

MANAGEMENT OF TOURIST VILLAGE MANAGEMENT IN BALI: STRATEGIES, CHALLENGES, AND OPPORTUNITIES

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Abstract

This study aims to analyze the social impacts, income inequality, sustainability of community-based waste management programs, and the effectiveness of the implementation of Governor Regulation No. 10 of 2022 in managing tourist villages in Bali. A qualitative approach was employed by integrating literature studies, in-depth interviews, and policy analysis. The findings reveal that the management of tourist villages has significant social impacts on local communities, including increased economic dependence on tourism and shifts in traditional cultural values. Income inequality among tourist villages is influenced by accessibility, management quality, and infrastructure. The sustainability of community-based waste management programs relies heavily on the active participation of younger generations in fostering environmental awareness. Meanwhile, the implementation of Governor Regulation No. 10 of 2022 faces challenges such as limited accessibility to remote villages and insufficient human resource capacity. This study also highlights that digitalization, through the utilization of social media and augmented reality (AR) technology, can serve as an effective strategy to enhance the competitiveness and sustainability of tourist villages.

Keywords: *Tourist villages, digitalization, social impact, income inequality, sustainability, tourism policy, augmented reality.*

A. BACKGROUND

Tourism villages in Bali have become one of the spearheads of community-based tourism development. With natural beauty, unique culture, and deep local wisdom, tourism villages offer authentic experiences for tourists while opening up economic opportunities for local communities (Lepar & Sari, 2024). Global tourism trends show an increasing interest in the concept of sustainable tourism, where tourists are increasingly concerned about the social, economic, and environmental impacts of their travels (Adnyana, 2020). In this context, tourism village management is key to ensuring the sustainability and competitiveness of tourism villages in Bali. Tourism villages in Bali have become one of the spearheads of community-based tourism development. Until 2024, there are 224 tourism villages registered in this development program (Ministry of Tourism and Creative Economy, 2024). These tourism villages play an important role in opening up economic opportunities for local communities. The average income of tourism villages has increased by 25%-30% per year since 2019, with the main contribution coming from the homestay and local craft sectors (Ministry of Tourism and Creative Economy of the Republic of Indonesia, 2022).

Global tourism trends show increasing interest in the concept of sustainable tourism. As many as 62% of international tourists visiting Bali in 2023 are interested in enjoying authentic experiences offered by tourist villages (Bali Central Statistics Agency, 2024). This shows that tourist villages are able to meet tourists' needs for more meaningful experiences, while also providing positive impacts on local social and economic development. In terms of the environment, community-based waste management in several tourist villages has succeeded in reducing 50% of plastic waste within two years (Bali Sustainable Tourism Village Program, 2024). This success shows that tourist villages can be an effective model for sustainable practices. In addition, the level of community participation is very

high, with more than 70% of the population of tourist villages involved in various tourism activities, including as guides, homestay managers, and producers of micro, small and medium enterprises (MSMEs) (Yacob et al., 2021). The Bali Provincial Government also supports the development of tourist villages through Governor Regulation No. 10 of 2022, which focuses on the sustainability aspects of tourist villages (Bali Regional Regulation, 2022). This support is supported by a tourist satisfaction score of 4.5 out of 5, based on reviews on online platforms such as TripAdvisor and Google (Indonesian Tourism Village Association, 2024). Although the data shows the success of tourism village management in Bali in various aspects, there are several gaps that have not been widely studied and have the potential to hinder the optimization of tourism village development as the spearhead of community-based tourism.

One important aspect that requires attention is the holistic impact of sustainability. Until now, most studies have only focused on economic and environmental impacts. However, studies on broader social impacts, such as changes in patterns of relationships between community members, levels of inclusiveness, and gender roles in tourism village management, are still minimal. In fact, this social aspect plays an important role in maintaining community harmony and long-term sustainability. As stated by Lane (2022), the sustainability of tourism villages must include a social dimension, because this is directly related to the welfare of local communities and the sustainability of cultural traditions. In addition, there is inequality in economic growth between tourism villages. The average income of tourism villages does show an increase, but not all villages enjoy equal results. Some villages experience rapid growth, while others stagnate. This indicates that there are certain factors, such as differences in management, accessibility, or infrastructure support, that influence the level of success. A study by Cole and Browne (2021) highlighted that access to adequate infrastructure is one of the main determinants of the success of tourist villages, but its implementation is often limited to remote areas.

The sustainability of waste management programs is also a pressing issue. Although some tourist villages have succeeded in reducing plastic waste significantly, the sustainability of these programs in the long term is not guaranteed. There is still little research exploring how to actively involve the younger generation in these programs, as well as how tourists perceive tourist villages that adopt community-based waste management. According to Jambeck et al. (2022), the participation of the younger generation in environmental programs is key to maintaining sustainability, but lack of education and awareness is a major challenge. The effectiveness of policies is also a major concern. The Bali Provincial Government has issued Governor Regulation No. 10 of 2022 to support the development of sustainable tourist villages. However, the effectiveness of the implementation of this policy, especially in tourist villages located in remote areas, has not been widely evaluated. In fact, the success of a policy is highly dependent on the alignment between planning and implementation in the field.

As stated by Hall (2023), policy evaluation is essential to identify barriers at the implementation level, especially in the context of community-based tourism management. Finally, the influence of digitalization in increasing the competitiveness of tourist villages in Bali is also still under-explored. Global trends show that digital platforms, social media, and technologies such as augmented reality (AR) can be effective promotional tools. Bali's high tourist satisfaction scores provide a great opportunity to leverage digitalization as a promotional strategy. However, so far, there has been little research that discusses in depth how this technology can be applied to support sustainability and increase the attractiveness of tourist villages in the eyes of domestic and international tourists. According to Buhalis and Sinarta (2022), digitalization can increase the competitiveness of tourism destinations, but must be accompanied by adequate training and human resources to operate the technology. Considering these gaps, further research is needed to fill this knowledge gap. This research is expected to provide a comprehensive solution to support the sustainability of tourist villages in Bali, both in terms of social, economic, environmental, and technological aspects.

Based on the identified gap research, there are a number of important questions that can be the focus of research to support the development of tourism villages in Bali. One of them is how the social impacts generated by the management of tourism villages on local communities, including changes in social relationship patterns, inclusivity, and gender roles, which are still minimally explored. In addition, income inequality between tourism villages is an urgent issue to be studied further, especially by identifying factors that influence this disparity, such as differences in management, accessibility, and infrastructure support. The long-term sustainability of community-based waste management programs is also a concern, given the importance of involving the younger generation in ensuring the sustainability of the program and its impact on tourist perceptions. Furthermore, the effectiveness of the

implementation of Governor Regulation No. 10 of 2022 needs to be evaluated, especially in the context of supporting tourism villages in remote areas that often face accessibility and resource constraints. In addition, digitalization opportunities, such as the use of social media and augmented reality (AR) technology, need to be analyzed to identify the most effective strategies in increasing the competitiveness and sustainability of Balinese tourism villages, both nationally and internationally. Research that answers these questions is expected to provide real contributions in supporting sustainable and inclusive tourism village management.

B. LITERATURE REVIEW

Tourism villages have a significant impact on the social aspects of local communities, both positively and negatively (Widaningsih, 2024). Positive impacts can include increasing community participation in economic activities, strengthening cultural identity, and creating harmony within the community. However, several studies have shown that the management of tourism villages also has the potential to give rise to social conflicts, especially related to the distribution of profits or changes in social patterns due to interactions with tourists (Farid, Fahry & Fuad, 2022). In addition, the role of gender in the management of tourism villages is an important issue that is often overlooked, where women often face obstacles in gaining equal access to economic opportunities and decision-making (Karjaya et al., 2024). Income inequality between tourist villages can be caused by various factors, such as differences in accessibility, management quality, and availability of supporting infrastructure (Sutawan, 2021). Tourist villages that have good transportation access and strategic locations tend to be more attractive to tourists and generate greater income (Adnyana et al., 2020). Conversely, remote villages often have difficulty attracting tourists due to limited infrastructure and promotion. Management factors also play an important role, where the existence of a professional management system can significantly increase the competitiveness of tourist villages (Wijaya & Widiastuti, 2021).

Community-based waste management is one indicator of the sustainability of tourist villages (Baihaki, 2024). This program not only aims to maintain environmental cleanliness but also to increase public awareness of the importance of environmentally friendly practices. However, research shows that the long-term sustainability of this program is highly dependent on the involvement of the younger generation and the continuity of funding. Another factor that influences sustainability is tourists' perceptions of cleanliness and waste management practices in tourist villages, which directly impact the image of the destination (Syabina & Prawiro, 2024). Governor Regulation No. 10 of 2022 aims to support the development of sustainable tourism villages through the involvement of local communities and the application of ecotourism principles. However, studies show that the effectiveness of the policy is often hampered by a lack of coordination between the central and regional governments, as well as limited resources in remote villages (Wiartha et al., 2024).

The implementation of this policy is also influenced by the level of public understanding and awareness of the policy, which is often still low. Digitalization has become a global trend in tourism development, including tourist villages (Ambara et al., 2024). Technologies such as social media, digital marketing, and augmented reality (AR) can increase the attractiveness of tourist villages by offering more interactive and informative experiences for tourists (Dewi, 2024). Other studies show that tourist villages that actively utilize social media as a promotional tool tend to attract more tourists, especially from the millennial and Gen Z segments (Goktepe & Öğretmenoğlu, 2023). However, the success of digitalization also requires training for local communities to manage the technology effectively.

C. RESEARCH METHODOLOGY

This study uses a qualitative approach. The qualitative approach was chosen because the focus is to understand social phenomena in depth and explore various perspectives that exist in the context of managing tourist villages in Bali. This approach allows for the exploration of more complex aspects, such as social impacts on local communities, factors that influence income inequality between tourist villages, and the sustainability of community-based waste management programs. The main methods that will be used are interviews, focus group discussions (FGDs) will be conducted involving community members, tourists, and related parties to understand social dynamics and the role and involvement of the community in waste management programs and the influence of digitalization in promoting tourist villages. This FGD will reveal collective perspectives on the challenges and opportunities that exist in managing sustainable tourist villages. Participatory observation will also be conducted to see firsthand how tourist village management activities take place, including social interactions, policy implementation, and the role of the community

in maintaining the sustainability of existing programs. Through this observation, researchers can understand more deeply about daily practices that cannot be fully revealed through interviews or FGDs. Finally, document analysis of related policies, such as Governor Regulation No. 10 of 2022, will be carried out to assess the implementation of the policy in the field and how the policy impacts tourist villages in remote areas.

DISCUSSION

Digitalization has become a major catalyst in the transformation of the global tourism sector, including the management of tourist villages in Bali. The use of digital technology, such as social media and augmented reality (AR), offers great opportunities to increase the competitiveness and sustainability of tourist villages. In this context, digitalization allows tourist villages to expand their market reach, increase interaction between tourists and destinations, and enrich the tourist experience. Social media is not only effective in promoting destinations, but also plays a role in increasing local community participation through digital marketing platforms. Furthermore, AR technology provides a more immersive experience for tourists, thereby attracting greater interest in the cultural and natural potential offered by tourist villages. By integrating digital technology into tourist village management strategies, destinations can present a more innovative and sustainable approach, which will ultimately strengthen competitiveness at both local and international levels.

1) Social Impact of Tourism Village Management on Local Communities

The management of tourist villages in Bali has significant social implications for local communities. This is reflected in the transformation of social relationship patterns that include economic and cultural dimensions. A study conducted by Amanda & Muniruddin (2024) revealed that the development of tourist villages can increase the income of local communities, but also contributes to changes in social structures through increasing community dependence on the tourism sector. In addition, the resulting dynamics, such as changes in lifestyle and the influence of commercial culture, have the potential to shift traditional values that have long been inherent in the lives of tourist village communities. Therefore, efforts are needed to identify and understand these social impacts comprehensively, so that strategic policies can be formulated that support the sustainability of local culture while optimizing the economic benefits offered by the tourism sector. Income Disparity Between Tourist Villages. Income inequality between tourist villages in Bali is an important problem that must be considered in the management of tourist villages. Research by Suryana (2018) found that the income disparity between more advanced and more disadvantaged tourist villages is influenced by several factors, such as accessibility, management quality, and infrastructure in each tourist village (Suryana, 2018). Tourist villages located in more accessible areas and with more professional management tend to attract more tourists and generate higher income. Conversely, remote tourist villages that receive less government attention have lower incomes, even though they have similar tourism potential.

2) Sustainability of Community-Based Waste Management Program

Another important issue is the sustainability of community-based waste management programs. Research by Ramadhan et al. (2021) shows that the success of waste management programs depends not only on community participation, but also on the active role of the younger generation in maintaining the sustainability of the program (Ramadhan et al., 2021). The younger generation can play an important role in creating environmental awareness among the community and tourists, which in turn can influence positive perceptions of tourist villages. Therefore, it is important to involve the younger generation in these programs to ensure their effectiveness and sustainability in the long term.

3) Effectiveness of Implementation of Governor Regulation No. 10 of 2022

Governor Regulation No. 10 of 2022, which aims to support the development of remote tourism villages in Bali, requires an in-depth evaluation regarding the effectiveness of its implementation. This regulation is designed to encourage an increase in Regional Original Income (PAD) by optimizing the potential of the tourism sector in remote villages. However, according to this policy faces various challenges, including limited accessibility to remote areas and a lack of human resources with adequate tourism competencies. These obstacles indicate that the development of tourism villages does not only depend on regulations, but also requires adequate infrastructure support,

increased capacity of local communities, and synergistic collaboration between the government, community, and private sector. In addition, a data-based evaluation is needed to assess the extent to which this policy has succeeded in improving the welfare of local communities, reducing development gaps between regions, and preserving local wisdom as an integral part of tourism villages. Further research is recommended to identify more effective implementation approaches, including the formulation of community-based strategies and the use of digital technology to overcome accessibility limitations. In addition, evaluation of the impact of this policy needs to consider the economic, social, and cultural dimensions holistically to ensure that the development of remote tourism villages can contribute to sustainable development goals.

4) Digitalization Opportunities in Increasing the Competitiveness of Tourism Villages

Digitalization opportunities, including the use of social media and augmented reality (AR) technology, can be an effective strategy in increasing the competitiveness and sustainability of tourist villages in Bali (Wisnawa, 2024). Research by Ozali & Rahayu (2023) shows that social media has great potential in attracting tourists and increasing community participation in the development of tourist villages. By using digital technology, tourist villages can expand their marketing reach, attract a wider range of tourists, and enhance a more interactive and engaging tourist experience. Augmented reality (AR) technology, for example, can be used to provide a more immersive tourist experience, which can increase tourist interest in tourist village destinations.

The following is a SWOT Table which provides a more concrete explanation regarding the opportunities and challenges that have been identified based on the analysis that has been explained.

Table: SWOT Strategy Management of Tourism Villages in Bali

Category	Internal Factors	External Factors
Strengths(Strength)	<ul style="list-style-type: none"> The existence of local wisdom and strong cultural potential as the main attraction. Local community participation in managing tourist villages. Support for community-based programs such as waste management. 	<ul style="list-style-type: none"> Regulatory support such as Governor Regulation No. 10 of 2022. Digitalization opportunities through social media and AR to improve competitiveness and tourism experience.
Weaknesses(Weakness)	<ul style="list-style-type: none"> High dependence on the tourism sector can change traditional values. Lack of infrastructure and accessibility in some tourist villages. Disparities in management between tourist villages. 	<ul style="list-style-type: none"> Limited human resources with tourism competencies. Sustainability programs have not been well integrated in all tourist villages.
Opportunities(Opportunity)	<ul style="list-style-type: none"> Utilizing social media to expand marketing reach and tourist interaction. AR technology to create immersive travel experiences. The younger generation as agents of change. 	<ul style="list-style-type: none"> Opportunity to diversify the economy through the development of digital-based tourism products. Increasing PAD through optimizing the potential of remote tourist villages.
Threats(Threat)	<ul style="list-style-type: none"> Income inequality between developed and underdeveloped tourist villages. 	<ul style="list-style-type: none"> Competition with other tourist destinations that are more technologically advanced.

Category	Internal Factors	External Factors
	<ul style="list-style-type: none"> • The risk of changes in traditional values due to the influence of commercial culture. • Dependence on government policy. 	<ul style="list-style-type: none"> • Negative social and cultural impacts of changes in local people's lifestyles due to tourism.

Digitalization has become one of the main pillars in increasing the competitiveness and sustainability of tourist villages, especially in Bali which is known for its rich culture and tourism potential. SWOT analysis reveals that digital technology, such as social media and augmented reality (AR), is a strategic opportunity to expand marketing reach, increase destination appeal, and enrich tourist experiences. Therefore, the utilization of this technology must be carried out systematically by integrating it into the promotional strategy of tourist villages. Social media, for example, can be used to reach a wider market, while AR technology can provide a more immersive tourism experience, allowing tourists to experience culture and natural beauty in depth. However, technology optimization cannot run effectively without adequate infrastructure support. Remote tourist villages often face challenges in the form of limited accessibility and lack of basic infrastructure. For this reason, infrastructure development is a strategic step that needs to be prioritized in order to reduce the gap between advanced tourist villages and underdeveloped tourist villages. Better accessibility will open up greater opportunities for remote villages to develop, both in terms of tourist visits and other economic potential. The younger generation has a strategic role in the sustainability of tourist villages. As agents of change, they can be involved in various programs, such as community-based waste management and digital promotion. With better use of technology, the younger generation can help create environmental awareness campaigns while promoting tourism villages to a wider market. The active involvement of the younger generation not only strengthens the sustainability of the program but also creates innovations that are relevant to current developments.

In addition, multi-stakeholder collaboration is a key element in ensuring the success of tourism village management. Synergy between the government, community, and private sector is needed to integrate regulatory support with practical implementation in the field. The government can provide a supportive regulatory framework, local communities become the main implementers, and the private sector can provide support in the form of investment or knowledge transfer. This collaboration can also help increase local capacity, such as digital-based tourism management training and micro-enterprise development in the tourism sector. On the other hand, the sustainability of tourist villages does not only depend on economic and technological aspects, but also on strengthening local cultural values. Tourist villages need to integrate local cultural elements into every tourism experience offered. Strengthening local culture not only maintains the traditional values inherent in the community, but also becomes a unique attraction that distinguishes tourist villages from other destinations. In this case, cultural elements such as traditional dances, arts and crafts, and traditional ceremonies can be an integral part of the tourism experience, thus creating harmony between cultural preservation and economic development.

D. CONCLUSIONS AND SUGGESTIONS

The management of tourist villages in Bali has a significant social impact on local communities, especially in changing social relationship patterns involving economic and cultural aspects. These impacts include the creation of dependency on the tourism sector, as well as changes in more commercial lifestyles and cultures that can affect the traditional values of tourist village communities. Income inequality between tourist villages, which is influenced by factors of accessibility, management quality, and infrastructure, is an important issue that requires more attention in efforts to equalize the benefits of tourism. In addition, the sustainability of community-based waste management programs involving the younger generation can be the key to long-term success, where their active participation is very important in maintaining environmental awareness and improving tourist perceptions. The implementation of Governor Regulation No. 10 of 2022 also needs to be further evaluated regarding its effectiveness in supporting remote tourist villages, considering obstacles such as accessibility and limited resources. Finally, the use of digitalization, including social media and augmented reality (AR) technology, can expand the marketing of tourist villages and provide a more interactive experience for tourists, increasing the competitiveness and sustainability of

tourist villages in Bali. Furthermore, to ensure that the management of tourist villages in Bali has a sustainable and inclusive impact, it is necessary to increase the active participation of local communities in every stage of management, while maintaining the sustainability of existing traditional cultures. This can be done through educational programs that involve the community in the development of tourist villages, with the aim of strengthening their understanding of the importance of maintaining local values even though the tourism sector is growing. In addition, to reduce income inequality between tourist villages, development policies must focus on improving management and accessibility in more remote tourist villages, as well as providing support for improving infrastructure and managerial capacity. Empowering the younger generation through training and environmental awareness campaigns is also key to maintaining the sustainability of community-based waste management programs, which in turn will shape positive perceptions of tourist villages. Evaluation of the effectiveness of the implementation of Governor Regulation No. 10 of 2022 is very important to identify existing obstacles, especially related to accessibility and limited resources in remote tourist villages, and to find appropriate solutions to increase their positive impacts. Finally, the use of digital technology, such as social media and augmented reality, can be an effective strategy to increase the competitiveness and expand the marketing reach of tourist villages, as well as provide a more interactive experience for tourists.

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