

Decision-Making For Tourism Development In Bali: An Analytic Hierarchy Process Approach

Putu Ayu Aryasih¹, I Nyoman Sunarta², I Made Adikampana³, Yuyu Indrawati⁴

¹Udayana University, Bali Indonesia, aryasih.ayu@gmail.com, <https://orcid.org/0000-0002-7606-0654>

²Udayana University, Bali Indonesia, nyoman_sunarta@unud.ac.id, <https://orcid.org/0000-0002-4565-3887>

³Udayana University, Bali Indonesia, adikampana@unud.ac.id, <https://orcid.org/0000-0002-0421-348X>

⁴Udayana University, Bali Indonesia, yayuinrawati@unud.ac.id, <https://orcid.org/0000-0003-3419-3093>

Abstract

Sanur Tourism Area, Bali, is known for its natural beauty and cultural richness, but rapid tourism growth often ignores local values such as Tri Hita Karana. This study aims to develop a quality and sustainable tourism governance strategy by prioritizing these local wisdom values. The research methodology uses a mixed quantitative and qualitative approach, involving focus group discussions (FGD) with local stakeholders and a questionnaire survey to measure the perceptions of the community and industry players. Respondents in this study consisted of 150 local people from Sanur Kaja Village and Sanur Kauh Village, as well as 30 industry players and MSMEs operating in the Sanur Tourism Area. To analyze result data using AHP and SWOT. The study results indicate that implementing Tri Hita Karana values can create a balance between spiritual, social, and environmental aspects of tourism development in Sanur. Focus group discussions (FGD) showed that local communities felt the positive impact of implementing these values in tourism activities. The SWOT analysis identified strengths such as natural beauty and rich local culture and opportunities for increasing awareness of sustainable tourism. However, weaknesses such as inadequate infrastructure and threats from mass tourism were also found. The development priorities determined through the Analytical Hierarchy Process (AHP) emphasize economic, social, and environmental sustainability. This study concludes that integrating Tri Hita Karana values in tourism management can improve the quality and sustainability of the Sanur area. The implication of this study is the need for increased collaboration between government, community, and industry to address infrastructure challenges and ensure sustainable development. This study recommends increased training for local communities and the development of promotional programs that emphasize the uniqueness of Sanur culture to support more inclusive and sustainable tourism.

Keywords: Sustainable tourism, Tri Hita Karana, Balinese local wisdom, Tourism area management, Sanur tourism development

INTRODUCTION

The Sanur Tourism Area, Bali, has long been known as a tourist destination that offers natural beauty and cultural richness. However, the reality shows that the rapid growth of tourism often ignores the existing values of local wisdom (Blešić et al., 2021). Local communities feel marginalized in the decision-making process related to tourism development, which can lead to dissatisfaction and social conflict. In addition, excessive exploitation of natural resources to meet tourist demand can threaten environmental sustainability, affecting the area's attractiveness as a tourist destination.

A study conducted by Surur et al (Surur et al. 2014) in developing the Tempe Lake Area in South Sulawesi shows that local wisdom can be an important factor in regional development, especially in managing natural resources and local economic development. On the other hand, there is still unknown information regarding the negative impacts of unsustainable tourism development. For example, the lack of awareness of the importance of preserving culture and the environment among tourism business actors can result in losing local identity. This can create dissatisfaction among communities that feel that their cultural heritage is not appreciated and reduce the quality of the experience for tourists who seek authenticity in their visits (Mashele & Chuchu, 2018).

Despite these challenges, this study is supported by various literatures showing that applying local wisdom values, such as Tri Hita Karana, can improve the quality of tourist experiences and strengthen local cultural identity. Previous studies have also shown that destinations that integrate cultural and environmental aspects

in their management are more successful in the long term. By involving local communities in decision-making, tourism development can be carried out more inclusively and sustainably (M. A. Hidayah, 2023).

The gap that emerged in this research is the lack of studies that specifically link Tri Hita Karana values to sustainable tourism management practices in Sanur. Although there is research on sustainable tourism, many have not considered how local wisdom can be integrated into tourism development strategies, especially in a unique local context such as Sanur (Mohd Shariff, 2022).

The novelty of this study lies in the mixed approach used, combining quantitative and qualitative methods to gain a more comprehensive understanding of the influence of Tri Hita Karana. This study also involved various stakeholders through focus group discussions (FGD), which provided a broader and deeper perspective on the challenges and opportunities in tourism management in the area.

As a clue from this study, the sustainability of tourism in Sanur depends not only on the economic aspect but also on the integration of local wisdom values that can create harmony between tourism development and cultural and environmental preservation. This study is expected to contribute significantly to developing more sustainable and inclusive tourism strategies in the area.

LITERATURE REVIEW

Quality tourism refers to an approach to tourism development and management that emphasizes positive tourist experiences, sustainability, and benefits for local communities. This concept focuses on creating added value in the tourism industry in terms of economic, social, and environmental aspects. Here are some essential elements of quality tourism: first, a satisfying tourist experience, such as service quality: quality tourism requires high service, including friendliness, professionalism, and attention to tourist needs. This includes staff training to provide satisfactory service and responsiveness to tourist requests; tourist attractions: destinations must offer exciting and unique attractions, be it natural beauty, culture, history, or activities that can be done. The quality of these attractions must be able to provide a deep and memorable experience for visitors; adequate facilities: the provision of suitable facilities, such as accommodation, transportation, and other supporting infrastructure, is very important to create a quality tourist experience. These facilities must be comfortable, safe, and easily accessible (Slivar et al., 2019).

Second, sustainability, including environmental preservation and quality tourism, must consider the ecological impacts of tourism activities. This includes wise management of natural resources, waste reduction, and protection of local ecosystems; community involvement: local communities must be involved in tourism development to experience tourism's economic and social benefits. This involvement also helps maintain the authenticity of local culture and traditions; responsible business practices: tourism service providers must implement ethical and accountable business practices, including protection of workers' rights and respect for local cultures (Mei et al., 2022).

Third, equitable economic benefits, including distribution of benefits: quality tourism must ensure that the financial benefits of tourism are distributed fairly to all parties involved, including local communities, government, and tourism industry players; local economic empowerment: tourism development must provide opportunities for local communities to participate in the tourism economy, whether through small businesses, handicrafts, or local services (United Nations, 2021).

Fourth, innovation and creativity, including Tourism product development: Quality tourism encourages innovation in developing attractive and relevant products for market needs. This includes the development of unique tour packages, cultural experiences, and activities that actively engage tourists; effective marketing: a good marketing strategy is needed to attract tourists and promote the uniqueness of the destination. This includes using digital technology and social media to reach a wider audience (Aryasih et al., 2023).

Fifth, quality and sustainability in destination management, including integrated planning: destination management must be carried out in an integrated manner involving various stakeholders, including government, communities, and the private sector. The aim is to create a balanced plan between tourism development and resource conservation, as well as monitoring and evaluation. It is essential to conduct regular monitoring and evaluation of the impacts of tourism, both in terms of economy, society, and environment. This helps in better decision-making and adjustment of strategies if necessary (United Nations, 2021).

Quality tourism is a holistic and sustainable approach to tourism development. With a focus on satisfying tourist experiences, sustainability, and equitable economic benefits, quality tourism can positively contribute to local communities and the environment while creating a sustainable attraction for tourists. This approach is profitable in the short term and ensures that tourism can continue to grow and provide benefits for future generations. Sustainable tourism is a concept that emphasizes tourism development and not only focuses on short-term economic benefits but also considers long-term social and environmental impacts. This definition includes efforts to meet current tourists' needs without compromising future generations' ability to meet their needs. Thus, sustainable tourism balances economic growth, environmental preservation, and social welfare(Halim et al., 2022).

The Principles of Sustainable Tourism include, first, Economic Viability: Sustainable tourism must provide sustainable economic benefits to local communities and the tourism industry. This includes job creation, income generation, and the development of infrastructure that supports tourism without damaging natural resources; second, Environmental Conservation: One of the main goals of sustainable tourism is to protect and preserve the environment, including protecting ecosystems, reducing waste, and using natural resources wisely. Practices such as good waste management, using renewable energy, and water conservation are essential parts of sustainable tourism development(M. A. Hidayah, 2023).

Third, Local Community Involvement: Sustainable tourism emphasizes the importance of community participation in tourism development and management. Communities should be involved in decision-making so that they can benefit from tourism and contribute to the preservation of culture and the environment. This also helps to maintain the authenticity of local culture, which is often the main attraction for tourists; fourth, Respect for Local Culture: Sustainable tourism must respect and preserve local culture. This includes introducing and promoting local traditions, arts, and values to tourists. In this way, tourism becomes not only a tool for generating income but also a means of introducing and preserving cultural heritage(Megawati et al., 2023); fifth, Sustainable Infrastructure Development: Infrastructure built to support tourism must be designed with environmental and social impacts in mind. This includes constructing environmentally friendly accommodations, efficient transportation, and public facilities that do not damage the environment(Pot et al., 2018).

The development and expansion of tourism in a destination is said to be sustainable if the tourism development can maintain environmental sustainability (environmentally friendly), economically viable, socially responsible, and culturally acceptable(Cooper, 2016; Liburd, 2010; Swarbrooke & Horner, 2007)

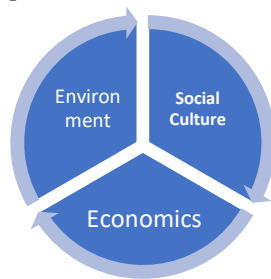


Figure 1 Triple Bottom Line in Sustainable TourismSource: Cooper(Cooper, 2016)

Based on Figure 1, sustainable tourism benefits local communities, the environment, and the tourism industry. Some of these benefits include improved quality of life: by involving local communities in tourism development, they can experience more significant economic benefits, which in turn improves their quality of life; environmental preservation: sustainable tourism practices help maintain biodiversity and ecosystems and reduce negative impacts on the environment; Sustainable tourism appeal: Destinations that implement sustainable tourism principles tend to be more attractive to tourists who care about the environment and culture, which can increase visitation in the long term; increased awareness: sustainable tourism also plays a role in raising awareness of the importance of environmental and cultural preservation, both among tourists and local communities. Thus, sustainable tourism is not just a trend but a necessary approach to ensure that the tourism industry can grow without damaging existing resources and provide equitable benefits to all parties involved(Khalaf, 2022).

As a noble philosophy of the Balinese people, THK is composed of 3 words: Three means three; Hita

means welfare or prosperity; and Karana implies cause. Considering the meaning of the three words that make up THK, it can be interpreted as a causal relationship, with the consequence of this relationship being the welfare of society. (Sukarma, 2016). The "three causes" as antecedent elements in this relationship are (Adityanandana & Gerber, 2019; Sukarma, 2016; Windia, 2011): first, Parhyangan, an aspect that shows balance, harmony, and harmony of human relations with the Creator; second, Pawongan, an element that shows balance, harmony, and harmony of relations between fellow human beings; and third, Palemahan, an aspect that shows balance, harmony, and harmony of relations between humans and the environment.

These three elements of THK emphasize the balance, harmony, and harmony of relationships between individuals (self) with other humans, the Creator, and the environment. The THK philosophy has also been adopted as a local wisdom to develop Balinese tourism. Bali Provincial Regulation Number 2 of 2012 concerning Balinese Cultural Tourism, in Article 1 paragraph (14), explicitly states that "Balinese Cultural Tourism is Balinese tourism based on Balinese Culture inspired by the teachings of the Hindu Religion and the philosophy of Tri Hita Karana [...]".

With the increasing demands for development in various sectors to balance economic, social, and environmental growth sustainably, the development of Balinese tourism, which must be carried out based on Hindu teachings and the THK philosophy, is an absolute must. Moreover, the THK philosophy has been adopted by member countries of the Asia-Pacific Economic Cooperation (APEC) at the International Conference on Sustainable Development held in Bali in 2013. APEC recommends that to achieve the 17 Sustainable Development Goals (SDGs), the three THK elements are very relevant to use, as shown in Figure 2.



Figure 2. SDGs Pyramid and Its Relationship THK(Nursalimet al, 2013)

For sustainable tourism development, local communities must be involved in developing tourism areas. A study on community involvement in tourism business development in Wana Wisata Kawah Putih, Bandung Regency, shows that community participation is significant for the success of tourism development. In addition, to ensure that tourism development benefits local communities and addresses conflicts, community involvement is essential.(Muchammad Satrio Wibowo & Belia, 2023).

Research methods

This study uses a mixed approach, namely a combination of qualitative and quantitative methods, to gain a deeper understanding of the influence of Tri Hita Karana's local wisdom values on the sustainability of the Sanur Tourism Area. The qualitative method is applied through focus group discussions (FGD) involving resource persons from various stakeholders, including local communities, industry players, and micro, small, and medium enterprises (MSMEs). Meanwhile, the quantitative method is used to collect data through questionnaires distributed to respondents, which aims to measure the perceptions of the community and industry players regarding implementing local wisdom values in tourism management.

Respondents in this study consisted of 150 local people from Sanur Kaja Village and Sanur Kauh Village, as well as 30 industry players and MSMEs operating in the Sanur Tourism Area. Respondents were selected purposively, considering specific criteria so that the data obtained was relevant and representative. In addition, 15 sources representing the components of the tourism penta helix were also involved in the FGD to provide broader insights into the challenges and opportunities in developing sustainable tourism.

The classification is formed by considering the range of the Likert scale, starting from 1 (very negative perception) to 5 (very positive perception). There are three classes formed with the arrangement shown in Table 1.

Table 1 Average Classification of Measuring Items of Tourism Elements

Average Value Range	Class
1.00 – less than 2.33	Not enough
2.33 – less than 3.67	Enough
3.67 – 5.00	Good

The steps used in this study include several stages. First is the preparation of research instruments, namely questionnaires and FGD guidelines, designed to collect information related to respondents' perceptions and experiences. Furthermore, the questionnaires were distributed with the assistance of trained surveyors to ensure the clarity of the questions. After data collection, analysis was carried out using descriptive analysis techniques for quantitative data and thematic analysis for qualitative data. The results of these two approaches were then integrated to develop a strategy for a sustainable Sanur Tourism Area development model based on the local wisdom of Tri Hita Karana.

This study's analysis techniques include descriptive analysis, SWOT analysis, and hierarchical process analysis (AHP). Descriptive analysis aims to provide an overview of the data collected from respondents through questionnaires. The steps in the descriptive analysis include data collection, data processing using frequency distribution tables and cross-tabulations, and data visualization to facilitate understanding. The results of this analysis provide insight into the perceptions of local communities and industry players towards the sustainability of the Sanur Tourism Area.

Next, SWOT analysis is used to identify the strengths, weaknesses, opportunities, and threats faced by the Sanur Tourism Area. This process begins by identifying internal factors, which are the strengths and weaknesses of the area, as well as external factors, which can be opportunities and threats. The identification results are then arranged in a SWOT matrix, facilitating analysis and decision-making. By understanding the position of the area in the context of SWOT, researchers can formulate more effective and sustainable development strategies.

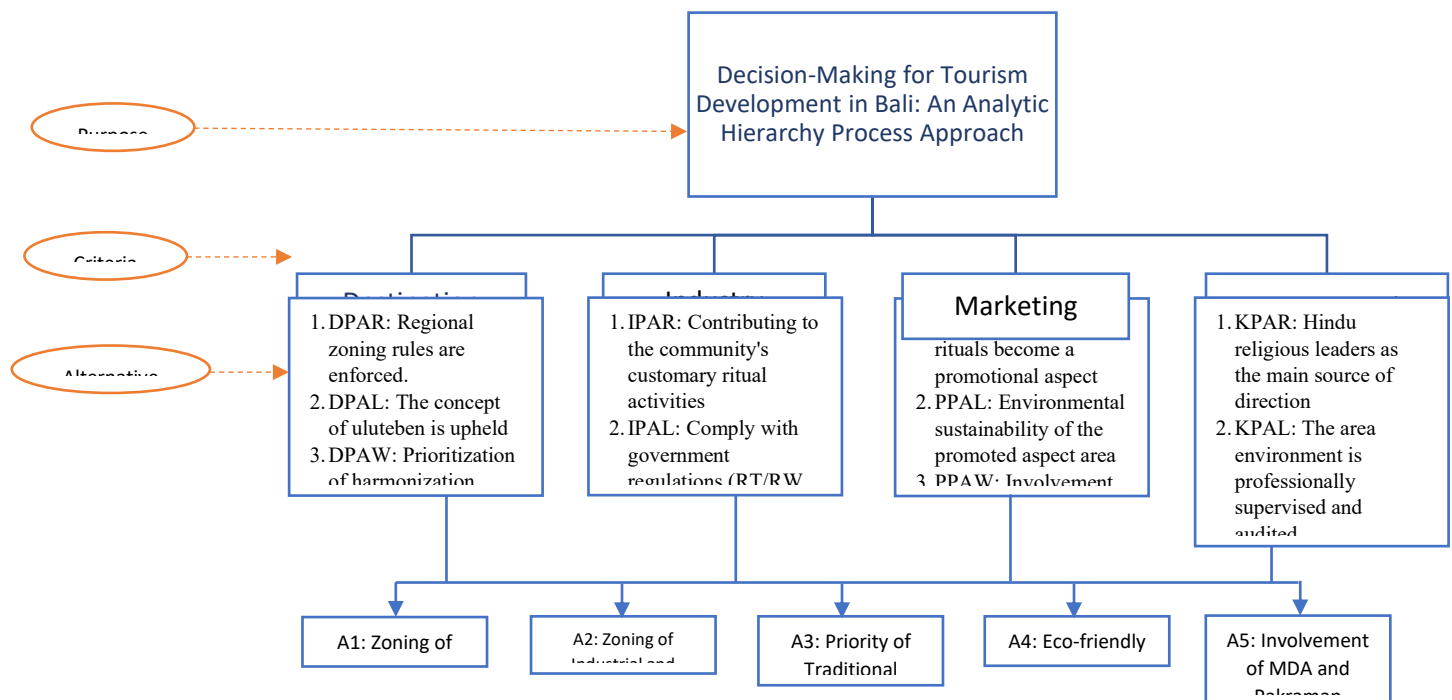


Figure 3 Planned AHP Structure

Finally, the analysis of the hierarchical process (AHP) is applied to assist complex decision-making involving multiple criteria. The steps in AHP include determining the purpose of the study, identifying criteria and sub-criteria, and constructing a hierarchy. After that, the assessment of the requirements is carried out using a paired comparison scale to calculate the weight of each criterion. Evaluating alternatives based on predetermined criteria allows researchers to choose the most appropriate development strategy for the Sanur Tourism Area, considering economic, social, and environmental impacts.

As a form of decision-making, the Analytical Hierarchy Process (AHP), the problems that are classified as multi-criterion decision optimization problems are solved through the formation of a hierarchy, with the highest hierarchy being the targeted goal, below it several criteria defined by the modeler, and at the bottom the best alternative for each criterion that supports the achievement of the goal. The tentative hierarchy structure planned to be used in this study is represented in Figure 3(Wu et al., 2022).

RESULTS AND DISCUSSION

Implementation of Local Wisdom

The study shows that applying Tri Hita Karana's local wisdom values is very important in managing the Sanur Tourism Area. These values guide creating a balance between spiritual, social, and environmental aspects of tourism development. The focus group discussions (FGD) results indicate that local communities feel the positive impact of applying these values in tourism activities.

Table 2 Average Classification of Measuring Items of Destination Elements

Code	Short Description	Frequency					Total	Average	Class
		1	2	3	4	5			
DES1	Balancing ritual and economic activities	1	2	28	102	55	772	4.106	Good
DES2	Traveler comfort	0	1	26	99	62	786	4.181	Good
DES3	Ritual comfort	0	0	18	90	80	814	4.330	Good
DES4	The comfort of community activities	0	4	29	96	59	774	4.117	Good
DES5	The environment is maintained	0	6	57	85	40	723	3,846	Good
Average Destination Elements								4.116	Good

Table 2 provides significant insight into public perceptions of destination elements in tourism in the Sanur area. From the analysis results, all measurement items listed in the table show an average value above 4, indicating that the public has a positive view of the measured aspects. For example, item DES1, which measures "Balance of ritual and economic activities," obtained an average of 4.106, while item DES3, which assesses "Ritual comfort," achieved an average of 4.330. This shows that the public feels that ritual and economic activities can run in balance, and the comfort of worship in the area is well maintained.

In addition, the classification of all items as "Good" indicates that the Sanur community has high trust and satisfaction with the condition of tourism destinations in their area. This reflects the positive potential for sustainable tourism development, where cultural and ritual elements can be combined with economic activities without sacrificing the comfort of local communities. Thus, the results of Table 2 can be a basis for stakeholders to formulate a more inclusive tourism development strategy oriented towards community welfare.

Table 3 Average Classification of Measuring Items of Industrial Elements

Code	Short Description	Frequency					Total	Average	Class
		1	2	3	4	5			
IND1	Industry compliance with regulations	0	12	50	80	46	724	3,851	Good
IND2	Industry's contribution to environmental care efforts	1	11	72	66	38	693	3,686	Good

IND3	Industry contribution to community activities	3	18	60	79	28	675	3,590	Enough
IND4	Use of local labor	5	26	61	65	31	655	3,484	Enough
IND5	Industry's contribution to regional security	0	15	49	88	36	709	3,771	Good
Industry Element Average								3,677	Good

Table 3 presents the average classification of measuring items of industry elements in the context of tourism in the Sanur area. From the analysis conducted, it can be seen that the average value for most items is in the range, indicating a perception of "Good." However, several items are classified as "Fair." For example, item IND1, which measures "Industry compliance with regulations," obtained an average of 3,851, while item IND4, which assesses "Use of local labor," only achieved an average of 3,484. This shows that although the community appreciates the industry's compliance with regulations, there are concerns about using local labor that may not be optimal.

This classification reflects the challenges faced by the tourism industry in Sanur, where there is a need to improve the industry's contribution to the local community and the environment. Items IND2 and IND3, which measure "Industry contribution to environmental care efforts" and "Industry contribution to community activities," respectively, obtained an average of 3,686 and 3,590, indicating that the community feels that the industry's contribution in these aspects still needs to be improved. Thus, the results of Table 3 can be a reference for developers and stakeholders to formulate better policies to enhance the role of the tourism industry so that it can provide incredible benefits to the local community and the surrounding environment.

Table 4 Average Classification of Measuring Items of Marketing Elements

Code	Short Description	Frequency					Total	Average	Class
		1	2	3	4	5			
PEM1	The area does not require a promotion	2	11	41	65	69	376	2,000	Not enough
PEM2	Community rituals are an effective form of promotion	19	28	53	41	47	633	3.367	Enough
PEM3	Joint responsibility area marketing	0	0	20	87	81	813	4.324	Good
PEM4	Marketing is under-evaluated	5	27	79	59	18	622	3.309	Enough
PEM5	SVF is an effective form of regional promotion	0	0	26	87	75	801	4.261	Good
Marketing Element Average								3.452	Enough

Table 4 presents the average classification of the measuring items of marketing elements in the context of tourism in the Sanur area. The analysis shows that public perceptions of marketing elements vary, with some items being classified as "Enough" and others as "Good." For example, item PEM3 measuring "Marketing of the area of shared responsibility" obtained an average of 4.324, indicating that the public feels optimistic about collaboration in marketing. In contrast, item PEM1, stating "The area does not need promotion," obtained an average of 2.000, indicating an unfavorable view and suggesting that the public believes that promotion is still needed to attract tourists.

The results of Table 4 show that although several aspects of marketing are considered good, challenges must be faced in improving the effectiveness of tourism marketing strategies in Sanur. Item PEM4, which states that "Marketing is less evaluated," with an average of 3.309, shows that the community feels that evaluating existing marketing strategies is inadequate. This indicates the need for a more systematic approach to assessing and designing more effective marketing strategies to increase the attractiveness of tourism areas and provide incredible benefits to local communities. Thus, Table 5.4 can be a basis for tourism developers to formulate marketing strategies that are more responsive to the needs and expectations of the community.

Table 5 Average Classification of Measuring Items of Institutional Elements

Code	Short Description	Frequency					Total	Average	Class
		1	2	3	4	5			
KEL1	Coordination between villages has been established well	1	4	42	99	42	741	3,941	Good
KEL2	Coordination with the Denpasar City Government is well established	1	4	45	93	45	741	3,941	Good
KEL3	The government's tendency to force programs	6	29	74	63	16	618	3.287	Enough
KEL4	Coordination between youth has been established well	1	4	55	79	49	735	3.910	Good
KEL5	Hindu figures became one of the centers of development	0	8	47	90	43	732	3,894	Good
Average Institutional Elements								3.795	Good

Table 5 presents the average classification of measuring items of institutional elements in the context of tourism in the Sanur area. The analysis shows that most of the items in this table are classified as "Good," indicating that the community has a positive view of coordination and relationships between institutions in tourism development. For example, item KEL1, which measures "Coordination between villages has been established well," and item KEL2, which assesses "Coordination with the Denpasar City Government has been established well," each obtained an average of 3.941. This reflects the excellent synergy between various parties in tourism management, which is essential to creating a supportive environment for the development of this sector.

However, although most items showed positive results, some items were classified as "Fair," such as item KEL3, which measures "Government tendency to impose programs" with a mean of 3.287. This indicates concerns among the community about the government's approach that may not always consider input from local communities. Thus, the results of Table 5.5 emphasize the importance of better communication and collaboration between the government and the community in formulating tourism programs. This will ensure that tourism development is economically beneficial but also in line with the needs and aspirations of local communities.

This study identifies the strengths, weaknesses, opportunities, and threats facing the Sanur Tourism Area through SWOT analysis. Strengths include natural beauty and rich local culture, while weaknesses include inadequate infrastructure and dependence on mass tourism. Opportunities involve increasing awareness of sustainable tourism, while threats include the negative impacts of poorly managed tourism.

Development Priorities

This study uses the Analytical Hierarchy Process (AHP) method to determine the priority of regional development. The results show that development that focuses on economic, social, and environmental sustainability should be the main priority. This includes developing sustainable tourism products, training for local communities, and improving public facilities.

Integration of Local Wisdom in Management

The discussion can be started by emphasizing the importance of integrating Tri Hita Karana values in tourism management. This study shows that by prioritizing local wisdom, the Sanur Tourism Area can create tourism that is not only economically profitable but also socially and environmentally sustainable. This is important to balance the needs of tourists and local communities.

Challenges and Solutions

Discussions can also cover challenges faced in implementing development strategies. For example, despite awareness of the importance of sustainable tourism, infrastructure, and government support still face challenges. The study recommends closer collaboration between government, communities, and industry players to address these challenges and ensure that the area's development aligns with the principles of sustainability.

Recommendations for Sustainable Development: Based on the research results, several recommendations can be given, such as improving training and education for local communities on sustainable tourism; developing promotional programs that emphasize the uniqueness of the culture and nature of the Sanur Area; improving infrastructure that supports sustainable tourism, such as environmentally friendly transportation and adequate public facilities.

Thus, the results of this study provide valuable insights into how the Sanur Tourism Area can be managed sustainably by integrating local wisdom and involving all stakeholders in the development process.

CONCLUSION

Based on the research, it can be concluded that integrating Tri Hita Karana values in tourism management in the Sanur Area can improve the quality and sustainability of tourism in the area. Applying this philosophy creates a balance between tourism development's spiritual, social, and environmental aspects. Local communities have a positive perception of applying local wisdom values in tourism activities, which is reflected in the analysis of destination, industry, marketing, and institutional elements. There are challenges in implementing sustainable tourism development strategies, especially related to infrastructure and coordination between stakeholders (Heshmati et al., 2022). The novelty of this study lies in a holistic approach that integrates the local wisdom values of Tri Hita Karana with the concept of sustainable tourism in the specific context of the Sanur Area, the use of mixed methods that combine quantitative and qualitative analysis to gain a more comprehensive understanding of community perceptions and tourism development strategies, the application of the Analytical Hierarchy Process (AHP) to determine development priorities that are in line with local values and sustainability principles. For future research, some suggestions that can be given include Conducting longitudinal studies to observe changes in community perception and the impact of implementing sustainable tourism development strategies in the long term, developing quantitative models that can measure the specific contribution of implementing Tri Hita Karana values to economic, social, and environmental sustainability in tourism areas, conducting comparative studies with other tourism areas in Bali or other places that have similar local wisdom to identify best practices in sustainable tourism management, further researching the mechanisms for involving local communities in decision-making related to tourism development and its impact on regional sustainability, examining the potential use of digital technology to support the implementation and monitoring of sustainable tourism strategies based on local wisdom.

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