

## Variety Uniqueness and Models Management Tourist Attractions Popular in Bali Island, Indonesia

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**Abstract:** The uniqueness becomes a competitive advantage for any tourist attraction. Management of uniqueness of tourist attraction is a key factor for sustainability. This study aims to identify the uniqueness of the tourist attraction and its management models. The research sample consisted of 20 popular tourist attractions on the island of Bali and involving 120 tourists as respondents. The data collection is done by survey method using questionnaires and focus group discussions. The majority of popular tourist attraction in Bali is a cultural attraction (40.0%), followed by natural attractions (37.5%) and man-made attractions (22.5%) while the model of the management is dominant based on community (75.0%). Every tourist attraction should have a uniqueness to improve its competitive value. The right management model tourist attraction provides benefits to increased prosperity for community and sustainability for tourist attraction.

**Key words:** Tourist attractions, management models, uniqueness, sustainability, tourist

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### INTRODUCTION

Many countries are increasingly interested in developing tourism as a foreign exchange earner industry. Various tourism potentials explored and developed to increase the number and duration of tourist visits. Every state always motivates tourism to revenue (Lata *et al.*, 2015), that can have a significant impact on economic and social (Stetic, 2012) and capable of stimulating economic growth.

The tourist attraction is a core component in tourism system (Hassan *et al.*, 2014) and of a region's tourism product (Lajarca, 2014). Uniqueness is the main factor affecting the competitiveness of each tourist attraction. The higher in the value of the unique tourist attraction, the greater the interest of tourists to visit let alone supported by adequate infrastructure and services. In general, tourists want to have fun, services and knowledge and involved at every tourist attraction visited.

Attraction management has become an important issue on the tourism policy agenda (Weiermair and Peters, 2000). Management model of tourist attraction becomes an important thing that should be taken seriously. Tourist attraction that is not managed properly can cause a drop in tourist arrivals and contribution to revenues. In addition, due to reduced trickling down effects of tourism

on the area around it will affect the loyalty of the local community to preserve destination tourist attraction. The forms of public loyalty to the charms of travel may include the creation of regional security, hospitality, maintenance of environmental hygiene and other things that support the convenience of visitors. The understanding of the uniqueness of the tourist attraction provides convenience for maintenance and search for the model management. The management model appropriate of tourist attraction will give optimal maintenance so as to provide a positive contribution to conservation. Sustainable tourist attraction can realize sustainable tourism.

This study aims to identify the uniqueness popular tourist attraction on the island of Bali and compare the model of management. Management model appropriate to the unique attractions and characteristics of the area which found, expected to be adopted and implemented in other places as lesson learnt with various adjustments for the preservation of tourist attraction.

### MATERIALS AND METHODS

The research was conducted on the island of Bali by selecting 12 tourism institutions, consisting of institutions of tourism and travel agency. Based on information from the tourism institutions, were selected 20 popular tourist attraction offered and visited by many domestic and foreign tourists. Respondents were selected randomly

Table 1: Variety uniqueness of tourist attractions in Bali

Tourist attractions	Uniqueness	Classifications
Kedonganan, Jimbaran, Badung	Beach, sea food	Natural, Man-made
Garuda Wisnu Kencana (GWK), Ungasan, Badung	Garuda Wisnu Kencana statue, Jendela Bali Resto	Man-made, Man-made
Kawasan Uluwatu, Pecatu, Badung	Temple and View, Kecak Dance	Cultural, Cultural
Pura Taman Ayun, Mengwi, Badung	Temple, Taman and Kolam	Cultural, Natural
Danau Batur, Kintamani, Bangli	Landscape, Geopark	Natural, Natural
Desa Adat Penglipuran, Bangli	The village spatial, "Karang Memadu"	Natural, Cultural
Monumen Bajra Sandhi, Denpasar	Diorama, City View	Man-made, Natural
Taman Werdhi Budaya Bali, Denpasar	Building Architecture, Art Events	Man-made, Cultural
Barong, Batubulan, Gianyar	Barong and Rangda Dance, Keris Dance	Cultural, Cultural
Kawasan Desa Celuk, Sukawati, Gianyar	Jewelry Design, Production Process	Man-made, Man-made
Forests, Monkeys	Sacred springs, Temple	Natural, Natural
Monkey Forest, Ubud, Gianyar	Rice Terraces, Tracking	Natural, Cultural
Pura Tirta Empul, Tampaksiring, Gianyar	Temple and View, Prayer activities	Natural, Cultural
Ceking Terrace, Tegalalang, Gianyar	Bale Kertagosa, Bale Kambang	Cultural, Cultural
Pura Agung Besakih, Rendang, Karangasem	Temple, Caves and Bats	Cultural, Cultural
Kerta Gosa, Semarapura, Klungkung	Temple, Sunset	Cultural, Natural
Pura Goa Lawah, Dawan, Klungkung	Monkeys, Bats	Cultural, Natural
Tanah Lot, Kediri, Tabanan	Orchid garden, Adventure Park	Natural, Natural
Alas Kedaton, Marga, Tabanan	Temple,	Natural, Man-made
Kebun Raya Eka Karya Bali, Bedugul, Tabanan	Procession ceremony	Cultural, Cultural
Ulun Danu Beratan, Baturiti, Tabanan		

(accidental sampling), i.e., 6 tourists in every tourist attraction popular in order to obtain a total of 120 respondents. The collection of data carried out by survey method using questionnaires and focus group discussion.

## RESULTS AND DISCUSSION

**The variety uniqueness of tourism attractions:** Based on the research obtained findings that the uniqueness of tourist attraction in Bali can be grouped into (three), namely: natural attractions, cultural attractions and man-made attractions. Based on the classification in Table 1, the majority (40.0%) tourist attraction in Bali is a cultural attraction, followed by natural attractions (37.5%) and man-made attractions (22.5%). Each of this popular tourist attraction on the island of Bali, uniqueness and classification are presented in Table 1.

**Models management tourist attractions:** In general, the management model of tourist attractions can be classified into six types, namely community-based management management by private sectors management by governments management shared between the public and the government management shared between the public and private sectors and management of the three parties by the public, private and government. Management of the popular tourist attractions in Bali surveyed, there are three types of management models, namely: community-based management (75.0%), managed by the government (20.0%) and managed by the private sector (5.0%) (Table 2).

**The variety uniqueness of tourism attractions:** Tourist attraction is basically everything that can attract tourists

Table 2: Models management tourist attractions in Bali

Tourist attractions	Management models
<b>Badung regency</b>	
Kedonganan, Jimbaran	Community based
Garuda Wisnu Kencana (GWK), Ungasan	Private
Kawasan Uluwatu, Pecatu	Community based
Pura Taman Ayun, Mengwi	Community based
<b>Badung regency</b>	
Danau Batur, Kintamani	Community based
Desa Adat Penglipuran, Kubu	Community based
<b>Denpasar city</b>	
Monumen Bajra Sandhi	Government
Taman Werdi Budaya (Art Center) Bali	Government
<b>Badung regency</b>	
Barong, Batubulan	Community based
Kawasan Desa Celuk, Sukawati,	Community based
Monkey Forest, Ubud	Community based
Pura Tirta Empul, Tampaksiring	Community based
Ceking Terrace, Tegalalang	Community based
<b>Karangasem regency</b>	
Pura Agung Besakih, Rendang	Community based
<b>Klungkung Regency</b>	
Kerta Gosa, Semarapura	Government
Pura Goa Lawah, Dawan	Community based
<b>Tabanan regency</b>	
Tanah Lot, Kediri	Community based
Alas Kedaton, Marga	Community based
Kebun Raya Eka Karya Bali, Bedugul	Government
Ulun Danu Beratan, Baturiti	Community based

NB. Management models: Community based, Government, private

to visit. According to the Law of the Republic of Indonesia No. 10 of 2009 14, a tourist attraction is anything that has a uniqueness, beauty and value in the form of natural diversity, cultural and man-made results of the target or destination of tourists visit. Tourism Western Australia described that tourism attraction has meaning that is physical or cultural potentials in a destination which are used to attract tourists for refresh or recharge their selves when they visited that destination.

**Natural tourist attraction:** Natural tourist attraction is a tourist attraction in the form of diversity and uniqueness of the natural environment. Broadly speaking, these kinds of natural attractions can be distinguished: natural tourist attraction based potential diversity and uniqueness of the natural environment in marine waters and natural tourist attraction based potential diversity and uniqueness of the natural environment in the mainland.

Sustainability for the uniqueness of the natural appeal will depend on the aspects of the maintenance and condition of nature itself. If natural attractions can be maintained properly so that it will provide benefits for human welfare. A beautiful natural landscape and sustainable, clean and comfortable environment will be an attraction to be enjoyed by tourists so as to add value and generate income for the people's welfare in a sustainable manner. Instead, the natural conditions are bad (destroyed) will turn a negative impact such as landslides, floods, drought, etc.

Management model will be real effect on the sustainability of tourist attraction. In the management of natural attractions tend to be predominantly determined by regulations related to spatial planning and its effectiveness is influenced by the seriousness in implementing the regulation. In some cases show still frequently occurs of tolerance for breaches of the regulations or regulatory negotiation with the sole purpose to increase local revenue. This phenomenon can potentially reduce the quality of a tourist attraction as well as threaten its sustainability.

**Cultural tourist attraction:** Cultural tourist attraction is a tourist attraction in the form of the results of the creativity, taste and intention of man as cultural beings. Cultural attractions can be distinguished on the tangible and intangible attractions. Saarinen *et al.* (2014) noted that cultural tourism is related with all tourism features in a destination such as tourism activities, motivations and attractions. It means cultural attraction must be fulfill the hope of tourists on learning others communities daily live and it's arts, heritage and tradition. In brief, cultural tourism can be described as any cultural item which is consumed by tourists.

A cultural attraction is usually unique to each region and community. Regional culture unique and exotic can be a tourist attraction featured a tough unrivaled by other regions. Similarly, the uniqueness of Balinese culture with a competitive advantage, it is difficult rivaled or replicated by communities or other areas.

Preservation of cultural attractions closely associated with efforts to maintain the cultural resistance from various external influences. These efforts are intended

among other things through the process of revitalization and transmission (inheritance) culture from generation to generation. Maintenance of Balinese culture to be passed down from generation to generation requires capital investment and appropriate policies for its sustainability. The process of revitalization and transmission of culture can be viewed as a form of cultural capital investment to maintain the sustainability of cultural attractions. Therefore, it was needed refund of tourism revenue for the cultural providers which "fair" and "equitable" proportionally for preservation capital and the cultural inheritance. This is necessary so that the production of cultural attractions is available on an ongoing basis. If the supplier or actor of Balinese culture is not getting proper portion of the benefits of tourism, it is feared in the long term will decrease the quality of culture and could eventually become extinct (stopped), except for the activity of "yadnya" associated with Hindu religious rites and indeed should be done by its adherents. In addition, government policy support and local community (indigenous) are necessary to improve the quality of culture that can be enjoyed all the time. In the product life cycle including the tourism industry, the process of harmonization between suppliers of inputs, processes and connoisseurs output (consumer, in this case tourists) must be in balance so that the industry can run all the time and continuously provide added value and benefits right proportionally.

**Man-made tourist attraction:** Man-made attraction classified as special tourist attraction is the artificial creation and other human activities outside the scope of natural and cultural attraction. Man-made attractions depend on the innovation and creativity of human resources. The uniqueness of man-made tourist attractions generally relatively easier to imitate than the natural and cultural attractions, therefore it's the value of competitiveness will be reduced if it appear similar attractions in another location or region. If the icons and themes can be replicated so that the most superior travel services will determine the sustainability of a tourist attraction. In principle, every tourist attraction should have one excellence over other tourist attractions to attract tourists.

#### **Tourist attractions management model**

**Community-based management model:** Management of community-based tourist attraction operationally implemented by local communities but usually there are only government intervention in the form of determination of entrance fee. This type of model community-based management provides a positive impact on the community

in maintaining the loyalty of attractions such as: giving security and social hospitality which impact to the comfort of visiting tourists. In addition, the flow of funds contributed to tourist attraction will be more obvious visible in the local community cash book. Constraints can be found on the management model of this type is the need for updating the system or external interventions (by the government) if there is interference in the internal management (communities) that cannot be resolved by the local community.

In the community-based management model are generally using traditional management. In the early stages of implementation, it required an improved understanding of the personnel of the duties and functions. Generally, executive personnel from the local community are very superior in transparency and ethics, because of their plainness, the hospitality and the honesty of local community resources (Bali). This happens because the local people are still tied to the social sanctions which created. In the development, see the benefits of tourism that they manage, the community manager to be very advanced and modern because of the experience gained and feedback evaluated and actionable, along the management operations. On the contrary, if people who are not able to anticipate changes to the internal weaknesses and external threats facing will be occur the failure. This resulted not manageable of tourist attraction well, will be abandoned travelers gradually, reduced income, a tourist attraction is not maintained, decline of quality and service so that bankruptcy was inevitable. For example, in the management of tourist attraction Trunyan, in the district of Kintamani, Bangli regency which is a fascination with icons are very unique but because there is an interruption in service system (crossing to the location of a tourist attraction) so that tourists feel less comfortable and a subsequent happens the decline of number of visits. This requires the intervention of the government to the understanding and improvement of the importance of comfort for tourists, so it can eventually return to increase number of tourist visits (Buultjens *et al.*, 2012).

Village of Tenganan Pegringsingan, District of Manggis, Karangasem regency be the management model of community-based tourist attraction because of its management model form of pure bottom up. Its uniqueness, tourists entering this area are subject to a voluntary donation instead of admission fee. At the entrance, tourists are shown the book to write contributions to the development of tourism in the village and tourists usually follow the previous value contribution in the list. Revenue can be much higher than the applying of ticket price.

**Management model partnerships between community and private:** Management model tourist attraction of this type requires the system of cooperation agreement (at the beginning) with terms of the rights and obligations with a clear and detailed for each party so it will not bring up issues in the implementation. Generally the private sectors which are invited to cooperate also want to gain a profit so that the benefits to be received by the local community become smaller when compared to direct manage by community. However, usually the governing body will apply modern management and networking can improve faster and better but smaller community involvement.

**The model of co-management of government and society:** In the management model of tourist attraction collaboration between community and government, the government usually acts as the leader with three important roles include) planning) coordination) control of the tourism activities and initiatives. Build a relationship between the government and the public it need patience of government, given the principle of promoting democracy in the construction of many challenges and obstacles. According to Buultjens *et al.* (2012) that mobilize community participation not just entitlement to participate but also the capacity of communities to implement the tasks assigned. So, the management of tourist attraction of this type takes longer to produce an agreement between the government and the public.

D'Angella describes three stages in fostering cooperation among stakeholders in the management of tourism destinations. In this context, the government and the people who perform management cooperation must follow the steps: the problem setting direction-setting and structuring. This effort has also done several districts in Bali in an effort to build tourism aimed at improving the welfare and quality of life of local communities.

Based on the results of the study turned out to be the development of a tourist attraction run by the private sector is much more rapid than community-managed while the collaborative management model of government and society there in the middle. This is possible because the private sector has a clearer work plan and the promotion of greater funding allocations. Meanwhile, the development of a tourist attraction run by the community take longer considering building a management vision involves many people in need of long and tough negotiations related to the utilization of resources, recruitment, income distribution and others. Government and community collaboration is relatively moderate as the government becomes a key factor in building community awareness and provides direction in planning so that

people can more easily create a good deal in the planning, implementation and monitoring of tourism development activities.

Based on the tourism benefits from the management model of tourist attraction, then the community-based tourism or pure community-based management give more perceived benefits to local communities. The management of revenue independently will provide an opportunity to the public freely in the development of tourist attractions. The community understands the potential that can be optimized as a tourist attraction mainstay. For the tourist attraction which is managed independently by the private sector has a small utility function for community. The local communities may only participate as labor or informal business while the profit was nearly impossible obtainable by community because of the wait sincerity investor/owner to contribute. The management collaboration between government and community depends on the agreement between the two parties and government policies. Under certain conditions it is often the community gets a small profit due to a poor bargaining position against the government.

### CONCLUSION

This research showed that majority the tourist attraction popular in Bali is a cultural attraction (40.0%), followed by natural attractions (37.5%) and man-made attractions (22.5%). A cultural attraction is usually unique to each region and community. The man-made attractions depend on the innovation and creativity of human resources while its uniqueness is generally relatively easier to imitate than the natural and cultural attractions.

Every tourist attraction has one excellence over other tourist attraction to boost its competitive value. This excellence can be in the form of unique charm, the service system and the model of the management. The uniqueness of tourist attraction should be well preserved and requires investments for inheritance to realize a sustainable tourism.

Management of the popular tourist attractions in Bali surveyed, there are three types of management models, namely: community-based management (75.0%), managed by the government (20.0%) and managed by the private

sector (5.0%). Management model will be real effect on the sustainability of tourist attraction. Based on the tourism benefits from the management model of tourist attraction, the community-based tourism management gives more perceived benefits to local communities. Type of management model determines the development of a tourist attraction and impact on revenue, loyalty and community participation. The income distribution of tourist attraction that is proportional toward the community will determine its sustainability.

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