

Tourism Development Strategy for Coastal Areas of Banjar District, Buleleng Regency, Bali Province in Indonesia

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ABSTRACT

This research aims to formulate strategies for the development of coastal tourism in the Banjar District, Buleleng Regency. The research location encompasses coastal areas in Banjar District, including Segara Banjar Beach, Lotus Dencarik Beach, Kalianget Beach, and others. Sampling was conducted using purposive sampling techniques. Data analysis was performed using descriptive qualitative analysis techniques. This research will produce strategies that can be applied for the development of coastal tourism in the Banjar District. This research is beneficial as input for stakeholders in the Banjar District, Buleleng Regency, in developing coastal tourism. Strategies that can be pursued for the development of tourism in the Banjar sub-district include: (1) promotion through various platforms such as Facebook, Instagram, and other social media; (2) setting up TPS3R to maintain the cleanliness and beauty of tourist villages; (3) developing tourism human resources; (4) developing digital promotion; (6) support from local government in terms of policy.

Keywords— tourism, development, strategy, coastal area, Bali, Indonesia

INTRODUCTION

Coastal areas have strategic significance as they serve as transition zones (interfaces) between terrestrial and marine ecosystems, possessing abundant natural resource potential and providing valuable environmental services. Indonesia is the largest archipelagic country in Asia. Two-thirds of its territory is ocean, and one-third is land, which is home to a diverse array of cultures and is blessed with rich and fertile natural resources. Indonesia's marine potential is vast and diverse, with 17,508 islands, a coastline of 81,000 km, and 5.8 million km² of sea, which accounts for 70% of Indonesia's total area. This potential is reflected in the incredible biodiversity, the significant coastal and marine aquaculture potential, and the potential for marine tourism.

Coastal areas have an extraordinary appeal for tourism development in Indonesia. The attractions of these coastal areas present a significant opportunity not only for the tourism sector but also for the economy, as community activities in coastal areas have incredible potential for revival, particularly in various sectors. Various community activities in coastal regions provide a significant advantage for the local economy, forming a foundation for community development that integrates resource management with sustainable regional regulations, thereby creating sustainable development and a society for coastal areas.

Bali is a small island located primarily in coastal areas. Buleleng Regency is the area with the longest coastline on the island of Bali. Buleleng Regency has a coastline of 157.05 km. This makes Buleleng Regency have very significant maritime potential, including tourism potential. However, this leads to problems arising from the activities of tourists visiting the beach, which often result in a lack of cleanliness at the location. Buleleng Regency is one of the regencies with the most significant coastal area, located in the north of Bali, and has less than optimal coastal management. One of the coastal areas that has not been optimally utilized is the coastal area of Banjar District, despite its significant natural resources and environmental services.

The potential of the coastal areas in Banjar District needs to be developed properly, incorporating the concept of sustainable tourism planning. Therefore, this research will utilize the SOAR Model (Strengths, Opportunities, Aspirations, Results) in developing tourism planning for the coastal areas of Banjar District. The SOAR model

is a concept proposed as an alternative to SWOT analysis, which comes from the Appreciative Inquiry (AI) approach. This research benefits both the government and the community. For the government, good area management can lead to optimal programs and activities for the development of sustainable tourism areas. For the community, developing tourism areas based on the principles of Community-Based Tourism (CBT) will enhance services for both domestic and international tourists, thereby generating community welfare in those areas.

LITERATURE REVIEW

According to Law number 27 of 2007 on coastal and small islands management, the scope of regulation for coastal areas and small islands includes the transitional area between terrestrial and marine ecosystems influenced by changes on land and at sea, extending inland covering the administrative area of sub-districts and seaward up to 12 (twelve) nautical miles measured from the coastline at high tide out to open sea and/or towards archipelagic waters. The regulation of land space utilization in coastal areas is governed by the Spatial Planning Regulation (RTRW) and/or the Detailed Spatial Planning Regulation (RDTR) in force. The enactment of this law clarifies the recognition of the maritime and fisheries sector, as well as the management of coastal areas and small islands, as a key component of national development agendas.

Coastal areas and their natural resources are of great importance for the economic development of the Indonesian nation. According to [10], the value and significance of coastlines and oceans for Indonesia can be seen from at least two aspects. First, from a socioeconomic perspective, coastal areas and oceans are important because about 120 million (50%) of Indonesia's population lives in coastal areas (with an average growth rate of 2% per year), and most cities (provincial and district cities) are located in coastal areas. Second, from a biophysical perspective, Indonesia's coastal and marine areas are significant because the country has the longest coastline in the world, after Canada (approximately 81,000 km), and about 75% of its territory is water. [11] Indonesia is the largest archipelagic country in the world, comprising approximately 17,508 islands and boasting a high level of biodiversity.

The government should maximize the village's potential. Marine tourism in the coastal areas of Buleleng Regency needs to be improved and further developed, not just with existing tourist attractions but also by developing other alternative tourism activities that fit the conditions and potential of the existing natural resources and synergize with already existing tourism activities, such as the development of marine tourism.

The distribution of ecotourism potential levels in the coastal area of Buleleng Regency reveals that the eastern part of Buleleng Regency (Air Sanih) still needs to enhance its ecotourism potential, whereas the central (Lovina) and western (Pemuteran) coastal areas of Buleleng Regency have high potential for ecotourism development [13]. In the development of Coastal Tourism Villages, management needs to be carried out with support from the government and relevant stakeholders, and its development must involve community participation to meet the needs of tourists, thereby improving the welfare of the community.

Research in the field of tourism destination planning has been extensively conducted both in Indonesia and abroad. Some previous research examples include: (1) A study on the development strategy for the Gunung Galunggung tourism area by [14] which used qualitative analysis to formulate a development plan for the Gunung Galunggung tourism area; (2) The development of tourism potential at Situ Sanghyang in Tanjungjaya District, Tasikmalaya Regency by [15]; Research related to the study of potential and strategies for developing ecotourism in the Sempu Island nature reserve in Malang Regency, East Java Province [16]. These three studies share a commonality in that they utilize qualitative analysis involving local tourism stakeholders to collect research data. The data used is primarily empirical, which means that the results from the development strategies formulated are also tailored to the conditions present in each location.

Research conducted by Ananda [17] titled "Mapping the Ecotourism Potential of Coastal Areas in Buleleng Regency" describes the division of 3 three zones in Buleleng Regency as the basis for sampling ecotourism, namely Air Sanih, Lovina, and Pemuteran Village, using a purposive area sampling method. The results indicate that the ecotourism potential in the coastal areas of Buleleng Regency can generally be developed as ecotourism, although there are tourist attractions that need to enhance the three aspects of ecotourism, consisting of tourism

potential, community participation, and contributions to local communities, to meet the requirements of ecotourism.

From the review of previous research, it can be concluded that this study differs from prior studies because: (1) this research discusses planning and management strategies for coastal tourism; (2) this research aims to formulate appropriate strategies for tourism development using SOAR analysis, which previous researchers have not discussed.

RESEARCH METHODS

Research location

The research location was conducted in the coastal area of Banjar District, Buleleng Regency, Bali Province, Indonesia. This location was chosen because it has a high-potential coastal area but has not been managed optimally.

Picture 1. Research location in Banjar District in Bali



Data Types

Data is classified according to its type into two, namely quantitative data and qualitative data, with the following descriptions: (1) Quantitative Data is data in the form of numbers that can be calculated with counting units. The quantitative data in this study includes the number of tourist visits to Bali, the number of tourist visits to Buleleng Regency from 2015 to 2021, as well as the data on tourist villages in Buleleng Regency. (2) Qualitative Data is data in the form of images, schemes, words, and sentences. The qualitative data in this study are descriptive information about the general overview and profile of Banjar Village. The data mentioned in the explanation of data types is not analyzed data that provides results from the research conducted, but rather as supporting data for the planning strategy of the Banjar tourist village.

Data is categorized into two types based on its source, namely primary data and secondary data. The details are as follows:

Primary Data

Primary data is original information obtained directly from primary sources or respondents. The primary data to be sought includes observational data and interviews with the Village Head and relevant stakeholders.

Secondary Data

Secondary data is data that is not obtained directly from the source of information but rather from third parties. Researchers obtain pre-existing data collected by others using various methods or approaches. The secondary data to be used includes data from the Buleleng Tourism Office about the number of tourists and the number of

tourist villages in Buleleng Regency, and documents related to this discussion.

This research employs several research instruments to collect data from informants, including a camera, writing tools, a recording device, and an interview guide. The camera is used to document the conditions and tourism potential available in the area, as well as the researcher's activities in gathering information. Writing tools are used to note the results of interviews with several informants. The recording device is used to support the documentation of interview results. The interview guide was used to conduct interviews with the Head of the Buleleng Regency Tourism Office, village heads, tourism practitioners, academics, and the village community. The technique for selecting informants uses purposive sampling. Purposive sampling is a sampling technique with specific considerations. Informants are selected based on the importance of identifying the tourism potential in the village and developing appropriate strategies for planning a tourist village. Based on these considerations, the informants can be categorized as follows: the Head of the Buleleng Regency Tourism Office, Village Heads, Tourism practitioners/community members, Academics, and representatives of the community in each hamlet. In addition to the roles and involvement in planning a tourist village, this selection of informants aims to obtain detailed and intensive study data, enabling the identification of appropriate strategies to determine the tourism potential that can support Banjar Village as a tourist destination.

The data collection techniques used in this research are observation, in-depth interviews, and documentation studies, explained as follows:

Observation

Observation is a process of systematically, logically, objectively, and rationally observing and recording various phenomena, both in actual situations and in artificial situations, to achieve specific goals [19]. Faisal in [20] mentions that one technique of observation is participatory observation, where the researcher becomes involved in the daily activities of the people being observed or who serve as data sources for the research. In this study, the author was directly involved in observing the potential available in Banjar Village

In-depth Interviews

Interviews are conversations with a specific purpose conducted by two parties, namely the interviewer who asks questions and the interviewee who answers these questions [21].

Data Analysis Technique

Data analysis is the process of systematically searching for and organizing data obtained from interviews, field notes, and other materials, making it easy to understand and facilitating the communication of its findings to others. The initial stage of data analysis is collecting raw data through interviews, observations, and document studies. The next step is to interpret the existing data or information, known as interpretative analysis. This analytical method is used to build upon existing facts, allowing for a thorough understanding of the object's existence. To achieve interpretation results with a high level of confidence, interpretative analysis is supported by triangulation techniques. By applying triangulation techniques in the form of method triangulation and information source triangulation, it can be determined which information is less biased towards the subjectivity of the respondents.

The results of the information interpretation are presented descriptively and qualitatively in accordance with the issues that are the focus of the research. Qualitative descriptive research is intended to describe and analyze phenomena, events, social activities, attitudes, beliefs, perceptions, and individuals as well as groups.

FINDINGS

The Potential of Resource in Coastal Areas of Banjar District

Banjar District has an area of 172.60 Km² with a coastline of 17.00 Km. Administratively, it comprises 17 villages, 70 hamlets, and 17 customary villages. Banjar District, with a coastline of 17 Km, has natural beauty

that is potential for tourism and the creative economy. The region of Banjar District consists of coastal areas and hilly areas. The main products in Banjar District are coffee, durian, grapes, red rice, bamboo handicrafts, and cloves. Banjar District also relies on the tourism and creative economy sectors as the driving force of its economy.

Name of Tourist Destination	TOTAL			
	Local Tourist		International tourist	
	L	P	L	P
BANJAR				
Air Panas Banjar	22,987	22,373	9,249	9,067
Brahma Wihara Arama	3,003	3,928	25,582	30,869
Air Terjun Melanting	920	588	13,417	12,563
Danau Tamblingan	6,599	6,186	2,678	2,549
Perkebunan Anggur Rakyat Dencarik	0	0	0	0
Desa Tua Sidatapa	0	0	0	0
Desa Tua Pedawa	0	0	0	0
Desa Tua Tigawasa	0	0	0	0
Desa Tua Cempaga	0	0	0	0
Desa Tua Banyuwari	0	0	0	0
Air Terjun Singasing	0	0	0	0
Krisna Funtastic Land	56,734	58,186	687	492
Krisna Water Sport	2,350	2,347	877	529

Banjar Village, located in Banjar District, Buleleng Regency, Bali Province, is a village with significant potential in various fields such as tourism and agriculture. Specifically in agriculture, the prominent and renowned product of Banjar Village is black grapes (*Vitis vinifera* L. Var. Alphonse Lavallée). Banjar Village has a black grape plantation area of 36.63 hectares, with an average of 300 plants per hectare. Thus, the total number of black grape plants cultivated in Banjar Village is approximately 11,000 plants. Most of the black grape harvest has already been ordered by collectors to be processed into wine. One of the well-known wine brands in the world has used black grapes harvested from Banjar Village as its raw material for production. Dencarik Village also has a large black grape plantation and has become integrated with the area of Banjar Village.

In addition to black grapes, Banjar Village also has tourism potential. Banjar Village has the Banjar hot springs, which have been known to tourists, both local and international. The number of visitors to the Banjar hot springs is relatively high compared to other tourist attractions in Bali. Furthermore, Banjar Village also has the largest Buddhist monastery in Buleleng Regency, which is a popular destination for international tourists. The coastal areas of Banjar and Dencarik have also seen many villas built and are frequently visited by international tourists at the end of the year. However, this tourism potential is hindered by the dirty and littered beach conditions, especially during the rainy season. Therefore, this community service program (PkM) is one of the efforts to support the development of tourism in Banjar and Dencarik.

The quality of human resources in Banjar Village and Dencarik Village is still considered low. The majority of the community are elementary and junior high school graduates and work as farmers. Some others work as fishermen. Only a small portion are employed as civil servants, private employees, and villa staff. The main income is from the sale of black grapes, other fruit, agricultural products, and from the sale of fish caught by fishermen. With the existing human resources, the ability to improve the types of agricultural products and product quality has become stagnant. Similarly, in the tourism sector, human resources are still low and require skill enhancement in managing tourism in the tourism village.

The prospects for developing coastal tourism in the villages of Banjar and Dencarik are quite promising. The villas lining the beach are a sign that many foreign tourists have visited this area. During the holiday season at the end of the year, many international tourists gather on the beach to enjoy the beautiful sunset of North Bali.

The Strength of Coastal Areas in the Banjar District

The Banjar District has a charming coastal area that stretches from Temukus to the border of Seririt District. There are several villages that already have interesting tourist attractions.

Temukus Village has significant marine tourism potential, one of which is Krisna Water Sport. This location offers stunning views with various exciting water activities such as jet skiing, parasailing, and banana boat rides. The facilities that support the development of the tourism sector in Temukus Village create a strong appeal for visitors looking for enjoyable marine tourism experiences. According to Yoeti (2008), complete and diverse facilities in marine tourist destinations can enhance tourists' interest and extend their stay. The existence of Krisna Water Sport also has a positive economic impact on the local community. With an increasing number of

tourists visiting, there is a rise in demand for products and services. With the increase in the number of tourists visiting, there has been a rise in demand for local products and services such as accommodation, food, and souvenirs, creating new business opportunities and jobs. Sutawa (2012) states that maritime tourism development can strengthen the economy of coastal communities through job creation and increased local income. Therefore, Krisna Water Sport not only offers exciting recreation but also contributes to the economic welfare of the local community through the marine tourism industry.



Krisna Water Sport is located in the same place as the famous restaurant, Dunki Restaurant, which offers a beautiful and enchanting location and traditional Balinese food, namely Ikan Bakar Sambal Matah. This restaurant has a large swimming pool and a spacious area, making it capable of accommodating many tourists. On New Year's Eve, a fireworks party is always held to attract tourists to this restaurant.

The village of Temukus also has an interesting tourist attraction with various rides called Krisna Funtastic Land. At this location, visitors can enjoy the beauty of the garden with a large fish pond and gazebos to enjoy food. During certain events, this location is very suitable for meetings and reunions. Funtastic Land has rides that are perfect for students and college students during the school holidays. The available rides include bumper cars, the Thunder, a photo booth, a mini cinema, and more. This location also features a water attraction called Krisna Waterpark with facilities like a lazy river, wave pool, and water splash pool. Here are some photos from this location.



Dencarik Village

Dencarik Village has a beautiful coastal area with exotic black sand. Dencarik Village has many villas lined along Lotus Beach and throughout the coastal area of Dencarik Village. Tourists from various countries have flocked to this village to enjoy a vacation in a relaxing atmosphere away from the crowds. Some photos of the villas can be seen in the following images:



Dencarik Village has an advantage in the fields of plantations and agriculture. Dencarik Village has a very large

vineyard and already has a stable market share as a supplier for wine companies. The rows of large vineyards make this village suitable for the development of grape agro-tourism. Some farmers have been working on developing grape picking agro-tourism in Dencarik Village, using imported grape varieties. This vineyard supports tourism in Dencarik Village. The grape picking agro-tourism has been developed, but promotion is still not optimal, so not many visitors come to this location.

Banjar Village

Banjar Village also has similar characteristics to Dencarik Village, namely vineyards and a coastal area with exotic black sand beaches. Many villas line the coast of Banjar Village, adding to the attraction for tourists to visit this village. The positive impact of the development of villas along Banjar Village is the increase in job opportunities for the local community. Some of the villas in Banjar Village can be seen in the photo below.



The Weakness of Coastal Areas in Banjar District

The cleanliness of the beaches in northern Bali is very concerning, with trash scattered around and often causing an unpleasant smell. The coastal area, which is a meeting place between land and sea, often receives trash from other areas. The phenomenon of the west wind from October to March impacts the volume of trash carried by ocean waves, much of which stops at the shore. Trash is generally brought by sea waves from the Bali Strait, mixed from various directions of the open sea. In addition, human activities carried out in terrestrial and marine environments are the main factors contributing to marine trash. The photos of the current conditions at the beaches of Banjar Village and Dencarik Village can be seen below.



The documentation of the coastal conditions in Banjar Village and Dencarik Village was taken on March 30, 2024. From the documentation, it can be seen that organic waste has a large volume and can be utilized into high economic value briquettes. The issues are: (1) the suboptimal utilization of waste in the coastal areas of Banjar Village and Dencarik Village; (2) the limited efforts to process bamboo/wood waste into high economic value products with a zero waste business concept

The Opportunities of the Coastal Areas in Banjar

Coastal areas can provide many promising business opportunities, especially if you can take advantage of them well. Moreover, currently, businesses in coastal areas are starting to experience a lot of development, for example, such as accommodation, culinary, picnic equipment rental, boat rental, and so on. Maximizing the business potential of coastal areas will help improve the local economy. The increase in visitors to the beach certainly also raises business opportunities in this area. Some opportunities that can be taken include:

Equipment Rental

Rental business that can be opportunities for community are: renting diving equipment, surfing boards, and the like. Moreover, snorkeling and surfing activities are becoming increasingly popular among the public, especially if the beach and its surroundings are conducive. Therefore, this business of renting diving and surfing equipment is likely to be very profitable. This includes fins, snorkel gear, goggles, swimsuits, and other supporting equipment. Furthermore, support it with the right promotion, for example, by creating a dedicated website to promote the business. Then create social media to assist in promotional activities, including collaborating with bloggers and influencers.

Culinary Business

Another interesting business opportunity for coastal communities is selling food and beverages. Visitors who come certainly want to try the local cuisine or snacks from that place.

Boat Rental Business Especially if the coastal area has supporting conditions, such as good weather, natural scenery, and available facilities. This will certainly attract the interest of potential tourists to enjoy the coastal atmosphere from a boat, go fishing, or enjoy the sunset. The boat rental rates can be set per person or for full boat rental, just adjusted according to demand. Thus, the boats belonging to local fishermen can be utilized to generate income when they are not out at sea.

Tourism Stakeholder Aspirations in Coastal Areas in Banjar District

Based on interviews with tourism stakeholders in the Banjar District, several important aspirations were gathered for the development of tourism in the Banjar District. Aspirations from the stakeholders of Banjar Village and Dencarik Village include:

Establishment of TPS3R (Temporary Waste Management Facility).

Tourism stakeholders in Banjar Village emphasized the importance of having a TPS3R to support cleanliness in coastal areas and within the village. Efforts to conduct beach clean-ups have been carried out several times, but they have not been effective in maintaining cleanliness in the village. The operational costs for village cleanliness are very high, whereas a tourism village needs to be a clean and tidy destination. Therefore, the establishment of TPS3R for Banjar Village is very much needed.

Clean Water Issues

Banjar Village faces water issues because many residents still do not have access to clean water facilities. Farmers and ranchers in the hilly areas also face the same challenge, experiencing drought during the summer. This issue significantly contributes to the poverty rate in Banjar Village.

Developing Tourist Villages

It requires support from Pokdarwis and Local Government The presence of Pokdarwis is one way to bridge the community to empower all potential possessed in developing tourist villages. The involvement of the community as members of Pokdarwis creates a strong sense of ownership of the tourist village's potential. The lack of guidance for Pokdarwis members is a major obstacle to the sustainability of the Banjar tourist village. Therefore,

support from the local government is essential for Pokdarwis to foster tourism development in Banjar Village.

Stakeholder Expectations of Tourism in Coastal Area of Banjar Subdistrict

Based on the results of the interviews, there are several inputs from the community to increase the number of tourist visits, including:

Local Community Involvement

Involving the local community in decision-making related to tourism development is very important so that they have a sense of ownership and contribute actively. Community-Based Tourism (CBT) is a tourism management approach that actively involves the community. Buleleng Regency has several villages that serve as national examples, namely Pemuteran Village and Munduk Village. Therefore, duplicating CBT to other tourist villages is an important task for the Buleleng Tourism Office.

Addition of Public Facilities

Some tourist locations still lack supporting facilities such as parking areas, clean toilets, and tourist information centers.

Installation of Information Boards

The installation of digital information monitors along the roads to make it easier for tourists to obtain information such as tourism maps, types of attractions being visited, and information about entry fees

Public Transportation

The lack of public transportation to tourist attractions poses challenges. More organized and integrated transportation services are needed.

Sustainable Training Program

Developing a sustainable training program for human resources in the tourism sector, including training on

tourism management, customer service, and sustainability practices.6. Infrastructure ImprovementPrioritizing the development and improvement of basic infrastructure such as roads, public transportation, and public facilities in tourist areas to enhance accessibility. The Tourism Office plays a vital role in assisting with the proposal for infrastructure improvements to other relevant agencies. Currently, many tourist villages still have inadequate infrastructure, especially those located in mountainous or remote areas such as Sekumpul Waterfall, Sidatapa, Pedawa, and Banyuseri. There are still many damaged roads or even areas that have no access at all. Access to destinations needs to be improved and expanded to support the comfort of tourists.

Infrastructure Improvement

Prioritizing the development and improvement of basic infrastructure such as roads, public transportation, and public facilities in tourist areas, in order to enhance accessibility. The Tourism Office plays an important role in assisting the proposal of infrastructure improvements to other related agencies. The current situation is that there are still many tourist villages where the infrastructure conditions are inadequate, especially those located in mountainous or remote areas like Sekumpul Waterfall, Sidatapa, Pedawa, Banyuseri. There are still many damaged roads or even areas where there is no access at all. Access to destinations needs to be improved and expanded to support tourist comfort.

Conservation and Preservation of CultureImplementing conservation programs to preserve culture and historical sites, as well as encouraging the organization of cultural events that attract tourists. We have a very important role in the preservation of cultural heritage sites in Indonesia. One of the most important efforts is physical

preservation. This includes the maintenance of buildings, cleaning, and restoration. With well-maintained cultural heritage sites, promotion becomes easier which can increase the number of tourist visits to Buleleng Regency.

Diversification of Tourism Product Development

Identifying and developing diverse tourism products, including ecotourism, cultural tourism, and culinary, to attract various market segments.

Strategies for Coastal Tourism Development in Banjar District

Based on the results of interviews and other data collection techniques, it can be concluded that the strategies that can be implemented for the development of tourism in Banjar District include:

1. The community needs support for environmental cleanliness; it would be very good if all villages had a TPS3R (Temporary Waste Management Site) in their respective areas.
2. Provision of adequate/infrastructure at tourist destinations (DTW), such as toilets, washing areas/changing rooms, parking areas, and shelters.
3. Strengthening tourism promotion.

Designing a more creative and targeted tourism promotion campaign, including the use of social media and digital technology to reach a wider audience. For this creative campaign, various platforms are utilized to ensure the advertising message reaches a broad audience. The media used includes print ads and billboards in strategic locations such as shopping centers and urban areas. In addition, this campaign features engaging and informative promotional videos on social media platforms such as Instagram, Facebook, and YouTube. The official website is also optimized with campaign content, including a dedicated landing page showcasing flagship products and current promotions.

1. Human resource development: Technical training, support for training tour guides, homestay managers, and MSME actors.
2. Digitalization workshops: Enhancing the community's ability to utilize technology for online promotion and reservations.
3. Policy support:
 - a. Sustainable Tourism Policy
 - b. Regulations protecting the natural environment and local culture from exploitation due to tourism
 - c. Ease of Business Licensing.
 - d. Simplification of the licensing process for small business actors in the tourism sector, such as homestay managers, restaurants, or souvenir shops.
 - e. Budget support for the development of tourist destinations and tourist villages.
 - f. Community Capacity Training Program

Training Required for Improving the Quality of Human Resources in Tourism: (a) Training in Managing Tourist Villages, (b) Digital Marketing Training, (c) Training in Tourism Product Innovation (d) Safety and Security Training, (e) Entrepreneurship Training, (f) Tour guide training in effective communication and foreign language proficiency, training in tourism management such as site management, planning, and tourism business management. (g) Homestay Management Training (h) Training in Planning and Governance of Tourist Villages.

CONCLUSIONS

The development of tourism in Banjar District requires support from various parties. A SOAR analysis is used to identify the strengths, opportunities, aspirations, and expected outcomes of the local community. The results of this research lead to several conclusions.

1. Banjar District has strengths in its long coastal area with exotic black sand beaches. The coastal area has developed many villas that support tourism and boost the local economy. Grape plantations also support

agro-tourism and have their own attraction for visitors.

2. The opportunities available include culinary tourism businesses, boat rental services for dolphin watching, and snorkeling and diving equipment rental businesses.
3. The aspirations of tourism stakeholders include proposing the establishment of TPS3R (temporary waste management sites) in every village in the Banjar sub-district, additional promotional schemes, special funding for tourism development in the Banjar sub-district, and coaching for community tourism groups.
4. The desired outcome for tourism stakeholders is a clean, beautiful tourist village that can provide economic benefits to the local community.
5. Strategies that can be pursued for the development of tourism in the Banjar sub-district include: (1) promotion through various platforms such as Facebook, Instagram, and other social media; (2) setting up TPS3R to maintain the cleanliness and beauty of tourist villages; (3) developing tourism human resources; (4) developing digital promotion; (6) support from local government in terms of policy.

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