

OPTIMIZING THE MANAGEMENT OF ALAS KEDATON TOURIST ATTRACTIONS TO IMPROVE MEMORABLE TOURIST EXPERIENCE

I Nengah Suardhana¹, I Gusti Bagus Rai Utama², I Wayan Kartimin^{3*}

¹Universitas Pendidikan Nasional,

²Universitas Dhyana Pura,

³Universitas Triatma Mulya

nengahsuardhana@undiknas.ac.id, raiutama@undhirabali.ac.id,

wayan.kartimin@triatmamulya.ac.id

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Abstract

This study examines the factors that contribute to the success of the Alas Kedaton tourist attraction in Tabanan, Bali, focusing on elements such as tourist attractions, management, service, safety, cleanliness, staff hospitality, innovation, and promotion. To gather data, a survey of visitors, interviews with staff managers, and field observations were conducted. The results revealed that Alas Kedaton attracts tourists due to the presence of tame animals and bat populations, as well as the cultural significance of Alas Kedaton. To enhance the tourist experience, the management is recommended to strengthen promotions and increase attractions. Although management was satisfactory, additional facilities need improvement to meet visitor expectations. Safety and cleanliness remain top priorities with strong commitment from the management, though regular monitoring is required. Staff hospitality was highly rated, but communication between local guides and tourists could be improved through language training. Innovation in promotion is crucial; the management should develop creative strategies and introduce new activities. The follow-up plans should include improvements to facilities and training for local guides. By conducting comprehensive evaluations of facilities and implementing innovated promotional strategies, Alas Kedaton has great potential to become a leading tourist destination in Bali while preserving local environment and culture.

Keywords: management hospitality, safety and cleanliness, innovation and promotion

Introduction

Bali's tourism industry has grown rapidly for over a hundred years, making this tiny island a popular destination for travelers from all over the world. With its beautiful beaches like Kuta beach, white sand, beautiful waves, rich traditional culture, Barong dance, Kecak dance and various Ogoh-Ogoh attractions before the Nyepi event every year, Bali has become a must-visit destination for tourists looking for a unique and unforgettable experience. One of the interesting objects is seeing the life of monkeys in Alas Kedaton at Tabanan regency. Many people like to come to see the heritage site. The monkeys engage in playful behavior, and the friendly staff warmly welcomes visitors to the heritage site. People come to witness

the monkeys' behavior and meet the welcoming staff, who help tourists have a memorable experience.

Alas Kedaton, located in Tabanan Regency, Bali, is a tourist attraction famous for its natural beauty and the presence of tame monkeys. This area is a protected forest inhabited by hundreds of monkeys and bats, making it an attractive place for visitors who want to interact with wildlife in a natural setting (Utama, 2015); (Utama, 2017). In addition, Alas Kedaton also has Pura Kahyangan, a sacred place with traditional Balinese architecture and is a special attraction for tourists. Visitors can enjoy various activities here, such as taking pictures with monkeys and seeing unique bat species.

It is known for its population of long-tailed macaques (*Macaca fascicularis*), which are a species of monkey belonging to the macaque family. There are approximately 1000 to 1200 long-tailed macaques living in Alas Kedaton. These monkeys can often be seen climbing trees, socializing, and foraging for food in the forest. They are an important part of the local ecosystem and are protected by law.

It was established in 1973 as a sanctuary for the local population of long-tailed macaques (*Macaca fascicularis*). The forest was officially opened to tourists in 1997 and has since become a popular tourist attraction in the region. The forest is home to a large population of monkeys, and visitors can observe them in their natural habitat while exploring the beautiful forest. The forest is also home to several other species, including various birds, reptiles and insects.

The local community in Tabanan Regency, Bali, organized Alas Kedaton Monkey Forest as a tourist attraction to provide job opportunities for the local population and improve the economic situation in the region. By opening the forest to tourists, the community was hoping to attract visitors to the area and create new jobs in tourism and related industries. This strategy has been successful, as the forest has become a popular tourist destination, bringing in income and employment for the local community. The community built some facilities from a bank loan include shops where tourists can buy souvenirs and other items. The loan helped to finance the construction of these facilities and is being repaid over time. This investment in tourism infrastructure has helped to improve the tourist experience at the forest and has benefited the local community by providing new job opportunities and economic growth.

The natural forest atmosphere and fresh air provide a relaxing experience for those who want to escape from their daily routines. The facilities provided also support visitor comfort, including parking, public toilets, and children's play areas (Saputra & Juniarta, 2022); (Fiorello & Bo, 2012).



Figure 1. Alas Kedaton tourist attraction, Tabanan.
Source: baligreentour.com

Despite having many attractions, the management of Alas Kedaton faces several challenges, such as ineffective communication between local guides and tourists, which can reduce the visitors' experience (Kedang & Soesilo, 2021). Alas Kedaton, a tourist location famous for the presence of tame monkeys and ancient temple sites, is a favorite destination for many tourists. Although it has main attractions like tame monkeys, which are praised as friendly animals, and other supporting attractions that are liked by visitors, there are still several aspects that need to be improved to enhance the quality of the tourist experience (Indrawati et al., 2013); (Ghosh, Siddique, & Gabbay, 2003).

One of the main challenges faced by Alas Kedaton's management is management and service. Although the performance management model is quite good, there are still areas that need to be improved, such as facilities that visitors consider to be less than satisfactory. Safety and environmental cleanliness are also important priorities (Andayani, 2022); (Regmi & Walter, 2016).

The management of Alas Kedaton is concerned about the safety of tourists, ensuring visitors feel secure during their visit. Additionally, attention is given to environmental cleanliness, reflecting efforts to create a comfortable atmosphere. While interpersonal interaction, which involves the friendliness of employees, is considered good, there is still room for improvement in communication between local guides and tourists. Moreover, the management has conducted comparative studies to compare other tourist attractions to improve organizational management. To attract visitors back following the Covid-19 pandemic, promotional initiatives such as post-pandemic outreach are also carried out to attract visitors back (Utama et al., 2020); (Fiorello & Bo, 2012).

The management is very concerned about the safety of tourists, so that visitors feel safe during their visit. Meanwhile, attention to environmental cleanliness also reflects efforts to create a comfortable atmosphere for visitors. Interpersonal interaction is also one aspect that needs to be improved. The friendliness of the employees is considered good, but the lack of communication between local guides and tourists still needs to be considered. In addition, the management has conducted comparative studies to other tourist attractions to improve organizational management. Promotional initiatives such as

It would be beneficial for the management of Alas kedaton to establish a dialogue and communication channel with the local government. This could involve regular meetings or consultations where the management can discuss their concerns and seek advice from the government on how best to manage and maintain the forest. Additionally, the government could provide financial or technical assistance to help the management address the issues affecting the forest, such as damage to infrastructure and disorganization. By working together, the management and the government can ensure that the forest remains a safe and attractive destination for both local and tourist visitors.

The concern about the condition of the monkeys in Alas Kedaton Monkey Forest, with some of them appearing skinny and seeming to lack food, presents a significant problem that requires immediate action. To address this issue, it is recommended to take the following steps: we conduct a thorough assessment of the food sources available to the monkeys and the availability of other sources in this area.

Identify potential reasons why the monkeys are not getting enough food, many shops damage, not many shops open anymore, travel agent changed the destination to Sangeh forest and Ubud forest, finally less visitors in this place. The suggestion is to conduct a thorough assessment of food sources available for the monkeys and alternative food sources in the area. Identify the reasons why the monkeys are not getting enough food, such as: a) The shops are closed, leading to less food being available. b) Travel agents have switched to other destinations, such as Sangeh or Ubud. c) The number of visitors to Alas Kedaton has declined.

The aim of this study is to enhance the quality of the tourist experience at Alas Kedaton by focusing on improved management and service, while also addressing facility improvements and interpersonal communication issues. By identifying areas of weakness, the study aims to provide strategic recommendations for Alas Kedaton's managers, such as the creation of a welcoming atmosphere, consistent facility management, and fostering interpersonal communication skills among employees and local guides. The study aims to optimize the management of Alas Kedaton tourist attractions for a memorable tourist experience.

Literature Review and Theoretical Framework

Bujdosó et al., (2015) highlights the importance of cultural heritage as a factor of regional development. One key aspect of cultural heritage management is the preservation and promotion of natural resources for conservation and sustainable development. In the context of the monkey forest, this could involve efforts to protect and preserve the natural habitat of the monkeys while also creating opportunities for tourism and education about the importance of animal conservation.

One key aspect of cultural heritage management is the need to preserve and promote natural resources for conservation and sustainable development. The indicators for this focus area would include Protection of natural habitats and ecosystems: Ensuring the preservation of natural areas and biodiversity through regulations and management practices. Promotion of sustainable tourism development: Encouraging eco-tourism and sustainable practices to minimize the negative impacts of tourism on natural resources.

Research and monitoring: Conducting research and monitoring for the purpose of understanding the health of natural environments and identifying potential threats.

Xiao et al., (2018) studies on cultural heritage have shown that cultural heritage, including natural sites like the monkey forest, is a significant factor in sustainable development and regional development. By protecting and managing cultural heritage sites, we can promote economic development while also preserving natural resources and cultural heritage. In the case of the monkey forest, managing cultural heritage and natural resources can support the regional development by promoting tourism, creating job opportunities and boosting the regional economy.

Kotler et al., (2020) tourism and hospitality marketing: concepts and cases is a conceptual framework that describes the evolution of a tourism destination from its initial discovery to its eventual decline or recovery. The model suggests that destinations pass through five distinct stages, each defining a different stage of development and associated marketing strategies. This model can be used to guide tourism marketing decisions and help managers understand how to manage and promote their destination at different phases of the tourism life cycle.

The evolution of a tourism destination can be understood as a six-stage evolutionary process. The stages are: 1) Exploration; 2) Involvement; 3) Development; 4) Consolidation; 5) Stagnation; 6) Revitalization or decline. Based on the Tourism Life Cycle Theory, the "Exploration" stage refers to the initial phase of a destination's development when it is first discovered and begins to attract tourists. During this stage, the destination is often relatively unknown and underdeveloped, and there may be few facilities or infrastructure in place to support tourism. The "Revitalization" stage, on the other hand, refers to a later stage in the life cycle when a destination has reached a point of decline or stagnation and needs renewal. The revitalization stage may involve efforts to re-brand the destination or invest in new attractions or infrastructure to attract tourists back.

There are several indicators that could be considered: 1) Infrastructure development: Building new infrastructure or improving existing infrastructure to make the destination more accessible and comfortable for tourists; 2) Promotional campaigns: Implementing targeted marketing campaigns to increase awareness and interest in the destination; 3) Attractions and activities: Developing unique and interesting attractions or activities to attract tourists; 4) Partnerships: Forming strategic partnerships with local stakeholders, including businesses, communities, and local government; 5) Sustainable practices: Developing sustainable tourism practices to ensure the destination remains attractive and sustainable for future generations.

According to Kotler, service is any action or activity that can be offered by a party to another party which is basically intangible and does not become ownership. Service is also a producer's behaviour that is given to consumers to fulfil their needs and desires to achieve customer satisfaction itself. The word service is widely used in everyday life, for example public services, administrative services, satisfying services and so on. This is understandable because the public is increasingly critical of getting their rights. Services cannot be released with right.

There is a relation between the Service-Dominant Logic (S-D Logic) theory and quality management, service recovery, and customer retention in relation to the topic of improving memorable tourist experiences. S-D Logic focuses on the co-

creation of value between customers and providers, where value is created through interactions and the exchange of resources. The other theories mentioned are relevant in the context of improving customer satisfaction and experience, which is central to creating memorable experiences. Quality management, for example, focuses on ensuring that services meet customer expectations, while service recovery aims to rectify negative experiences to retain customers.

This study focuses on activities, social interaction, scenery and environment strategies to improve the quality of tourism products and achieve optimal success in the future. Crompton (1979) he emphasized the importance of understanding what tourists value in a tourist attraction and developing attractive attributes and attributes as the foundation of a successful tourist destination.

On the other hand, Richard (1968) tourist attractions through his work on understanding tourist behaviour and motivation. He has emphasized the importance of understanding tourist needs and identifying the motivational factors that influence tourist decision-making

There are four major factors identified in this study: 1) Activities/Events: refers to the types of activities and special events offered at the tourist destination, such as festivals, concerts, or sports events. 2) Social Interaction: refers to the opportunity for tourists to interact with others, including locals and other tourists. This can also include cultural exchanges and social events. 3) Scenery: refers to the aesthetics and beauty of the natural environment 4) Environment: refers to the cleanliness and safety of the tourist destination.

George (2011) has made significant contributions to the field of events management through his research on event planning, management, and marketing, and his work has been widely cited and respected in the field. The improvements or recovery plan should prioritize the following areas: 1) Marketing: creating effective marketing campaigns to attract and retain tourists. 2) Management: ensuring efficient management systems and services are in place to meet tourists' needs and expectations.

3) Planning: developing comprehensive and sustainable plans for the development and maintenance of the tourist destination.

Joseph A. Michelli explores the principles and practices of delivering exceptional customer service and creating outstanding customer experience, drawing on examples from successful businesses. And he said that: good customer service involves creating a positive, memorable experience for the customer every time they interact with a business or service provider. This includes not only meeting their needs and expectations, but surpassing them, providing excellent customer service, and creating a positive customer experience. He also emphasizes the importance of creating a culture of excellence in customer service within an organization where every employee understands the value of customer service and is motivated to deliver exceptional customer experiences. On the other hand, providing a safe environment ensures that customers can enjoy the services or products without any risk, building trust and loyalty towards the organization.

It's Everyone's Concern" by the American Society of Safety Professionals (ASSP). The book provides comprehensive guidelines and best practices on creating a safe and compliant workplace, and discusses topics such as hazard identification, risk management, emergency preparedness, and workplace violence prevention. The book was written by the American Society of Safety Professionals

(ASSP), which is a professional organization dedicated to promoting safety and health in the workplace.

For customers to feel safe in an object or business, there are several key factors to consider. These include: 1) Security: Ensuring a safe and secure environment is key. This may involve having security personnel, surveillance cameras, and access control systems in place; 2) Cleanliness: A clean environment not only creates a pleasant experience but also reduces the risk of health hazards; 3) Maintenance: Regular maintenance ensures a safe environment free from hazards like slips, trips, and falls; 4) Communication: Clear and consistent communication regarding safety guidelines helps customers feel informed and confident.

The importance of cleanliness for creating a pleasant environment and reducing health risks is a widely accepted principle and does not have a specific theory associated with it. It is based on principles of hygiene and public health, which recognizes that clean environments can help prevent the spread of disease and promote overall well-being, while also contributing to a more visual and comfortable environment. According to Charles (2004) discusses the importance of cleanliness and hygiene for maintaining good health and preventing the spread of diseases, environmental microbiology and water quality. Not only cleanliness but hospitality is important too for the staff at the objects.

To improve the hospitality of a heritage site, several approaches can be taken. Here are a few key principles: Heritage Interpretation: Providing informative signage, guided tours, and interactive displays can enhance visitor understanding and appreciation of the heritage site. Accessibility: Ensuring the site is accessible to all visitors, regardless of physical ability, age, or mobility, can greatly improve hospitality. Services: Offering amenities like clean restrooms, water fountains, and dining facilities can enhance the overall visitor experience. Ambience: Creating a visually appealing and enjoyable atmosphere that reflects the site's heritage can significantly enhance the sense.

Research Method

Research on the tourist attraction of Alas Kedaton, the following were the appropriate research methods to develop and improve the attraction and management of the location. Research Approach: The research methods used were qualitative and quantitative. This approach allows for comprehensive data collection and in-depth analysis. Qualitative: Collecting data through in-depth interviews, field observations, and documentation studies to understand visitor and manager perceptions of various aspects of the tourist attraction. Quantitative: Using a questionnaire with a Likert scale to measure visitor satisfaction with various factors such as attraction, management, safety, cleanliness, hospitality, and innovation. (Green et al., 2007), (Hair et al., 2007).

Data collection techniques applied include interviews with visitors, local guides, and managers to gain an in-depth view of their experiences at Alas Kedaton. Also distributing questionnaires to 99 visitors to collect quantitative data regarding their perceptions of facilities, services, and attractions. Researcher did observations on site to assess the condition of facilities and interactions between visitors and guides as well as collecting documents related to the management of tourist attractions and previous evaluation reports (Ferdinand, 2014b); (Ferdinand, 2014a). Data analysis was carried out using the following methods: Descriptive Analysis:

Using descriptive analysis to present quantitative survey results in the form of descriptive statistics such as mean, median, and frequency distribution. Qualitative Analysis: Using qualitative analysis techniques such as coding to identify key themes from interviews and observations (Utama & Bagus, 2015), (Fatmawati & Lantu, 2017). The application of this research method was expected to optimize the tourist attraction of Alas Kedaton in attracting tourists and increasing their satisfaction during their visit.

Results and Discussion

Memorable Tourism experience is a condition where the experiences during travelling are subjectively remembered by tourists and have emotional, physical, spiritual, and intellectual elements (Tung & Ritchie, 2011). With memorable tourist experiences, visitors may be inclined to revisit and even spread word of mouth about the destinations they visited (Kim & Fesenmaier, 2017). From the previous two studies, it can be concluded that there are two important points about memorable tourist experiences: Firstly, the tourism experience itself must provide a significant and positive impression that causes tourists to remember and reflect on their experiences long after the trip ends

The findings of this study suggest that optimizing the management of Alas Kedaton Tourist Attraction could have significant benefits for both tourists and the local community. Efficient management can provide economic benefits for the local community, which in turn can improve the quality of life and living standards for residents. Furthermore, improved tourist experience can lead to increased tourism, generating additional economic gains for the area. As shown in table 1 below.

Table 1. Tourist Perceptions of the Management of Alas Kedaton Tourist Attractions, Tabanan, Bali

No	Indicator	Operational Definition	Everage	Perception
1	Tame monkey	The attraction of Alas Kedaton lies in the presence of friendly monkeys and ancient temple sites located around the tourist attraction.	3,64	Very good
2	Service management	The advantages of the Alas Kedaton tourist attraction.	3,15	Very good
3	Supporting attractions	Another supporting attraction for tourists who enjoyed the tourist attractions of Alas Kedaton.	3,31	Very good
4	Facility	the tourist attractions visited, if visitors want to enjoyed other facilities at	2,44	Poor

No	Indicator	Operational Definition	Everage	Perception
		that location they must pay again.		
5	Safety management	Safety management was a must for Alas Kedaton tourist attraction managers to ensure tourist safety.	4,41	Very good
6	Hospitality	The amenities/services or hospitality of the managers and employees were good in serving tourists.	3,74	Very good
7	First aid	Are the supporting facilities complete, such as first aid kit and suggestion box for tourists to respond/feedback after visiting the attraction	3,85	Very good
8	Local guide	The local guides who have been present at the Alas Kedaton tourist attraction were maintained.	2,90	Poor
9	No monkey trainer	Tourists visited the Alas Kedaton tourist attraction without a monkey trainer	3,72	Very good
10	Foreign language	The friendliness and foreign language skills of the employees were quite good.	3,97	Very good
11	Price	A good art shop with affordable prices, tourists can improve the welfare of local people.	4,00	Very good
12	Comparative study	The management conducted a comparative study to the Ubud Monkey Forest tourist attraction to increased insight for better organizational management.	4,21	Very good
13	Creative content	Providing creative content facilities in the form of image designs at tourist attraction locations to increased visitor appeal.	3,82	Very good
14	Ticket	The management implements a digitalization system for tourist entrance tickets to	3,97	Very good

No	Indicator	Operational Definition	Everage	Perception
		ensure effective and efficient work.		
15	Get the ball	Recovery after the Covid-19 pandemic, the managers of the Alas Kedaton tourist attraction carried out outreach promotions to related agencies.	3,72	Very good
16	Cleanliness	Environmental cleanliness and tourist comfort at tourist attractions were a priority.	4,23	Very good
17	Code of conduct	Create rules about what tourists should and should not do while at the Alas Kedaton tourist attraction.	4,18	Very good
18	Monkey health	The management of the Alas Kedaton attraction paid regular attention to the monkeys' food and health.	4,28	Very good
19	Parking	Clean and comfortable vehicle parking in accordance with Sapta Pesona.	4,26	Very good
20	CHSE certificate	The manager of the Alas Kedaton tourist attraction has a CHSE certificate as an international cleanliness standard.	4,18	Very good

Source: Primary Research Results, 2024

The results of the study on the tourist attractions of Alas Kedaton in the table above show various aspects that influence visitors' perceptions of the attractions and management of the location. The following was a narrative that summarizes the main findings of this study:

- a) Attraction and Uniqueness: Tame monkeys were one of the main attractions in Alas Kedaton, with visitors giving an average rating of 3.64, which is considered very good. The presence of friendly monkeys and the ancient temple sites around them were a magnet for tourists¹. In addition, other supporting attractions were also rated positively with a score of 3.31, indicating that there were various activities that visitors can enjoy.
- b) Management and Service: The service management aspect in Alas Kedaton received a score of 3.15, indicating that the performance management model was quite good. However, there were several areas that need to be improved,

such as facilities, which only received a score of 2.44, indicating that visitors were less satisfied with the additional facilities that must be paid for.

- c) Safety and Cleanliness: One of the most important indicators was safety management, which received the highest score of 4.41. This shows that the management was very concerned about the safety of tourists. In addition, attention to environmental cleanliness was also a priority with a score of 4.23, reflecting efforts to create a comfortable atmosphere for visitors.
- d) Hospitality and Communication: The hospitality of the employees was rated good with a score of 3.74, and foreign language skills were also quite adequate with a score of 3.97. However, the presence of local guides still needs attention because it received a score of 2.90, indicating a lack of communication between guides and tourists.
- e) Innovation and Promotion: The management has conducted comparative studies to other tourist attractions to improve organizational management with a score of 4.21. In addition, promotional initiatives such as post-pandemic outreach were also rated positive with a score of 3.72, indicating active efforts to attract visitors back. However, there were several areas that require further attention to improve the visitor experience. With improvements to the facilities and improvements to the abilities of local guides, Alas Kedaton can be more optimal in attracting tourists and increasing their satisfaction during their visit.

Conclusion and Suggestions

Conclusion

The results of the study on the tourist attractions of Alas Kedaton show that this place has significant appeal, especially because of the presence of tame monkeys and bats that are a magnet for visitors. In addition, the historic Alas Kedaton Temple adds to the cultural and spiritual value of this location. However, to improve the tourist experience, it is recommended that the management strengthen promotions and introduce more additional attractions that can be enjoyed by visitors. The management and service aspects at Alas Kedaton also show potential for improvement. Although performance management is quite good, additional facilities still need to be improved to meet visitor expectations. Therefore, the suggestion for the management is to conduct a thorough evaluation of the existing facilities and make necessary improvements to make them more satisfying.

Safety and cleanliness are two things that are highly considered at Alas Kedaton, with the management showing a high commitment to both aspects. However, to maintain these standards, it is recommended that the management continue to monitor and routinely maintain the cleanliness of the tourist area.

The friendliness of the employees is considered good, but communication between local guides and tourists needs to be improved. The suggestion for the management is to provide training for local guides so that they are more fluent in foreign languages and can communicate better with visitors. Innovation and promotion are also important parts of Alas Kedaton's appeal. The management has made active efforts in innovation through comparative studies to other tourist attractions. To further increase the appeal, it is recommended that the management continue to develop creative promotional strategies and introduce new attractions

that are attractive to visitors. Alas Kedaton has great potential to become a leading tourist destination in Bali, attracting more visitors while maintaining the sustainability of local nature and culture.

Based on the results of the analysis, the follow-up plan may include Facility Improvement: Identifying areas that need improvement based on visitor feedback regarding inadequate facilities. Local Guide Training: Developing a training program for local guides to improve their communication and foreign language skills. Innovation in Promotion: Developing new promotional strategies based on research results on post-pandemic tourist appeal.

Suggestions

One possible solution to improve the management of the monkey forest at Alas Kedaton, Tabanan. How to make it more sustainable and beneficial for the local community would be to focus on implementing sustainable tourism practices and creating economic opportunities for local people. This could include (a) Promoting local product in representative in special building, comfortable and creating eco-tourism and responsible tourism practices that respect the natural environment and cultural heritage of the area, (b) Conducting training and empowering local people to act as professional guides, rangers, and staff to run the facility, (c) Investing in infrastructure improvements, such as better signage, pathways, and restrooms, to improve the overall visitor experience and creating awareness and strong hospitality education for long term business.

One possible solution to the issue of the Alas Kedaton object being rented out to entrepreneurs and lacking funds for recovery by the government is to explore public-private partnerships (PPPs). This would entail the government partnering with private-sector entities, such as local businesses or NGOs, to fund and manage the object. PPPs can generate resources and expertise that the government may lack, leading to improved management and recovery of the object.

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