Pinge Development Strategy as Tourism Village in Baru Village, Kecamatan Marga, Tabanan Bali District

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Abstract:
The development of tourist villages will provide many benefits for both tourism and the people and culture of Bali. This research was conducted in Pinge, Pinge, which is one of the official offices in Baru Village, Marga Subdistrict, Tabanan Regency. The purpose of this study was to find the right strategy to develop Pinge as a Tourism Village. Data collection was carried out by observation, interviews, FGD, questionnaire techniques, documentation techniques. The researcher used a sampling technique with a sampling technique that was purposive sampling. The type of research used in this study is qualitative research (descriptive), the data analysis techniques used are SWOT and AHP (Analytical Hierarchy Process) analysis. In accordance with the results of internal and external matrix analysis (IFE and EFE), the position of internal environmental factors in developing the Pinge Tourism Village is in a STRONG position with a score of 3,086, while the position of external environmental factors in the position is 2,955. priority strategies that can be carried out by Pinge Village in the development of Pinge Village as a Tourism Village are the Environmental Management and Zone Management Strategy with an average value of 0.135 or 13.5%.

Keywords: Potential, Tourism Village Development, SWOT Analysis and AHP

Preliminary:
The Province of Bali is a major sector in the development of tourism in Indonesia, one of the districts in Bali that has begun to actively develop the tourism sector is Tabanan Regency (Sumantra & Yuesti, 2015). Tabanan Regency is one of the Nine Regencies/Cities in Bali, besides being an agricultural area also has the potential of tourism which is large enough to be developed, both in terms of its natural beauty and from the side of its cultural arts has taken root in the community based on the philosophy of Hinduism (Sumantra, Yuesti, & Sudiana. 2015) ; (Sudja, & Yuesti, 2017).

The development of tourist villages will provide many benefits for both tourism and the people and culture of Bali. Village development achieves equitable development of tourism and its benefits, as envisioned by Law No. 10 of 2009 and Bali Regional Regulation No.3 of 2001 concerning Pakraman village. The tourist village is also one way to reduce the "leakage" of profits outside the region, so that the benefits can be enjoyed by the local community more directly or through the higher multiplication effect (Yuesti & Sumantra, 2017). Development of tourist villages, it is hoped that it will also stimulate development in the countryside, as well as the excavation of various potentials that have been lacking or have not received attention (Yuesti, Juliante, Suryandari, & Astuti, 2018).

According to Pitana (2009), the development and development of tourism will directly touch and involve the community, thus bringing various impacts on the local community, both positively and negatively.
In terms of tourism development itself, tourism is one way to develop tourism villages is one of the efforts to open up market share (market share) which has not been caught so far (Sumantra, & Yuesti, 2018). Besides that, tourist villages are also one of the attractions of the estimation that tourists who have reached a saturation point for various forms of conventional tourism and are beginning to be more oriented towards 'alternative tourism' (Sumantra & Yuesti, 2017).

Pinge is one of the banjar dinas in Baru Village, Marga Subdistrict, Tabanan Regency. The area of Baru Village is: 400 Ha. Administratively, Baru Village is divided into 4 (Four) Dinas / Dusun Banjars which include: Banjar Dinas Baru., Banjar Dinas Raden, Banjar Dinas Pinge, Banjar Dinas Susut, which are in the Marga District of Tabanan Regency which is famous for having ancient inheritance potential, one of which is located at Natar Jemeng Temple.

In the planned spatial pattern as stated in the RTRW of Bali Province, Pinge Tourism Village is designated as a Tourism Allocation Area as part of Tourism Attractions (DTW) in Tabanan district. In accordance with the direction of the Tabanan Regency RTRW Year 2012-2032 No. 11 of 2012, Pinge Tourism Village is also mentioned in the Tourism Allocation Area which functions as a Tourist Attraction Area which is a center that has tourist attraction as a tourist village.

To reduce the saturation of tourists to mass tourism activities and to open up a market share that has not yet been explored, now starting to think about 'alternative tourism' by developing tourism villages. The construction of this tourist village concept refers to government regulations and local custom regulations. Beautiful natural scenery and the existence of a home stay in the Pinge Tourism Village is one of the tourist attractions that today are the main tourist destinations for tourists. The view of the village community who are still pessimistic in responding to tourism development has become an obstacle in developing tourism potential in Pinge Village. What is the problem in this research is How the development strategy to develop Pinge as a Tourism Village. The purpose of this study is Formulate the right strategy in developing Pinge Village into a Tourism Village.

**Theoretical Basis:**

**Tourism Village:**

Tourism village is an area that is related to the region or various local wisdom (customs, culture, potential) which is managed as a tourist attraction in accordance with its capabilities, which are shown for the social and economic interests of the community. Local wisdom or local knowledge system referred to here is typical knowledge that belongs to a particular society or culture that has developed for a long time, as a result of a process of reciprocal relations between these residents and their environment (DIY Regional Culture Utilization Project, 2003)

According to the Core People's Tourism (PIR), what is meant by Tourism Village is a rural area that offers an overall atmosphere that reflects rural authenticity both from socio-economic life, socio-cultural, customs, daily life, has a building architecture and a typical village spatial structure, or unique and interesting economic activities and have the potential for the development of various tourism components, for example: attractions, accommodation, food and beverage, souvenirs.

**Building and Environmental Planning for Pinge Tourism Village:**

Plans for land use in the Pinge Tourism Area will be reviewed from 2 (two) aspects, namely the suitability of regional functions and the trend of land use in the planning area. In the concept of block development division as stated in the RTBL Pinge Tourism Area it was determined that the pinge tourism area is divided into three blocks, namely block A, bolk B, and block C. In block A is a block of agriculture and ecotourism, in block A in the development of future tourism environmental network, structuring environmental drainage networks, structuring green open spaces and structuring the marker system. In block B is a mixed-traditional settlement block, in block B in tourism development is made building rules, structuring of buildings, arrangement of park land, structuring of environmental road networks, environmental drainage network, system of marker systems, waste management and waste, fostering tourism conscious groups, the formation of environmental groups. Block C is a conservation block and green land, in block C tourism development is carried out structuring the environmental road network, structuring environmental drainage networks, open space arrangement, marking
system arrangement, waste and waste management, traditional house museums, revitalizing heritage / historic assets, group development subak, making rice fields and rivers as supporting tourist attractions.

**SWOT analysis:**

SWOT analysis according to Siagian (2000) is one of the powerful instruments when used correctly it is also widely known that "SWOT is a crony for words strengths (weaknesses), weaknesses (weaknesses), opportunities and treats (threats).

SWOT analysis is the identification of various factors systematically to formulate a company's strategy, this analysis is based on logic that can maximize strengths and opportunities, but simultaneously can lead to weaknesses and threats. The strategic decision making process is always related to the development of the mission, goals, and strategies, and policies of the company.

After all information has been collected, both the analysis of internal environmental information and external environmental information, the next stage is to develop alternative strategies using SWOT matrix tools followed by the interpretative method to illustrate how the opportunities and threats (external threats) are adapted to strength (strengths) and internal weaknesses. The SWOT matrix is the simplest and tends to be subjective-qualitative. This matrix clearly illustrates how external opportunities and threats faced by the organization can be adjusted to the strengths and weaknesses it has. The overall internal and external factors that have been identified in the EFAS and IFAS matrices are grouped in the SWOT matrix which are then qualitatively combined to produce a classification strategy that includes four sets of possible alternative strategies.

**Tourism Development:**

Law No. 10 of 2009 concerning tourism defines tourism as a trip activity carried out by a person or group of people by visiting certain places for recreational purposes, personal development, or studying the uniqueness of tourist attractions visited in the interim period. Tourism is a variety of tourism activities and is supported by various facilities and services provided by the community, businessmen, government and local government. Based on the understanding of tourism, it can be concluded that tourism is a journey carried out by a person or group of people from one place to another, with the aim of having fun or pleasure (State Gazette of the Republic of Indonesia of 2009 Number 10).

According to (Utari, 2014), the main component in the tourist area is "4A" as follows: 1. Attraction (Tourist Attraction) is all forms of attraction owned by nature in a tourist attraction. 2. Amenity (Supporting Facilities)
are all kinds of infrastructure and facilities needed by tourists while in the Tourist Destination Area. 3. Accessibility is related to the level of convenience of a tourist to reach a tourist attraction either geographically or technically, as well as the availability of means of transportation to the destination. 4. Ancillary Service is an additional service or often also called equipment that must be provided by the regional government from a tourist destination. Both for tourists and for tourism actors.

Research Methodology:

Data collection was carried out by observation, interviews, FGD, questionnaire techniques, documentation techniques. The researcher used a sampling technique with a sampling technique that was purposive sampling, with a number of respondents 30 respondents, from the regional government, village government, managers and the Pinge community. The type of research used in this study is qualitative research (descriptive), the data analysis techniques used are SWOT and AHP (Analytical Hierarchy Process) analysis.

Results and Discussion:

Internal and External Environment Formulation

Internal strategic scores are obtained from multiplication between weights and rating of strengths and weaknesses in the development of Pinge Tourism Village. The results can be seen in the following table:

| Internal Strategy Factors | Weight | Rating | Bobot x Rating |
|---------------------------|--------|--------|----------------|
| (Strenght) +              |        |        |                |
| The existence of Natar Jemeng Temple | 0.076  | 4      | 0.304          |
| Has the appeal of traditional arts | 0.075  | 4      | 0.300          |
| Arena Tracking Subak      | 0.076  | 4      | 0.304          |
| Availability of a Home Stay | 0.074  | 3      | 0.222          |
| Various kinds of culinary | 0.070  | 3      | 0.210          |
| Have a unique dance (Gebyog barn dance) | 0.074  | 3      | 0.222          |
| The village panorama is still beautiful | 0.076  | 4      | 0.304          |
| One tourism sector that is growing and is in great demand | 0.065  | 3      | 0.195          |
| Having a unique culture (Ceremony of residents is symbolized by pis bolong) | 0.072  | 3      | 0.216          |
| Location of tourist villages located on tourist attractions in Tabanan Regency (close to Jatiluwih tourism object) | 0.072  | 3      | 0.216          |
| It is on the RTRW as a Tourism Allocation Area as part of Tourism Attractions (DTW) in Tabanan Regency | 0.073  | 4      | 0.292          |
| TOTAL                     | 2.785  |        | 2.785          |
| (Weakness) –              |        |        |                |
| Internet access is not maximal | 0.021  | 2      | 0.042          |
| Lack of foreign language training | 0.021  | 2      | 0.042          |
| Not yet complete tourism supporting facilities | 0.023  | 1      | 0.023          |
| Lack of tourism promotions | 0.019  | 2      | 0.038          |
| The number of MCKs is still low | 0.022  | 1      | 0.022          |
| Lack of signposts leading to tourist villages | 0.024  | 1      | 0.024          |
| Limited land (parking, other developments) | 0.020  | 2      | 0.040          |
| The arrangement of the area / physical object is not maximal. | 0.023  | 2      | 0.046          |
| The absence of training on tourism management. | 0.024  | 1      | 0.024          |
| TOTAL                     | 0.301  |        | 0.301          |
| TOTAL (S+W)               | 1.000  | 3.086  | 3.086          |

Source: Results of primary data analysis, 2018
Which is the main strength factor for the development of Pinge as a Tourism Village is the existence of Arena Tracking Subak, a village panorama that is still beautiful. Arena Tracking and Panorama Desa, which are still beautiful, have a score of 0.304. Arena Tracking is one of the attractions of Pinge Tourism Village. The existence of a tracking path through rice fields, plantations, river flow greatly adds to the beauty of tourists’ comfort to enjoy tracking tours. The main weakness factor for the development of Pinge Village as a Tourism Village is that the area / physical arrangement of the object has not been maximized. The arrangement of the area / physical object is not maximal. The main weakness factor for the development of Pinge Village as a Tourism Village is that the area / physical arrangement of the object has not been maximized. The arrangement of the area / physical object is not maximal. Based on the analysis of the internal environment above, the position of the internal environment of the development of Pinge Tourism Village is categorized as STRONG with a combined score of strengths and weaknesses is 3,086 (in the range of values 3.00 - 4.00).

Table 2. External Strategy Strategy Matrix (EFAS) of Pinge Tourism Village

| External Strategy Factors | Weight | Rating | Bobot x Rating |
|---------------------------|--------|--------|---------------|
| Peluang (Opportunities) + |        |        |               |
| Can be a leading tourist destination | 0.081  | 4      | 0.324         |
| There is support from the Regional Government of Tabanan Regency | 0.066  | 3      | 0.198         |
| Support from the Ministry of BUMN (ITDC CS) | 0.081  | 4      | 0.324         |
| New tourist alternative | 0.071  | 4      | 0.284         |
| Ministry of Public Works support about planning the Pinge area | 0.069  | 3      | 0.207         |
| Village community welfare is increasing. | 0.081  | 4      | 0.324         |
| Open jobs | 0.078  | 4      | 0.212         |
| Village Original Income (PAD) increases. | 0.073  | 4      | 0.292         |
| Maintain the value of cultural history | 0.070  | 3      | 0.210         |
| TOTAL | 2.475  |        |               |

| Ancaman (Threats) – |        |        |               |
| The number of new village tourism offers in Tabanan Regency | 0.039  | 2      | 0.078         |
| The high competition of tourism between regions | 0.039  | 2      | 0.078         |
| Tourists just passed Pinge Village without stopping in Pinge Village | 0.036  | 1      | 0.036         |
| Entry of residents of other regions can affect local culture | 0.035  | 1      | 0.035         |
| The dim popularity of the Pinge village object due to the strong character of the tourist village of Penglipuran, Tenganan and Trunyan and other villages | 0.036  | 2      | 0.072         |
| Business competition between citizens. | 0.037  | 1      | 0.037         |
| Conflict between residents. | 0.036  | 1      | 0.036         |
| Regional or Regional Conflict | 0.036  | 1      | 0.036         |
| Exploration of cultural preservation orientation | 0.036  | 2      | 0.072         |
| TOTAL | 0.480  |        |               |
| TOTAL (O+T) | 1.000  | 2.955  |               |

Source: Results of primary data analysis, 2018
The main opportunity factor for the development of Pinge Village as a Tourism Village is that it can become a leading tourist destination, with the support of the Ministry of BUMN (ITDC CS), the welfare of the village community has a score of 0.324. The main threat factor for the development of Pinge Village as a Tourism Village is the large number of new tourism village offerings in Tabanan Regency and the high competition between tourism regions has a score of 0.078. Based on the analysis of the external environment above, the position of the external environment of the development of Ping Tourism Village is included in the MEDIUM category with a total opportunity and threat score of 2.955. The total score of the weight of internal and external factors places in the development of Pinge Tourism Village in cell IV.

Table 3. Internal-External Matrix of Gelgel Tourism Village

|                 | Kuat                               | Sedang                             | Lemah                             |
|-----------------|------------------------------------|------------------------------------|-----------------------------------|
| **TOTAL**       | I Grow and nurture (concentration through vertical integration) | II Grow and build (concentration through horizontal integration) | III Maintain and maintain (spinning growth) |
| **Kuat**        | 4,0                                | 3,0                                | 2,0                               |
| **Sedang**      | IV Grow and nurture (pause)        | V Keep and maintain (strategy unchanged) | VI Harvest and divestment (the area runs out or sells out of alert) |
| **Lemah**       | VII Maintain and maintain (concentration diversification) | VIII Harvest or divestment (conglomerate diversification) | IX Harvest and diversification (liquidation) |
| **EFE**         | 1,0                                |                                    |                                   |
| **IFE**         | 3,0                                |                                    |                                   |

Source: Results of Internal and External Environmental Analysis

Information:
Internal Factors Evaluation: IFE
External Factors Evaluation: EFE

Swot Matrix:
Penentuan alternatif strategi yang sesuai bagi perusahaan adalah dengan cara membuat Matriks SWOT. Matriks SWOT dibangun berdasarkan hasil analisis faktor-faktor yang strategis baik eksternal maupun internal yang terdiri atas faktor peluang, ancaman, kekuatan serta kelemahan. Berdasarkan Matriks SWOT tersebut, dapat disusun empat strategi utama yaitu: SO, WO, ST, WT. Masing-masing strategi ini memiliki karakteristik tersendiri dan dalam implementasi strategi selanjutnya dilaksanakan secara bersama-sama dan saling mendukung satu sama lain (Rangkuti, 2015:209).
## Tabel 4. Matrik Analisis SWOT

| IFAS | Kekuatan (Strengths) | Kelemahan (Weaknesses) |
|------|----------------------|------------------------|
|      |                      |                        |
|      | Existence of Pura Natar Jemeng | 1. Internet access is not maximal |
|      | Has the appeal of traditional arts | 2. Lack of foreign language training |
|      | Arena Tracking Subak | 3. Not yet complete tourism support facilities |
|      | Availability of Home Stay | 4. Lack of tourism promotions |
|      | Various kinds of culinary | 5. The number of public toilets is still lacking |
|      | Has a unique dance (Gebyog barn dance) | 6. Lack of signboards leading to tourist villages |
|      | Panorama of the village that is still beautiful | 7. Limited land (parking, other developments) |
|      | One of the tourism sectors that is growing and is in great demand | 8. The object of the area / physical object is not maximal. |
|      | Has a unique culture (Ceremony of residents symbolized by pis bolong) | 9. There is no training on tourism management. |
|      | Location of tourist villages that are on tourist attractions in Tabanan Regency (close to Jatiluwih tourism objects) |   |
|      | There is a RTRW as a Tourism Allotment Area as part of Tourism Attractions (DTW) in Tabanan Regency |   |

| EFAS |                  |
|------|------------------|
|      |                  |

| Peluang (Opportunities) | Strategi S-O | Strategi WO |
|------------------------|--------------|-------------|
| 1. Can be a leading tourist destination | 1. improve and maintain tourist attraction | 1. improve the quality of human resources. |
| 2. the support of the Tabanan Regency Government | 2. improve the quality of service to tourists | 2. improve the promotion of tourist villages |
| 3. Support of the Ministry of BUMN (ITDC CS) | 3. Maintain and preserve tradition, cultural arts. | 3. improve and develop supporting facilities for tourist villages |
| 4. New tourist alternatives | 4. Make tour packages with the nearest tourist area | 4. increase tourism support infrastructure |
| 5. Support from the Ministry of Public Works about planning the Pinge area | | |
| 6. Increasing village people's trust. | | |
| 7. Opening jobs. | | |
| 8. Village Original Income (PAD) increases. | | |
| 9. Maintain the cultural history of tourism objects | | |

| Ancaman (Threat) | Strategi ST | Strategi WT |
|------------------|-------------|-------------|
| 1. Number of new tourist village offers in Tabanan Regency | 1. Offering quality local tourism products. | 1. Add tourism facilities in accordance with environmental aspects. |
| 2. High competition for tourism between regions | 2. Develop attractive local tourist attractions. | 2. Change the thinking of rural communities into tourism communities. |
| 3. Tourists just pass through Pinge Village without stopping in Pinge Village | 3. The role of the Key Person becomes important to improve to maintain local culture. | |
Preparation of Priority Strategies with AHP:

The formulation of strategies using AHP (Analytical Hierarchy Process) analysis, the first step taken is to compile a hierarchy, to further simplify complex problems so that respondents become more easily understood. The AHP model used in this study is a hierarchy composed of two levels, with the first level being the focus / goal of the hierarchy, namely the Strategy for Developing Pinge as a Tourism Village in Baru Village, Marga District, Tabanan Regency, Bali. The AHP model used in this study is presented in the following figure;

Source: Results of data analysis, 2108

| 4. Development of tourist villages does not disturb the ecosystem. | 5. Dimmer popularity of the object of Pinge village due to the strong character of the tourist village of Penglipuran, Tenganan and Trunyan and other villages | 3. Improve attractive tourism promotions. |
| 4. The entry of residents of other regions can affect local culture | 6. Business competition between citizens. | 4. Improving the quality of human resources related to tourism |
| 5. The entry of residents of other regions can affect local culture | 7. Conflict between residents. | |
| 6. Dimmer popularity of the object of Pinge village due to the strong character of the tourist village of Penglipuran, Tenganan and Trunyan and other villages | 8. Conflicts between regions or regions | |
| 6. Business competition between citizens. | 9. Exploring cultural sustainability orientation | |

Source: Results of SWOT Analysis

Figure 1. Hierarchy of AHP (Analytical Hierarchy Process) model
Assessment of Respondents:

The recapitulation of the results of the respondents' assessment of the AHP questionnaire is presented in the appendix. Furthermore, based on the weight of the results of the respondents' evaluations, the data analysis was carried out as in the appendix, then the priority order of strategies was obtained based on the highest values presented in Table 5.

Table 5. Results of data processing with AHP analysis

| Level | Definisi | Bobot | Rata-rata | Persentase | Prioritas |
|-------|----------|-------|-----------|------------|-----------|
| I     | Goal     | Strategy for Developing Pinge as a Tourism Village in Baru Village, Marga District, Tabanan Regency, Bali. | -     | -       | -         |
| II    | Strategi Alternatif | 1 | Improving the Quality of Human Resources (HR) | 0.537 | 0.134 | 13.4% | II |
|       |          | 2 | Environmental management and regional management strategies | 0.542 | 0.135 | 13.5% | I |
|       |          | 3 | Make tour packages with the nearest tourist area | 0.527 | 0.132 | 13.2% | III |
|       |          | 4 | Offering quality tourism products. | 0.521 | 0.130 | 13.0% | IV |
|       |          | 5 | Improve promotion / marketing by utilizing technological advancements. | 0.480 | 0.120 | 12.0% | V |
|       |          | 6 | Improve and develop tourism village support facilities. | 0.474 | 0.118 | 11.8% | VI |
|       |          | 7 | Improve the quality of accessibility and accommodation | 0.471 | 0.118 | 11.8% | VII |
|       |          | 8 | Maintain and preserve tradition, cultural arts. | 0.448 | 0.112 | 11.2% | VIII |

Source: Results of analysis of respondents' evaluations using AHP, 2018

Based on Table 5, that in the framework of developing Pinge Village as an alternative Tourism Village the main priority strategy is the Regional Environmental Management and Management Strategy with an average value of 0.135 or 13.5%.

Regional Arrangement Concept:

Based on Table 5, that in the framework of developing Pinge Village as an alternative Tourism Village the main priority strategy is Strategy From the results of the priority strategy of the Environmental Management and Zone Management Strategy, the concept of structuring the Pinge Tourism Village Area needs to be made. The concept of area arrangement was carried out based on the existing Building and Environmental Management Plan (RTBL) of Pinge Tourism Village. The planned structuring concept is structuring the Gate / gate, Corridor arrangement, Pura Beji arrangement, parking planning, trekking lane arrangement, traditional house arrangement, arrangement of plots and arrangement of angkul - angkul.
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- **a. Chosen Gate Concept**

- **b. The Concept of Selected Road Corridors**

- **c. Pura Beji Concept**

- **d. Parking Concept**
Conclusion:
The conclusions from this study are: In accordance with the results of internal and external matrix analysis (IFE and EFE) the position of internal environmental factors in developing the Pinge Tourism Village is in a STRONG position with a score of 3,086, while the position of external environmental factors in a MEDIUM position with a score of 2,955, means that it can use strength to overcome weaknesses existing and able to respond to opportunities and avoid threats. Analysis results of the AHP (Analytical Hierarchy Process) show that the priority strategies that can be carried out by Pinge Village are in the development of Pinge Village as a Tourism Village, namely the Environmental Management and Zone Management Strategy with an average value of 0.135 or 13.5%.

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