enhance tourist interest but also strengthen cultural preservation and provide direct economic benefits to the local communities.

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