

SUSTAINABLE TOURISM DEVELOPMENT MODEL BASED ON NEWA FOR TOURISM VILLAGES IN BADUNG REGENCY

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ABSTRACT

The tourism industry in Badung Regency has grown and developed very rapidly. However, this rapid progress is also accompanied by problems in the form of disparities in tourism development between regions and the emergence of overtourism phenomena. South Badung has advanced significantly in tourism infrastructure and facilities, whereas North Badung, which is rich in natural and cultural potential, still lags behind in tourism management. To prevent the widening gap in tourism development, a tourism development model oriented towards sustainable tourism is required, with a focus on the tourism villages in North Badung. One model projected to become a trend in future sustainable tourism is the Nature, Ecotourism, Wellness, and Adventure (NEWA) Tourism concept. This study aims to develop a sustainable tourism development model based on NEWA for tourism villages in Badung Regency. The study was conducted in 17 tourism villages in Badung Regency using a qualitative approach through document studies, observation, interviews, and focused group discussions. The data analysis methods used include descriptive analysis, SWOT, AHP, and QSPM. The results indicate that tourism villages in North Badung have diverse potential to be further developed based on NEWA Tourism. This study produces several sustainable tourism development models for tourism villages, namely: 1) a tourism village development model focusing on three main pillars: institutional strengthening, infrastructure improvement, and community participation; 2) a NEWA tourism product development model emphasizing inter-village collaboration and tourism product differentiation; and 3) a promotion development model highlighting the use of digital technology to expand market reach..

Keywords: Badung, NEWA, sustainable tourism, tourism village

INTRODUCTION

Tourism has become a fundamental human need in the modern era, leading to rapid global tourism growth, including in Bali as Indonesia's leading culture-based destination. Badung Regency, serving as Bali's main international gateway, positions tourism as a strategic sector that significantly contributes to regional economic growth. Statistical data from 2021–2023 show a consistent increase in the contribution of the accommodation and food and beverage sectors to the GRDP of Badung Regency, reinforcing tourism's role as the economic locomotive of the region.

Despite this progress, Badung Regency faces two major development challenges: the widening disparity between the rapidly developing South Badung and the more agrarian North Badung, and the emergence of overtourism, especially after the COVID-19 pandemic. South Badung's dominance is supported by major infrastructures such as I Gusti Ngurah Rai International Airport, ITDC Nusa Dua, and the Bali Mandara Toll Road, while North Badung—characterized by agricultural areas and water catchment zones—develops more slowly and must prioritize environmental conservation in its tourism development strategy.

Since 2010, the Badung Government has promoted tourism village development as a strategy to empower local communities and balance regional progress. Although the number of officially designated tourism villages has increased to 17 across three districts, their development has not yet reached optimal performance, as reflected in the absence of any Badung tourism village in the 2023 Indonesian Tourism Village Award (ADWI). Strengthening the concept of tourism villages—emphasizing authenticity,

community involvement, local culture, and environmental conservation—is necessary to revitalize their competitiveness.

At the same time, the post-pandemic surge of tourist arrivals has resulted in both economic recovery and negative impacts, such as congestion and irresponsible tourist behavior. These conditions reinforce the urgency of adopting sustainable tourism approaches aligned with current tourism trends that prioritize environmental conservation, community welfare, and smaller-scale, high-quality experiences. The Ministry of Tourism and Creative Economy promotes the NEWA (Nature, Ecotourism, Wellness, Adventure) framework, reflecting the shift toward nature-based, eco-friendly, health-oriented, and adventure-focused tourism activities.

The NEWA concept is considered highly relevant for Badung, particularly for revitalizing tourism villages by leveraging their natural, cultural, and creative potentials. Tourism villages developed under the NEWA framework are expected to enhance economic opportunities for local communities, strengthen socio-cultural preservation, and reduce tourism concentration in South Badung. In this context, NEWA offers a sustainable tourism development model suitable for addressing both regional disparities and overtourism challenges.

This study aims to develop a sustainable tourism development model based on the NEWA (Nature, Ecotourism, Wellness, and Adventure) framework for tourism villages in Badung Regency. Specifically, the study seeks to: (1) analyze the current condition and challenges of tourism village development in Badung; (2) identify the potential of tourism villages in relation to NEWA elements; and (3) formulate a strategic model that supports

equitable, sustainable, and community-based tourism development across Badung Regency.

METHOD

This study was conducted in 17 tourism villages in Badung Regency, which were designated through Badung Regent Regulation No. 22 of 2021 as official tourism village areas. This research employs a qualitative approach, which, according to Creswell (2019), aims to explore and interpret the meanings constructed by individuals or groups regarding social or human problems. The study involved key stakeholders from all 17 tourism villages, including village governments, tourism awareness groups (Pokdarwis), village-owned enterprises (BUMDes), local tourism entrepreneurs (such as accommodation managers, tour guides, and culinary business owners), community leaders, and representatives of traditional institutions. A total of approximately 50–70 respondents were selected through purposive sampling and engaged through in-depth interviews and focus group discussions (FGDs) at both village and regency levels.

The research was carried out in several systematic stages to ensure comprehensive analysis. The first stage involved identifying the NEWA potentials through field observations, document reviews, and preliminary interviews to map the Nature, Ecotourism, Wellness, and Adventure attributes present in each tourism village. The second stage consisted of analyzing internal and external environmental factors using the Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) matrices. Data obtained from observations, interviews, and FGDs were processed to assign weights and

ratings to key strategic factors reflecting the strengths, weaknesses, opportunities, and threats in the development of tourism villages.

The next stage applied SWOT analysis by integrating IFE and EFE results to formulate S-O, W-O, S-T, and W-T strategies as a foundation for designing a sustainable tourism development model. Subsequently, the Analytic Hierarchy Process (AHP) was used to determine the priority weights of internal and external factors based on pairwise comparisons conducted by experts and stakeholders. The process continued with the Quantitative Strategic Planning Matrix (QSPM), which assessed the relative attractiveness of each SWOT-derived strategy. Total Attractive Scores (TAS) were calculated using AHP weights and stakeholder evaluations, resulting in the prioritization of primary, secondary, and tertiary strategies.

The variables and indicators examined in this study cover the core components of tourism destinations, commonly known as the 4A framework: Attraction, Accessibility, Amenity, and Ancillary. The Attraction aspect includes documentation and description of tourism objects; Accessibility encompasses road quality, directional signage, transportation availability, basic utilities (electricity and water), digital connectivity, and information centers. The Amenity aspect covers accommodation, restaurants or food stalls, convenience stores, souvenir shops, travel agencies, and health facilities. Meanwhile, Ancillary refers to supporting

institutions, stakeholder commitment, and coordination mechanisms.

Internal factors assessed in the analysis comprise natural resources, human resources, infrastructure and facilities, local culture and traditions, and institutional capacity. Natural resources include the landscape and environmental potentials of each village. Human resource indicators cover local knowledge, awareness, skills, motivation, and guiding services. Infrastructure and facility indicators involve accommodation, dining facilities, health services, travel agents, road access, public transportation, utilities, digital access, and information centers. Local culture and traditions include cultural heritage, local products, and culinary identity. Institutional factors involve commitment, coordination, budget allocation, promotional strategies, and operational standards.

External factors examined in the study include regulatory frameworks, government support, market and tourism demand trends, competition with tourism villages in surrounding regions, economic conditions, and socio-environmental aspects such as community participation and ecological sustainability. Additional external elements include technological advancements, innovation, and global health trends that influence tourist behavior and expectations, particularly regarding health and safety considerations in tourism activities. These factors collectively inform the opportunities and challenges that shape NEWA-based tourism village development in Badung Regency.

Data were collected using document studies, direct observations, interviews, and FGDs. The data analysis techniques employed include qualitative descriptive analysis, internal and external environmental assessment, SWOT analysis,

AHP, and QSPM. These combined analytical methods were used to address the research problems and generate a strategic and comprehensive model for developing NEWA-based sustainable tourism villages in Badung Regency.

RESULT AND DISCUSSION

1) Potentials in Each Tourism Village

The inventory identified 52 nature and 54 ecotourism attractions across the 17 tourism villages, with nature sites concentrated in Belok Sidan and Penarungan and ecotourism led by Bongkasa Pertiwi (six sites) followed by Petang, Carangsari, Bongkasa, Sangeh, and Mengwi (four sites each). Wellness tourism comprises 28 attractions, mainly found in Sangeh, Kuwum, Sobangan, Penarungan, and Cemagi with three sites each. Adventure tourism includes 45 attractions, dominated by Petang and Bongkasa Pertiwi (seven sites each), followed by Cemagi (five) and Carangsari and Penarungan (four sites each). These patterns show that nature and ecotourism are the dominant strengths, while wellness and adventure potentials are present but require strategic development across villages.

2) Internal-External (IE) Matrix Analysis

The Internal Factor Evaluation (IFE) matrix is used to analyze internal factors that influence the development of NEWA-based tourism in the tourism villages of Badung Regency. In this context, the IFE helps to identify strengths and weaknesses, providing an assessment of factors that can support or hinder sustainable tourism development.

Table 1. IFE Matrix of Tourism Villages in Badung

	Internal Factors	Description	AHP Weight	Rating	IFE Score
Strength	Natural Resources	S1.Potential natural beauty	0.319	3.15	1.01
	HR	S2.Local community awareness	0.047	3.18	0.15
	Infrastructure and Facilities	S3.Condition of health facilities	0.014	3.41	0.05
		S4.Condition of road access to the village	0.015	3.35	0.05
		S5.Basic facility conditions	0.016	3.47	0.05
		S6.Access to digital technology	0.008	3.26	0.03
	Local Culture and Traditions	S7.Local cultural richness	0.099	3.15	0.31
		S8.Local culinary specialties	0.017	3.29	0.06
Weakness	HR	W1.Local community knowledge	0.016	2.88	0.05
		W2.Local community skills	0.019	3.09	0.06
		W3.Tour guide services	0.033	2.48	0.08
		W4.Local community interest	0.041	3.03	0.12
	Infrastructure and Facilities	W5.Accommodation availability	0.006	2.71	0.02
		W6.Availability of dining places	0.005	3.00	0.02
		W7.The Existence of Travel Agents	0.010	2.00	0.02
		W8.Availability of public transportation	0.004	1.54	0.01
		W9.Clarity of directions	0.003	2.71	0.01
		W10.Tourist Information Center Availability	0.007	2.09	0.02
	Local Culture and Traditions	W11.Local specialty products	0.029	2.88	0.08
	Institutional	W12.Institutional commitment	0.077	2.79	0.22
		W13.Inter-agency coordination	0.107	2.50	0.27
		W14.Budget availability	0.020	2.64	0.05
		W15.Effectiveness of promotional strategies	0.047	2.61	0.12
		W16.service SOP	0.041	2.58	0.11
Total		1.00		2.94	
Information:					
Score 1: major weakness		Score 3: minor strength			
Score 2: minor weakness		Score 4: Major power			

Source: Data processed by the author, 2025

The Internal Factor Evaluation (IFE) Matrix produced a total weighted score of 2.94, indicating that the tourism villages in Badung Regency possess moderate internal capabilities, where strengths slightly exceed weaknesses. This score places the villages in a position where internal conditions are supportive yet still constrained by several structural limitations.

The strongest contributing factor is natural resource potential (S1), which holds the highest AHP weight (0.319) and a strong rating (3.15). This suggests that the villages' primary competitive advantage lies in their rich natural landscapes, scenic beauty, and environmental assets elements that align well with the NEWA framework, especially Nature and Ecotourism. Local cultural richness (S7) also demonstrates a substantial contribution, emphasizing the strong cultural identity and traditional practices that strengthen the uniqueness and authenticity of the tourism village experience.

On the other hand, several weaknesses weaken the overall internal foundation. The most critical weaknesses are associated with institutional coordination (W13) and institutional commitment (W12), which both have high significance weights but low ratings. This indicates that governance, inter-agency collaboration, and institutional readiness remain major bottlenecks

in tourism village development. Weak performance in tour guide services (W3), community skills (W2), and limited availability of public transportation (W8) also highlight challenges in human resource capacity and tourism support infrastructure, which directly influence visitor satisfaction and operational efficiency.

The overall distribution of strengths and weaknesses suggests that while Badung's tourism villages are endowed with strong natural and cultural assets, these strengths are not yet fully optimized due to institutional limitations, uneven accessibility, and underdeveloped tourism services. Strengthening institutional frameworks, improving governance mechanisms, enhancing HR capability, and upgrading supporting facilities are therefore essential strategies to ensure that the villages can fully leverage their strengths within the NEWA-based sustainable tourism development model.

The External Factor Evaluation (EFE) matrix is used to evaluate external factors that influence the development of NEWA-based tourism in Badung tourism villages. These external factors include opportunities and threats, helping to identify the extent to which tourism villages can respond to external opportunities and overcome potential threats.

Table 2. EFE Matrix of Tourism Villages in Badung

Opportunities	External Factors	Description	AHP Weight	Rating	EFE Score
	Policies and Regulations	O1. Adequate regulations support the development of tourist villages.	0.023	4	0.091
		O2. Good coordination between district and provincial governments strengthens the development of tourist villages.	0.023	4	0.091
	Government Support	O3. Policies and regulations from the central government accelerate the development of tourist villages.	0.015	3	0.046
		O4. Technical assistance and funding from the provincial government supports the development of tourist villages.	0.015	3	0.046
		O5. The Badung Regency Government supports the development of facilities, infrastructure, and human resources in tourist villages.	0.015	4	0.062
		O6. Effective promotions attract tourists to tourist villages.	0.015	4	0.062
		O7. Access to financing makes it easier for tourist villages to develop facilities.	0.015	3	0.046
		O8. Collaboration between OPD and the private sector strengthens the sustainable development of tourist villages.	0.015	4	0.062
	Market Trends and Tourism Demand	O9. High tourist interest increases visits and income to tourist villages.	0.047	3	0.140
		O10. New trends provide opportunities for innovation in community-based tourism and agrotourism products.	0.047	4	0.187
	Social & Environmental Factors	O11. Controlled development preserves the local environment and culture.	0.069	4	0.274
	Technology and Innovation	O12. Technology opens up opportunities for innovation in tourism marketing and services.	0.039	3	0.117
		O13. Adaptation of technology increases the efficiency and competitiveness of tourist villages.	0.039	3	0.117
		O14. Green technology strengthens the position of tourist villages as sustainable destinations.	0.039	3	0.117
	Changing Health Trends	O15. The wellness trend opens up opportunities for health and wellness tourism.	0.032	3	0.095
		O16. Tourist villages that are ready with health trends attract health-conscious tourists.	0.032	3	0.095

Threats	Policies and Regulations	T1		0.023	2	0.046	
		T2		0.023	2	0.046	
		T3		0.015	2	0.031	
	Government Support		the motivation to develop tourist villages.				
	Market Trends and Tourism Demand	T4.	The inability to adapt to market trends threatens the attractiveness of tourist villages.	0.047	2	0.094	
	Competition with Other Destinations	T5.	Low competition with other districts opens up opportunities for collaboration.	0.022	2	0.043	
		T6.	Lack of preparedness to face competition reduces the attractiveness of tourist villages.	0.022	2	0.043	
		T7.	Low community support hampers the development of tourist villages.	0.022	1	0.022	
	Economic Factors	T8.	Uneven economic growth gives rise to public dissatisfaction.	0.059	2	0.119	
		T9.	The weak economic contribution of tourist villages reduces government support.	0.059	2	0.119	
		T10.	The weak economic contribution of tourist villages threatens the support of local communities.	0.059	1	0.059	
	Social & Environmental Factors	T11.	Overcrowding threatens the environment and social balance.	0.069	1	0.069	
		T12.	Low community participation hinders the sustainability of tourism development.	0.069	2	0.137	
Changing Health Trends	T13.	The slow adaptation of health trends threatens the attractiveness of tourist villages.	0.032	2	0.063		
Total			1.00		2.54		
<u>Information:</u>							
Score 1: major threat		Score 3: Minor opportunity					
Score 2: minor threat		Score 4: Major opportunity					

Source: Data processed by the author, 2025

The IE Matrix combines the results of IFE and EFE analyses to determine the strategic position of tourism villages in Badung Regency across nine strategic quadrants, which represent overall internal and external conditions.

Figure 1. IE Matrix of Tourism Villages in Badung Regency

In the context of NEWA-based tourism development, the tourism villages in Badung Regency are positioned in Quadrant V (Hold & Maintain), indicating that the villages have moderate internal capabilities with moderate external conditions.

3) SWOT Analysis

Based on the integration of internal and external factors through the IFE, EFE, and IE matrices, the SWOT analysis generated four groups of strategies for developing NEWA-based tourism in the tourism villages of Badung Regency. The S–O strategies focus on using existing strengths to capitalize on opportunities, including leveraging digital technology for promotion, developing local culinary products, advancing quality- and culture-based tourism, integrating BUMDes into the creative economy and digitalization efforts, linking tourism villages with thematic tourism routes through travel agents, and developing integrated geography-based tour packages. The W–O strategies aim to overcome internal weaknesses by utilizing external opportunities, such as implementing community training programs in sustainable tourism, strengthening cooperation among village tourism institutions, developing quantitative databases and tourism information systems, improving accommodation and tourist information facilities, forming inter-village alliances, creating integrated inter-village tourism programs, and collaborating with public works agencies to enhance accessibility.

The S–T strategies use internal strengths to address external threats and include developing environmental sustainability regulations and campaigns, ensuring compliance with regulations and licensing, creating unique and competitive tourism products, and providing health-related facilities in alignment with current tourism trends. Meanwhile, the W–T strategies focus on minimizing weaknesses to mitigate threats by strengthening digital promotion and financial management, improving stakeholder involvement in tourism village development, establishing professional tourism service SOPs, and forming professional tourism management teams. Collectively, these four sets of strategies provide a comprehensive and balanced framework for guiding sustainable NEWA-based tourism development across the tourism villages of Badung Regency.

4) Quantitative Strategic Planning Matrix (QSPM) Analysis

QSPM is a tool used to prioritize alternative strategies based on their relative attractiveness to the strategic factors identified through SWOT analysis. In the QSPM matrix, strategies are derived from the SWOT analysis. Weight values are obtained from the AHP

method performed in the IFE and EFE stages, while the Attractiveness Score (AS) is filled out via questionnaires from stakeholders. The Total Attractiveness Score

(TAS) is calculated by multiplying the weight by the AS value. The strategy with the highest TAS is then selected as the top priority:

Table 3. Total Attractive Score (TAS) for Each Strategy

Rank	Strategy and Description		BAG	Priority
1	ST.3	Developing unique and competitive tourism products	5,402	Primary Strategy
2	SO.6	Integrated tour packages based on geography	4,982	
3	SO.5	Integration of tourist villages with thematic tourist routes through travel agents	4,800	
4	ST.1	Develop environmental sustainability regulations and campaigns	4,362	
5	WO.6	Development of integrated tourism programs between villages	4,335	
6	WO.5	Forming a tourism village alliance for mutual synergy	4,077	
7	WO.2	Strengthening cooperation between village tourism institutions	4,013	
8	WO.7	Collaboration with PUPR and increasing accessibility	3,964	Supporting Strategy (Secondary)
9	ST.2	Ensuring compliance with regulations and legality of permits	3,952	
10	WT.1	Digital promotion and effective financial management	3,896	
11	WT.3	Developing professional tourism service SOPs	3,885	
12	WT.2	Strengthening stakeholder involvement in tourism village development	3,873	
13	SO.3	Tourism development based on quality and socio-cultural sustainability	3,773	
14	WT.4	Forming a professional tourism management team	3,740	
15	ST.4	Providing health facilities according to tourism trends	3,494	Additional (Tertiary) Strategies
16	WO.3	Compilation of quantitative database and information system for tourist villages	3,433	
17	SO.1	Leveraging digital technology for promotion	3,215	
18	SO.4	Integration of BUMDES in the creative economy and digitalization of tourist villages	3,206	
19	WO.1	Community training for sustainable tourism	3,135	
20	SO.2	Developing local culinary as an attraction	3,102	
21	WO.4	Improve accommodation facilities and tourist information	2,943	

Source: Data processed by the author, 2025

QSPM ranks strategies based on their priority, but all

strategies can still be implemented at different levels of priority. Based

on the TAS ranking, the 21 strategies are divided into three groups: the top 7 strategies with the highest TAS are primary strategies, the next 7 strategies are secondary strategies, and the 7 strategies with the lowest TAS are tertiary strategies. The explanation is as follows:

1. Secondary strategies are supporting strategies that should be implemented by tourism villages. Although they are not as urgent as primary strategies, they play an important role in strengthening and enhancing various aspects of tourism management. Their implementation helps accelerate the growth of tourism villages and increase competitiveness.
2. Tertiary strategies are additional strategies whose implementation can be adjusted according to the specific needs and unique conditions of each tourism village. They provide flexibility for villages to choose implementations that align with local potential and available resources. Tertiary strategies can be executed if deemed beneficial, but they are not required to be applied universally.

Sustainable Tourism Development Model Based on NEWA

The sustainable tourism development model based on NEWA for tourism villages in Badung Regency is formulated from analyses of each village's potential, internal and external factors, as well as SWOT and QSPM results. The model consists of three main components. The first is the Tourism Village Development Model, which includes strategies such as strengthening inter-

institutional cooperation through an Integrated Coordination Forum, forming alliances among tourism villages, and establishing professional tourism management teams. Other strategies emphasize stakeholder engagement, regulatory compliance, and effective financial management to ensure transparent governance and community empowerment. Additionally, integrating BUMDes into creative economy and digitalization, as well as community training for sustainable tourism, further supports the inclusive and environmentally responsible growth of tourism villages.

The second component, the Sustainable NEWA Tourism Product Development Model, focuses on developing integrated and thematic tourism routes, environmental conservation campaigns, and unique, competitive tourism products. Strategies highlight synergy between villages based on their status and geographical characteristics, promoting quality- and culture-based tourism, accessibility improvements, and professional service standards. Villages are also encouraged to develop local culinary attractions, accommodation, and information facilities aligned with sustainable tourism principles. Furthermore, health facilities and wellness-based programs are promoted in line with global tourism trends. The third component, the Promotion Development Model, emphasizes the use of digital technology for marketing and the establishment of a tourism village information system database. These strategies aim to enhance visibility, strengthen data-driven planning, and ensure the long-term sustainability and competitiveness of tourism villages in Badung Regency.

CONCLUSION

This study examined the current conditions, NEWA-related potentials, and strategic options for developing sustainable tourism in 17 designated tourism villages in Badung Regency. The findings indicate that the villages possess abundant natural and cultural assets particularly strong potential for Nature and Ecotourism while wellness and adventure offerings are present but less evenly distributed. Internally, institutional coordination, managerial commitment, human resources (guide services and community skills), and certain tourism support facilities remain the primary constraints. Externally, favorable policy frameworks, growing market demand for nature-and-wellness oriented experiences, and technological opportunities provide important enablers, whereas risks include infrastructure gaps, limited local readiness, and potential localized overtourism.

Synthesizing IFE, EFE, SWOT, AHP, and QSPM results, the study proposes a three-pillar NEWA-based development model: (1) Village Development institutional strengthening, inter-village alliances, and capacity building; (2) NEWA Product Development differentiated, geography-based and conservation-oriented product packages that leverage village complementarities; and (3) Promotion & Digitalization a tourism-village information system and targeted digital marketing to expand market reach and manage visitor flows. QSPM prioritization identifies product differentiation, integrated tour packages, regulatory and environmental safeguards, and inter-village programs as the primary strategies to implement.

Policy implications are clear: moderate, targeted investments in governance, human capital, and connectivity combined with coordinated digital promotion and ecological safeguards will allow villages to translate their natural

and cultural strengths into sustainable NEWA tourism without encouraging massification. Future research should evaluate the model's implementation through pilot programs and quantify socioeconomic and environmental impacts over time.

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