



## Marine Nature Tourism Development Strategy in Pacung Village, Tejakula, Buleleng Regency, Bali

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### ABSTRACT :

*This research explores the development of a tourism destination in Pacung Village by focusing on key components such as the enhancement of human resource quality, effective marketing strategies, and the provision of adequate infrastructure. Employing a descriptive qualitative approach, data were collected through observation, interviews, and documentation.*

*The study aims to analyze both internal and external factors influencing tourism in Pacung Village and to formulate suitable development strategies for its marine tourism potential. Internal factors were assessed using the 4A framework (Attraction, Amenity, Accessibility, Ancillary), while external factors were analyzed using the PEST model (Political, Economic, Social, and Technological). The formulation of development strategies was based on SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), producing strategic alternatives in the form of SO, ST, WO, and WT matrices. These quadrants serve as tools to identify and align internal capabilities and external conditions affecting tourism development.*

*The result of the analysis reveal that a diversification strategy is most appropriate emphasizing the development of varied tourism products that not only highlight the village's marine appeal but also integrate educational experiences, environmental conservation efforts, and the empowerment of the local community.*

**Keywords:** Development Strategy, Marine Tourism, Pacung Village, Conservation

### 1. Introduction

Tourism is a crucial sector for Indonesia's economic development, driven by the country's unique geographical and demographic conditions, including its exotic nature and diverse culture. According to Law No. 10 of 2009 concerning tourism, tourism is defined as various tourist activities supported by facilities and services provided by the community, businesses, and government.

Early tourism development, dating back 40 years, focused on mass tourism to attract as many visitors as possible without considering the long-term effects, such as cultural degradation or environmental damage. If left unchecked by businesses, the government, and the private sector, the costs to mitigate these non-economic aspects would far outweigh the revenue generated. Since the 1990s, the concept of sustainable development has gained prominence, defined as a development process that optimizes natural and human resources.

The shift toward sustainable tourism development presents a significant challenge for Indonesia, particularly for Bali, which serves as the country's main tourism gateway. Bali is a premier tourist destination renowned globally for its natural beauty, rich culture, and the hospitality of its people. Dubbed the "Island of the Gods," Bali offers a complete tourism experience, from stunning beaches and unique arts to well-preserved religious rituals. The island's robust tourism infrastructure, including accommodation, transportation, and entertainment facilities, further enhances the visitor experience.

While popular areas like Uluwatu, Canggu, and Ubud are well-known, many parts of Bali remain underexposed. One such area is North Bali, specifically Buleleng Regency. The Buleleng Regency government is actively promoting tourism in this region by establishing infrastructure based on the concept of sustainable tourism development. This includes the designation of 75 Tourist Villages, with Pacung Village being one of them. Pacung Village, spanning 666 hectares, features beautiful coastal areas, seascapes, and plantations.

Located in North Bali, Pacung Village boasts several potential marine tourism attractions, including its stunning beaches and underwater landscapes. However, this potential has not been fully realized due to a lack of adequate supporting facilities, which hinders the growth of the local economy.

According to Kotler, as cited by Apriyadi (2017), facilities are physical provisions that support visitor comfort and are essential for attracting tourists. Proper development planning can create new job opportunities for the local community in the tourism sector.

A significant challenge for local communities involved in tourism development is their limited participation in managing local tourism potential, despite the presence of community organizations like the Kelompok Sadar Wisata (PokDarWis), or Tourism Awareness Groups. The Community-Based Tourism (CBT) concept can be used by tourism planners to mobilize communities to actively participate as partners in the tourism industry. The goal is to empower the community socio-economically and to add value to the tourism experience, particularly for tourists (Hermanto, 2016).

CBT needs to be supported by effective and efficient marketing strategies to implement sustainable tourism. The advancement of science and technology has led to the use of modern, easily accessible digital applications for marketing tourist products. As stated by Chen, Su, & Widjaja (2016), all tourism activities must adapt to the digital age. The lack of community involvement often results in slow tourism development, poor promotion, and limited awareness of tourist attractions among visitors due to the limited use of mass media for promotion. A lack of marketing readiness makes it difficult for these destinations to compete with more established and well-known locations. Academic support is also crucial to provide valuable literature and increase the visibility of these destinations within academic circles.

The absence of prior research on marine tourism in Pacung Village highlights the importance of this study. The marine tourism potential of Pacung Village must be developed with appropriate methods and managed effectively to provide positive benefits for the local community and serve as a model for other villages with similar potential. A suitable development method will also have long-term positive effects on marine tourism in Pacung Village. Sustainable tourism development requires the support of all relevant parties, including an increase in active community participation, government support as a regulator to facilitate community growth and easy access for tourists, and investor backing to provide accommodation.

This background led the researcher to conduct a study focused on the marine tourism components of Pacung Village, titled "Strategy for the Development of Marine Tourism in Pacung Village, Tejakula, Buleleng Regency, Bali." The research aims to formulate a development strategy for marine tourism in Pacung Village, explore its tourism potential in greater depth, and outline how to develop this potential to create sustainable tourism. The primary challenge is the need for proper planning to foster synergy among all aspects supporting tourism and the human resources in Pacung Village. This will ensure that marine tourism in Pacung Village is maximized and meets the requirements of ecotourism, with the ultimate goal of benefiting both the country and the local community for present and future generations.

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## 2. Methodology

According to Rangkuti (2011), SWOT analysis is the systematic identification of various factors to formulate a company's strategy. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. The Internal Factor Analysis Summary (IFAS) includes strengths and weaknesses, while the External Factor Analysis Summary (EFAS) includes opportunities and threats.

The SWOT Matrix is a tool used to structure a company's strategic factors. This matrix clearly visualizes how a company can align the external opportunities and threats it faces with its internal strengths and weaknesses.

The SWOT matrix generates four possible sets of alternative strategies:

1. SO Strategy (Strengths-Opportunities): This is a favorable situation where a company has both strengths and opportunities, allowing it to leverage the existing opportunities.
2. ST Strategy (Strengths-Threats): Even when facing many threats, the company still has strengths. The strategy to apply is to use these strengths to overcome the threats.
3. WO Strategy (Weaknesses-Opportunities): This strategy involves taking advantage of opportunities by minimizing existing weaknesses.
4. WT Strategy (Weaknesses-Threats): This strategy is based on minimizing existing weaknesses to avoid threats.

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## 3. Results

### *Overview of Pacung Village*

Pacung Village is one of 129 villages in Buleleng Regency and one of 10 villages in the Tejakula District. The village has a total area of 6.66 km<sup>2</sup>, an elevation of 300 meters above sea level, and is located 6 km from Bukti Village, 27 km from the regency capital, and 142 km from the provincial capital. The village has attractive natural tourism potential, such as waterfalls, rivers, forests, and beaches. It also possesses a distinctive culture and traditions, including religious ceremonies and handicrafts. Pacung Village is committed to improving its community's welfare through infrastructure development, economic empowerment, and environmental preservation. Geographically, Pacung Village is bordered by Bukti Village to the west, Julah Village to the east, the Bali Sea to the north, and a mountainous area or Sembiran Village to the south. The village has a tropical climate with an average temperature of 25-30 degrees Celsius and an average rainfall of 1,500 mm per year.

The marine conservation efforts in Pacung Village began with the initiative of two community leaders, the late Nyoman Putra and Tut Sulatra (the current head of the PokDarWis, or Tourism Awareness Group). Their initial goal was simple: to understand the biodiversity and condition of the seabed in their area. This curiosity led them to invite Kadek Yoko, a local who worked as a diver in Tulamben, to dive and document the underwater conditions using a borrowed camera.

The results of the dive revealed the beauty of Pacung Village's underwater world, including the presence of coral reefs and various marine life with high potential for tourism development. These findings were presented to the Department of Marine Affairs around 2010-2013. At that time, marine management was still under the authority of the regency level, making access and communication with the department easier. Recognizing this potential, the Department of Marine Affairs offered a coral reef conservation and restoration program. The restoration was carried out using the "Hexadome" method, which involves submerging 22 artificial structures to support coral growth in the sacred area of Pura Ponjok Batu about a decade ago.

Over time, these conservation efforts expanded. In 2015, with the support of the Pacung Village community, the PokMasWas (Kelompok Masyarakat Pengawas) or Community Monitoring Group called Kerte Winangun was formed along with its building. The name "Kerte Winangun" means "building goodness," reflecting the group's vision of maintaining a sustainable marine ecosystem. The PokMasWas building became the center for conservation and restoration activities in the village.

In addition, human resource development has also become a priority. The village funded diver training to support marine conservation activities. In 2015, 10 divers were trained with village funds amounting to around 30 million rupiah, making them the second group to be involved in these activities.

Through the collaboration of the local community, the Department of Marine Affairs, and the government, the coral reef conservation and restoration program in Pacung Village has successfully created awareness and tangible actions to preserve the beauty of the marine ecosystem while empowering the local community. This effort serves as a model for sustainable, community-based conservation.

### ***Internal Components of Marine Tourism in Pacung Village***

#### **1. Attractions**

The first marine tourism attraction offered by Pacung Village is its coastal beach. This beach has different characteristics from those in South Bali, with black sand and a location on the north side of the island. The Pacung coastline offers beautiful views of both sunrise and sunset. There are several spots along the beach, including in front of the PokMasWas (Community Monitoring Group) building. Breakwaters have been built along the shoreline, and there is still plenty of pristine open land behind them.

Visitors can enjoy the Pacung Village beach without paying entrance fees or parking charges, as there is no direct management yet. Visitors are simply encouraged to help preserve the beach's cleanliness by not littering or engaging in harmful activities like illegal fishing that could damage the marine ecosystem.

Pacung Village has promising marine tourism potential for its community. Coral reef conservation is a natural marine tourism asset that aligns with ecotourism principles, especially for diving activities, due to the beauty and diversity of its underwater ecosystem. One of the main attractions is the Pacung dive site, managed by the local community through PokMasWas and PokDarWis (Tourism Awareness Group). This dive site is unique because of the artificial reefs created as part of the Indonesia Coral Reef Garden (ICRG) program, a government initiative launched during the COVID-19 pandemic.

"What makes it different is that it's maintained. Seeing the artificial reef being taken care of makes it look good and unique. It looks like more than just coral reefs. You can see places that are neatly arranged, so it feels like there is life underwater." (Ega, Divemaster and a visitor to Pacung Village conservation area, 28 January 2025)

The uniqueness of the Pacung dive site lies in the neatly arranged artificial reef structures designed to restore coral reefs previously damaged by destructive fishing practices like fish bombing. This location has become a habitat for various marine life, such as small fish, stingrays, sea turtles, and other species, attracting divers who enjoy underwater exploration. Moreover, because this location is not yet widely known to tourists, the underwater ecosystem is relatively well-preserved, providing a more exclusive experience.

The conservation area in Pacung Village has three sites: the Melasti area, the Fish Garden area, and the Pura Ponjok Batu area, which is protected for research purposes. Tourists can visit the Melasti and Fish Garden areas. What makes this coral reef conservation tourism unique is that tourists are not only invited to dive at the two dive sites but can also plant coral on structures provided in the Pacung sea. This is a great spot for macro photography enthusiasts, as they can find sea slugs or nudibranch at a shallow depth of eight meters without needing to dive too deep. To reach the dive sites, divers travel from the PokMasWas building by traditional boat (jukung) for about 6 minutes, or by foot for 10 minutes. The dive sites go down to a depth of up to 18 meters, making it ideal for first-time divers.

#### **2. Amenities**

Food and drink establishments are vital in a tourist destination, providing temporary resting places for visitors to refuel. In Pacung Village, there are only small local food stalls where visitors can get affordable meals for around Rp10,000 to Rp15,000. Tourists can find a variety of dishes such as nasi campur (mixed rice), mie ayam (chicken noodles), bakso (meatballs), nasi kuning (yellow rice), and tipat cantok (rice cake with peanut sauce).

"There are no villas yet. We only have the Ponjok Batu Residence. If I'm not mistaken, in Dungdung, there are also private villas owned by residents,

but they are not yet generating income." (Gede Kardiana, Village Head, 15 January 2025)

Based on the interview with the Village Head, Villa Pura Ponjok Batu Residence is the only official lodging facility in Pacung Village. The village currently lacks organized villas as part of its official tourism facilities. The cost to stay at the Ponjok Batu Residence is Rp1,000,000 per night. Additionally, some private villas owned by local residents exist in the Dungdung hamlet. While these private villas do not yet contribute significantly to the local economy, their existence has opened up employment opportunities for the surrounding community. This indicates that the tourism sector in the area has the potential for further growth with adequate and organized accommodation facilities.

Although the economic contribution from existing accommodations is not yet optimal, the presence of the Villa Ponjok Batu Residence and private villas has provided benefits in the form of jobs for local residents. The use of local labor by the Villa Ponjok Batu Residence shows an effort to empower the community. This is a positive step that can be enhanced with more investment and development of other tourism facilities. However, tourism development in the Pura Ponjok Batu area faces several key obstacles. First, the pandemic has caused delays in several tourism projects. Second, the permitting process for constructions like the Villa Ponjok Batu Residence is challenging, mainly due to the required radius around the Pura Ponjok Batu temple. The current radius is considered too large, hindering the permitting process and construction. Investors looking to buy land and build villas near the temple face the same obstacle, as the existing radius limits their options.

A toilet and shower are available at the PokMasWas building, which is essential for divers after their activities. The condition of the toilet is sufficient for post-dive cleanup, but with only one toilet, visitors may have to wait in line.

### 3. Accessibility

#### 1. Road Access

"There are many roads leading to the south, for residential areas. There are roads in Dungdung, Bale Beneh, many roads going inward. The main road is the Singaraja-Karangasem road." (Gede Kardiana, Village Head, 15 January 2025)

Based on the researcher's observations, there are several ways to reach Pacung Village. The journey from Denpasar City to Pacung Village in Tejakula District, Buleleng Regency, is about 85 to 104 km and takes approximately three to five hours, depending on traffic and the chosen route. There are three main routes: the Mengwitani Shortcut, the Plaga route, and the Kintamani route, each with its own advantages and challenges.

The first and most common route is via the Mengwitani Shortcut, which offers scenic views of mountains and lakes. From Denpasar, travelers can head north on Jalan Raya Bedugul, passing through Tabanan to Bedugul and the Ulun Danu Beratan Temple. From Bedugul, the journey continues toward Singaraja via the Mengwitani Shortcut, then turns east to Pacung Village. This route is about 104 km long and takes three to five hours. The road conditions are generally good, although there are sharp turns and inclines in the Bedugul area that require caution, especially in bad weather.

The second alternative is the Plaga route. This is the shortest route and offers a different experience with mountain views throughout the journey, although it lacks rest stops. From Denpasar, travelers can take the road north through Sangeh to Plaga, then pass through Kubutambahan before reaching Tejakula and continuing north to Pacung Village. This route is about 85 km long and takes around 3 to 3.5 hours.

The third route goes through Kintamani, suitable for tourists who want to enjoy the view of Mount and Lake Batur. From Denpasar, travelers can head to Batubulan, then onto Jl. Raya Sayan, passing through Kintamani, and then north to Singaraja and on to Pacung Village. This route is about 90 km long and takes 3 to 4 hours. The Kintamani route has good road conditions but features steep climbs and descents around Kintamani.

For transportation, tourists can use private vehicles or rent a car/motorcycle for more flexibility. Ride-hailing apps are also available, but they are not always reliable in rural areas like Pacung. Of the three routes, the Mengwitani Shortcut is the most recommended for private vehicles due to its relatively good roads and scenic views. Tourists are advised to start their journey early to avoid traffic and use attractive spots like Bedugul or Kintamani for rest stops. It's also important to ensure the vehicle is in good condition, especially the brakes and tires, as the routes have many inclines, descents, and sharp turns.

The road leading to the PokMasWas building is not far from the village border and is in good condition for tourists to pass. The road is comfortable to use with a car or on foot, but it can feel bumpy on a motorcycle.

### 4. Ancillary Services

The government's role is fundamental to the functioning of tourism. Strong support can turn Pacung Village's marine tourism potential into a leading attraction. However, based on interviews and observations, the researcher found that there is not yet full support from the regency-level government or the Tourism Department (DinPar) for the village's marine tourism.

"The programs that are already running, like the tourism facilitators in PokMasWas, we fund equipment and provide for diving certification, as well as purchasing gear for the diving courses to get certified." (Gede Kardiana, Village Head of Pacung, 15 January 2025)

Pacung Village is still independently mobilizing its human resources to drive its tourism sector. The village provides empowerment programs, such as

diver certification for its residents and purchases diving equipment for the PokMasWas inventory. However, if a large number of diving equipment is needed, the current inventory would not be sufficient to facilitate tourist activities.

The presence of local wisdom, such as the village's natural beauty and culture, was the starting point for tourism development in Pacung Village. The curiosity of the village's predecessors led to the discovery of the underwater beauty, which started a domino effect resulting in the formation of PokMasWas and PokDarWis. This encouraged greater community involvement in tourism activities.

"So even if we intensely socialize and invite the community, if we do it like we are now because there's something in Ponjok Batu, what's usually in the Art Zoo, it's also actually in PokDarWis, like Bli Tompong, who runs the Art Zoo. Also, Kadek Pasek here, he's already running things at Ponjok Batu." (Dhiantara, Secretary of PokDarWis, 15 January 2025)

The local community's involvement in tourism activities is evident: there has been a socialization and formation of the Purwa Hita Tourism Awareness Group (PokDarWis) as a step to advance tourism in Pacung Village. The community is actively running tourism activities such as fishing competitions, operating the Art Zoo, Pura Ponjok Batu, and conservation on the Pacung coastline. In addition to inviting others to get involved, PokDarWis is also trying to develop the tourism products offered by the village, such as organizing a fishing festival.

"For other community members, maybe because they don't have the basic skills, it's hard to get them to become tourism actors." (Dhiantara, Secretary of PokDarWis, 15 January 2025)

The development of tourism in Pacung Village cannot be carried out by just a few individuals. The community members who are already involved have tried to open up opportunities for others to join the tourism sector. Many locals with skills as tour guides have moved to Denpasar for work, reducing the number of available tourism human resources in the village. Despite efforts to involve the community, the biggest challenge is that many locals do not have a background or basic skills in tourism.

"It's still managed by the village, relying on the village's original income. So it's difficult to develop this if the village has to develop it on its own." (Dhiantara, Secretary of PokDarWis, 15 January 2025)

The role of the private sector as a stakeholder is crucial for the tourism sector's growth. In Pacung Village, there are currently no private entities involved in managing any part of the tourism sector. The lack of private sector involvement in managing the coral reef ecotourism is a major challenge for the community in developing tourism. According to Adi, the secretary of PokDarWis and a diver, there is no private sector involvement whatsoever in marine activities in Pacung Village. All operational assets, such as oxygen tanks, diving suits, compressors, and other equipment, are inventoried directly by the village government. According to Adi, the role of private investors is greatly needed to support tourism activities in Pacung Village. Based on the researcher's observations, the absence of private investors means that all sectors, from accommodation to attractions, are managed directly by the community.

The sustainable development of tourism in Bakas Tourism Village naturally involves management conducted by organizations and local community participation. This section will detail the management of Bakas Tourism Village through planning related to sustainable tourism development, existing organization, organizational mobilization, and oversight in Bakas Tourism Village's sustainable tourism development.

In the management of Bakas Tourism Village, the planning of tourism development has been progressing well. The primary party responsible for planning the development of Bakas Tourism Village is the Pokdarwis (Tourism Awareness Group) of Bakas Village. This is evidenced by the creation of a "Master Plan for Bakas Tourism Village" compiled by the Bakas Village Pokdarwis in 2020. This Master Plan outlines the development vision for Bakas Tourism Village, themed as an "agriculture tourism village." The purpose of this Master Plan is to serve as a guide for building a better Bakas Tourism Village in the future. The planning outlined in this Master Plan includes a map of Bakas Tourism Village, providing precise information on its area and boundaries. It also details the existing conditions of Bakas Tourism Village and includes design layouts for facilities and attractions to be developed. Revitalization projects, such as the renovation of village boundaries, the village gate, the community health center (puskesmas), waste management systems, and the village's central crossroads (catus pata), are also planned within this Master Plan.

The organizational structure in Bakas Tourism Village is well-defined. The presence of the Tourism Awareness Group, or Pokdarwis Desa Bakas, enables the effective management of tourism activities. Pokdarwis Desa Bakas also collaborates with the local community as service providers, the village government (both customary and official), and other relevant organizations. The key responsibilities of Pokdarwis Desa Bakas include: implementing activities related to Sapta Pesona (the seven charms of Indonesian tourism), exploring the village's tourism potential, participating in Tourism Awareness Development Workshops, engaging in the Nusantara Tourism Village Festival, attending Focus Group Discussions (FGDs), submitting proposals for the "Cost Budget Plan for Bakas Trekking Infrastructure and Facilities Bakas Ecotourism Village," and participating in joint/follow-up FGDs to analyze the ecotourism market, propose budget plans, and suggest ecotourism packages.

The operation of tourism activities in Bakas Tourism Village is undeniably driven by its organizational structure. The organizations within Bakas Tourism Village are mobilized by both the customary village (Desa Adat) and official village (Desa Dinas) administrations. These two village entities collaborate to form an organization specifically dedicated to managing tourism activities in Bakas Tourism Village: the Pokdarwis Desa Wisata Bakas. The Pokdarwis Desa Wisata Bakas is actively involved in overseeing all tourism-related operations within the village. In its management efforts, the

Pokdarwis receives support from the local community, working together to implement various programs aimed at advancing tourism in Bakas Tourism Village.

In terms of controlling and overseeing tourism development activities in Bakas Tourism Village, with a focus on sustainable tourism, all initiatives fall under the oversight and supervision of the Pokdarwis Desa Wisata Bakas. Activities, both already undertaken and planned for the future development of tourism, are regularly evaluated through meetings conducted by the Pokdarwis Desa Wisata Bakas. These meetings include representatives from the local community who contribute to providing facilities and tourism activities, as well as representatives from both the customary village (Desa Adat) and official village (Desa Dinas) administrations.

### ***External Components of Marine Tourism in Pacung Village***

#### **1. Political Factors**

Tourism requires the government to be a key pillar in creating an ecosystem based on established laws. Political factors, when underpinned by sound government decisions, can facilitate tourism. The Coordinating Ministry for Maritime Affairs and Investment (MenkoMarVes) launched the National Economic Recovery (PEN) program with the Indonesia Coral Reef Garden (ICRG). The Directorate General of Marine Space Management and the Ministry of Marine Affairs and Fisheries also contributed to the success of this program. The goal of ICRG is to restore the community's economy and improve coral reef ecosystems in Bali. The program targets five locations: Nusa Dua, Serangan, Sanur, Pandawa Beach, and Buleleng. Pacung Village is one of the beneficiaries of the ICRG program.

This program significantly supports conservation activities in Bali, particularly in Pacung Village. Although conservation efforts began in 2013, they were initially a closed activity, in the exploration and development phase by the local community. The formation of PokMasWas in 2015 made it easier for the community to monitor activities along the village's coastline. The ICRG program provides diving equipment and structures for planting coral seedlings.

"There's nothing [from the government]. It's all from village funds." (Gede Kardiana, Village Head, 15 January 2025)

Although the ICRG program can be a stepping stone for the residents of Pacung Village to open conservation as a tourist activity, if the village develops this conservation independently without additional government assistance, its growth will be slow.

"Because of the radius from Pura Ponjok Batu, the radius was very far at that time, which made it difficult. I have helped them through the online OSS permit, and it has been issued so the permit can be utilized. The plan is to shorten the radius from two kilometers to five hundred meters. That's the plan. That's a major obstacle to tourism development here, which is why investors who want to buy land and build villas near Pura Ponjok Batu can't because of the radius. That's the first permit [obstacle]." (Gede Kardiana, Village Head, 15 January 2025)

The OSS permit regulations, which prohibit building businesses within a 2-kilometer radius of Pura Ponjok Batu, also make it difficult for investors to get involved, as experienced by the owner of Villa Ponjok Batu Residence. The village government had to intervene to help with the villa's permit. Pura Ponjok Batu is only 1 km away from the PokMasWas building, which is still half the distance stipulated by the permit. This significantly affects the strategic location for building a business.

Administrative hurdles affect the investment ecosystem in Pacung Village, necessitating regulatory adjustments to attract investors and stimulate the local economy.

The numerous government programs aimed at developing tourism in Pacung Village cannot offset the administrative regulations that practically hinder development. There is a need for support from the central government to simplify administrative processes.

#### **2. Economic Factors**

"But they have been able to provide jobs for the people around them, just like the Ponjok Batu Residence, which also employs workers from here." (Gede Kardiana, Village Head, 15 January 2025)

Any business activity, once it becomes part of the tourism sector, will improve the welfare of the community in that destination by creating new jobs. However, this must be supported by a competent and competitive workforce. In Pacung Village, where there are not many tourism-related job opportunities yet, the village funds local youth to become expert divers.

Support from outside investors is still limited, which can be an opportunity for the community to establish independent businesses so that money circulates within the village. If this can be executed well, it will be highly beneficial for the residents of Pacung Village.

"The programs that are already running, like the tourism facilitators in PokMasWas, we fund equipment and provide for diving certification, as well as purchasing gear for the diving courses to get certified." (Gede Kardiana, Village Head, 15 January 2025)

With the village still developing its marine tourism, the community remains heavily reliant on the agricultural sector. If young people are interested in

tourism, they prefer to work outside Pacung Village. Although the government has tried to help the community with supporting facilities and certification or scholarship programs, this has not increased local interest. This negatively impacts the availability of human resources, which are a key component in driving the village's economy.

The domino effect of administrative policies is also a factor hindering the increase of primary capital from stakeholders or the private sector. This is continuous with the lack of follow-up from political factors, which only lead to official ceremonies without further maintenance. If this situation continues without direct government attention, economic opportunities will not significantly contribute to tourism development in Pacung Village.

### 3. Social Factors

"Most young people with skills in tourism go abroad or to Denpasar. So we who are in the village and have activities already have jobs, like the head has an activity at LPD, the treasurer has an activity at BUMDES, and the secretary." (Dhiantara, Secretary of PokDarWis, 15 January 2025)

The community is the main component in the movement of tourism activities and will impact tourism development, especially in the context of sustainable tourism. The coral reef conservation and beach tourism in Pacung Village are its marine tourism attractions. If the community does not directly participate in these activities, there is a risk of tourism exploitation, which would lead to the loss of natural and human resources and prevent the continuation of tourism in line with sustainable principles.

Pacung Village still has the support of its community, which cares for and manages marine tourism. The formation of PokMasWas is intended to preserve marine tourism, and PokDarWis develops tourism activities, particularly marine tourism. A sense of love for one's hometown is essential for places that are not yet well-developed in terms of infrastructure and social facilities, like this village. This makes community support very important to accelerate the development of marine tourism in Pacung Village.

Proper planning is needed for tourism development so that its utilization can have a positive impact on the social environment. The formation of PokDarWis and PokMasWas shows that the community of Pacung Village is critical of environmental and tourism issues, indicating their support and participation in the development of marine tourism.

Pacung Village, which was once part of Djoelah or the current Julah Village, used to be a port frequently visited by traders from outside the village or outside Bali, including from other Indonesian islands and abroad. The coastal location of Julah meant that the community lived as fishermen or traders.

The influence of King Marakala Pangkaja as the King of Manasa, located in North Bali, as stated in the Sawan A I inscription in 1023 AD, shows that the port was a significant part and attracted the attention of many traders, both local and foreign. The Kintamani E inscription, issued by King Eka Jaya Lancana in 1122 AD, states that traders from Kintamani often came to Manasa to sell their cotton products (Hauser-Schäublin & Ardika, 2008).

This history influences the social development of the Pacung Village community today, who still choose to be fishermen and traders. The influence from the ancient kingdom that relied on the Julah port and the trading ecosystem created in the 11th century continues to this day, even though the original ecosystem no longer exists.

### 4. Technology Factors

Technology is a crucial instrument in today's era. Coral reef conservation activities require adequate technology to dive deep into the sea and reliable cameras for underwater photography. The photos captured can be shared on social media platforms like Facebook, Instagram, YouTube, or TikTok.

#### *Marine Tourism Development Strategy in Pacung Village*

Following an analysis of internal and external factors using the SWOT method, four main strategies have been formulated that can serve as a reference for the organization in determining its development direction. These four strategies are Strength-Opportunity (SO), Weakness-Opportunity (WO), Strength-Threat (ST), and Weakness-Threat (WT). Based on the information in Table 4.1, the following are the diversification strategies for marine tourism development in Pacung Village derived from the SWOT analysis:

#### 1) SO Strategy (Strengths-Opportunities)

The Strength-Opportunity strategy uses the strengths of Pacung Village's marine tourism to maximize and seize existing opportunities. These include:

Diversification of marine tourism products. (S1, O1, O3)

Innovate by creating educational marine ecosystem tour packages that involve local residents as guides to explain coral reefs, marine life, and conservation efforts.

Offer diving safaris to four different dive sites, each providing a unique experience (e.g., turtle spots, colorful coral reefs, or rare marine life).

Provide "learn to dive" programs for beginners with certified instructors from the village.

#### Community-Based Businesses. (S4, O2)

Encourage the establishment of local food stalls that serve unique seafood dishes from Pacung Village.

Set up a souvenir shop selling local handicrafts, such as marine-themed carvings or shell jewelry.

Provide underwater documentation services, such as photos and videos, managed by trained local youths.

Offer diving equipment rental services.

#### Utilization of Information Technology. (S4, O3)

Develop an official Pacung Village tourism website with reservation features, attraction information, and tourist testimonials, or maximize the use of third-party applications.

Create active social media accounts to share daily content, live tours, and tourist reviews, and collaborate with various media outlets to promote marine tourism in the village.

Provide an online booking feature for tour packages, homestays, and diving equipment rentals.

#### Annual Cultural & Marine Festival. (S1, S2, O4)

Organize a Pacung Village marine festival that includes decorated boat races, cultural performances, and a seafood culinary bazaar or a community fishing event.

The festival can also be a platform for promotion and networking with external parties, supported by the tourism office and local sponsors.

#### 2) ST Strategy (Strengths-Threats)

##### Integrated Marine Thematic Tourism. (S4, T1)

Create themed tour packages, such as "Ocean Guardian Expedition," which combines diving, education, and social activities.

Package the tourism experience to be unique by highlighting local stories, the authenticity of nature, and community involvement.

##### Diving attractions with a conservation value. (S1, S3, S4, T1, T4)

Incorporate coral planting activities into diving sessions.

Provide a conservation contribution certificate for tourists who help preserve the marine environment.

##### Structured information and promotion system. (S4, T2)

Develop a website, digital dive site maps, and interactive brochures accessible to travel agents or tourists.

Partner with Online Travel Agents (OTAs) such as Traveloka or tiket.com for promotion and package sales.

##### Volunteer/Ambassador Program. (S1, S3, T2, T3)

Form a community of volunteers from local residents living abroad or in other parts of Indonesia to become tourism ambassadors for their village.

They can promote the village's tourism through social media, professional networks, or by bringing guests directly to the village when they return home.

#### 3) WO Strategy (Weakness-Opportunity)

##### BUMDes (Village-Owned Enterprise) for tourism transportation. (W1, O2)

Provide tourism shuttle services from the nearest city to Pacung Village using village-owned vehicles.

This shuttle service can be integrated into the offered tour itineraries.



Supporting tourism facilities. (W3, O2, O3)

Develop local homestays by converting residents' homes to meet tourist comfort standards.

Build public toilets and souvenir kiosks through collaboration with private companies' CSR programs or a village cooperative.

Establish a tourism information center in Pacung Village.

Tourism training and internships. (W4, O1, O3)

Organize training in hospitality, guiding, digital marketing, and diving in collaboration with vocational training centers (BLK) or tourism universities.

Provide internship programs at nearby tourist sites or with partner travel companies.

Creative digital promotion. (W4, O2, O3)

Actively create promotional videos showcasing the underwater beauty and diving experience in Pacung and upload them to social media.

Develop a narrative storytelling approach about the village's history, culture, and local figures to create a unique appeal.

#### 4) WT Strategy (Weakness-Threats)

Village Tourism Academy. (W3, T4)

Establish a training center in the village focused on developing tourism skills, foreign languages, digital literacy, and environmental conservation to increase the community's competitiveness and encourage them to stay in the village.

Provide local certification to add value to local human resources, giving tourists confidence that they are guided by competent individuals.

Collaboration with various parties. (W2, T2, T3, T4)

Form a collaboration forum involving the tourism office and community organizations so that development can be reviewed from various perspectives, and the development benefits align with the attractions in Pacung Village.

This forum will identify the village's needs and create joint programs for amenity development and promotion to strengthen facilities and be more aggressive in disseminating information to attract tourists.

Village digital promotion team. (W4, T2)

Train local youth to become a creative team for social media, managing official accounts, creating vlogs, and responding to inquiries to serve as an information bridge for potential tourists.

Create a content calendar (e.g., short-term 3-month, or long-term 6-month or 1-year) to maintain consistency and quality in digital promotion, ensuring that social media and other tools effectively spread information about the attractions in Pacung Village.

Supporting tourism businesses. (W1, W2, T1)

Open opportunities for small businesses such as food stalls, snorkeling equipment rentals, transportation services between tourist spots, and handicrafts.

Encourage a community-based business group model to keep the economy circulating within the village and empower the community.

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## 4. Conclusion

Marine tourism in Pacung Village has great potential, especially with unique attractions like its multi-spot dive sites, which are its main strengths. However, the tourism product components (4A) are not yet complete, with significant weaknesses in amenities like accommodation, restaurants, and information centers. These lacking facilities, along with the village's distance from Bali's city center and a lack of active promotion from PokDarWis, pose major challenges. An external analysis using the PEST (Political, Economic, Social, Technological) framework reveals obstacles such as radius-based business permit regulations near Pura Pongok Batu, which hinder investor participation. Economically, the village is still reliant on the agricultural sector, and young people have little interest in tourism. Socially, many youths choose to move away despite the support from PokMasWas

and PokDarWis. Technologically, digital promotion and collaboration with third-party platforms are minimal, limiting the destination's visibility and information reach.

Based on the SWOT analysis, the appropriate development strategy for Pacung Village is product diversification (Quadrant II). This strategy leverages existing strengths to overcome threats and seize opportunities. The SO (Strengths-Opportunities) strategy focuses on diversifying educational tourism products, developing community-based businesses, and utilizing information technology. The ST (Strengths-Threats) strategy emphasizes thematic tour packages with conservation value and structured promotion. The WO (Weaknesses-Opportunities) strategy includes developing amenities like local accommodation, providing human resource training, and creative digital promotion. Finally, the WT (Weaknesses-Threats) strategy aims to improve human resource standards through a Village Tourism Academy, foster collaboration with stakeholders, and form a digital team to strengthen promotion, ensuring that marine tourism can develop sustainably and independently.

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