

The Implementation of *Cultural Based - Holistic Management Concept* to Minimized The Negative Impacts of Tourism

Case Study: Coastal Area of Sanur, Bali

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Abstract — The coastal area of Sanur, or better known as Sanur Beach, is one of the oldest tourist destinations and famous beach in Bali. In the period of nearly a century, tourism in Sanur are able to exist and positioning itself as one of the best tourist destinations in Bali, without having to leave their cultural values in society. *Cultural Based - Holistic Management Concept* is a concept of destination management, integrated with culture-based approach, which is considered to be able to maintain and minimize the negative impacts of tourism on a destination. This study aims to reveal how the society of coastal areas of Sanur can minimize the negative impact of tourism through the implementation of the *Cultural Based - Holistic Management Concept* in their region. This study uses a qualitative methods approach. In this method, the researcher is the main instrument to collect data through questionnaires, field observations and in-depth interviews with 10 selected informants, among others: the locals, business owners, employers, traditional and religious leaders. The variables that were analyzed, among others: (1). Products and services of tourism (2). Social Equality (3). Respect for social and cultural values. (4). Local participation

The results of this study are: the stakeholders must also consider aspects of religiosity, Balinese social-culture, preservation of natural resources and the environment without abandoning the values of local wisdom of Bali. Conducted through a cultural approach, holistic management of the destination and the area goes well. Thus, the negative impact of tourism can be minimized. The Bali tourism stakeholders must be holistic in consolidating, as well as foster the cooperation that already exists. In addition, they also must consider the social aspects of culture; preservation of natural resources and the environment, as well as on the entire establishment of policies and implementation of tourism activities, thus the image and reputation of Bali is promoted as a quality tourist destination, environmentally sustainable, harmonious relationship, as well as having a high social sensitivity value. This study is expected to be useful to the advancement of tourism in Sanur, as well as a reference in holistic tourism management to minimize the negative impacts of tourism on the other travel destinations

Keywords: Cultural, Holistic Management Concept, Tourism Impact, Destination,

I. INTRODUCTION

Tourism has developed into the largest industry in the world (Wahab and Cooper, 2001) and is widely recognized to have a multidimensional impact in the social, cultural, environmental, safety, health, and global economic dimensions. Appadurai (1996) states that globalization is characterized by the rapid flow of human movement -migration- (*ethnoscape*), technological progress (*technoscapes*), capital flows (*financescapes*), accessibility of information through the media (*mediascapes*) and ideology (*ideoscapes*). Thus, an approach to assess tourism studies is also multidisciplinary (Kusmayadi and Sugiarto, 2000). Almost all sectors have relevance to tourism, either directly, or indirectly. The increasing development of tourism in Bali, in addition to providing positive benefits (mainly economic benefits) for the community, but at the same time brings unwanted negative effects.

In the context of the local ideology (Bali's local genius), human life cannot be separated from the vertical and the horizontal dimension, its summarized in the concept of *Tri Hita Karana* (meaning: three causes of happiness). *Tri Hita Karana* concept regarding man's relationship with: First, the aspect *Parahyangan* (religious / spiritual aspect, especially Hindu). Second, the aspects of *Pawongan*, namely the human relationship with the community (social life) and third, the aspect of *Palemahan*, is the human relationship with the natural - environment aspects that are related to one another (Narottama, 2014: 7). These three aspects are fused into a 'Culture of Bali'. These are the 'cultural capital' of Balinese people and the spirit of tourism itself.

However, in modern destination management point of view, there is still an impression that the various sectors of the Bali tourism industry often move uncontrolled, out of sync, and tends to give priority to the interests of certain stakeholder. In various writings, many people worry about many negative impacts of modernization and development of tourism, whether social, economic, environmental and cultural values in society. In the end, tourism is potentially become a predator that

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destroys the sustainability of tourism itself (Travis, 1982; Picard, 2006; Kerepun, 2007).

The people of Bali as a major supporter of the Balinese culture should not be sacrificed, nor sacrifice themselves for the sake of tourism (Karepun, 2007: 52). Changes in socio-cultural and environmental damage are real negative impacts from the presence of tourism. Tourism is considered to bring a change in norms, values, behavior and local identity, which ultimately brought negative changes in the environment, social patterns, rituals, spirituality and morality of the local community. Development of modern tourism sector that too concern and focused on increasing the economic aspect of is not sustainable.

Madiun (2010) put forward the more specific reasons about the negative impact of tourism on a destination, among others: as a modern activity, tourism is considered have the potential to changes the cultures, traditions, customs and ways of life that has long grow in society. The development of tourism areas will reduce the ownership of local communities over their own lands. Moreover, the gap between the quality of human resources of locals and expatriates causing marginalization of local communities in the various business opportunities, and this can lead to the impoverishment of local communities. Several other negative impacts such as: changes in society's lifestyle toward consumerism and materialism, the cultural gap, between conservative and modern, the domination of capitalism and free trade, reduced workers in the traditional sector (e.g. traditional fishermen tend to chose to works in the tourism sector), cultural imperialism, the emergence of mass organization to gain financial benefit, and the rising price of land and the daily life necessities.

The coastal area of Sanur, or better known by the name of Sanur Beach, is one of the oldest tourist destination and famous beach in Bali. The length of Sanur beach is 5.32 km, extend in the village of Sanur, Sanur Kaja and Sanur Kauh. In the period of nearly a century, tourism in Sanur coastal areas experiencing dynamics developments. However, the tourism in Sanur still exist and able to positioned itself as one of the popular maritime destination in Bali without having to leave their cultural values in local communities.

In this study, the author proposed a comprehensive management concept based on Bali's local culture or *Cultural Based - Holistic Management Concept*. It is an integrated tourism destination management concept based on approaches to local cultural wisdom. This approach is considered to be able to maintain and minimize the negative impacts of tourism on a destination. Through local cultural approach, retention of destinations to the adverse effects of tourism can be further strengthened.

This research is a case study that aims to uncover how the local people of Sanur coastal areas, able to minimize the negative impact of tourism through the implementation of the *Cultural Based - Holistic Management Concept* in the region. The main focus of this study is local (hosts), and the stakeholders in the coastal area of Sanur.

The problems formulation in this study includes: 1. How the *Cultural Based - Holistic Management Concept* was applied to minimize the negative impact of tourism in coastal area of Sanur? 2. How *Cultural Based - Holistic Management Concept* can provide benefits in the economic, social and environmental as well as the sustainability of tourism in coastal regions Sanur?

II. RESEARCH METHODOLOGY

This study uses a qualitative method approach. In this method, the researcher is the main instrument to collect data through questionnaires with open-ended questions, field observation and in-depth interviews (in-depth interviews) with 10 selected informants, consisting of workers, employers, and traditional leaders / religion. Some of the names of informants are confidential. The data obtained is the data in the real situation on the field. The raw data are processed into an informative data. The literatures and the results were analyzed using descriptive qualitative interpretative method. The variables that were analyzed, among others: (1). Products / services of tourism (2). Social Equality (3). Respect for social and cultural values. (4). Local participation

III. FINDING AND DISCUSSION

Tourism has become a dominant sector in the Bali's economy, and encourages other economic activities. The dominance of the tourism, spreading economic network of local, national and international scale, resulting the significant contribution from related sectors, such as hotels, restaurants, trade, transport, finance and others, in the national GDP and the national economy (Antara and Pitana , 2009).

As in the theory of area development proposed by Inskeep (1991, in Madison, 2010), that the tourism area is a tourist destination that is capable of providing its own tourist facilities and services, including areas which are designed for leisure purposes.

The awareness of local community on the threat of negative impacts of tourism has emerged since 1964, marked by the birth of Sanur Development Foundation (Yayasan Pembangunan Sanur / YPS) in 1965, by twenty-two founders, which consist of local customary leaders, the representative of military and the police. This foundation is main instrument in the management of the Sanur coastal area, which then also serves as its Sanur's city council. Now, the Sanur Development Foundation still evolved, it has their own restaurant, bank, laundry, and schools. (Interviews, IB Sidartha Putra, Chairman of the YPS 12/29/2015).

All respondents indicated that tourism has positive and negative effects. The positive benefits they received, especially from the economic aspect, which supports all aspects of their family life. One respondent stated as follows:

"I personally greatly benefit from the existence of tourism in Sanur. I've been trading here, roughly since 1975an. My husband is local contractors here. I have two children, they all

work in the tourism sector, both work in Nusa Dua and Kuta "(interview, IAW, women, local entrepreneurs, 50th)

"The benefits of tourism that I received are so many, including the increase in financial income, broaden horizons of ideas and developed my personal experience". (interview, IKM, male, 49 years old, Entrepreneur)

The public also perceives the negative impact of tourism: their lifestyle changes, increased materialism and sacrificed their sincere service for financial orientation.

"Negative impacts of tourism most noticeably are the change in lifestyle and the cost of living, everything here completely overpriced. Kids demand many expensive things. That bothered parents." (Interviews, IAW, local women, 50th)

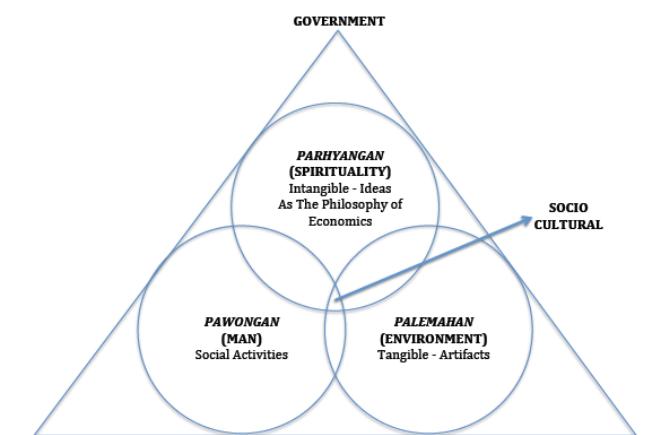
"Often the services for tourists is not maximized and genuine, but only oriented more for the sake of money". (Interview, KD, male, 36 years old. Employees)

"Travelers is not like it used to be, now is different class. Now many foreigners are trying to take advantage of the local people." (Interviews, MS, male, 55 years. Trustees).

3.1 Cultural Based - Holistic Management Concept

The application of holistic management concept on a region can benefit three basic aspects, namely economic, social and environmental (Achemfuor, 2015). *Cultural Based - Holistic Management Concept* is a concept of decision-making framework to ensure that the decisions taken to give benefit economically, environmentally and socially fair and responsible, while managing resources sustainably, with the ultimate goal of providing welfare for the parties involved with the local culture approach.

This concept is in line with the local ideology (*local genius*) Bali: The *Tri Hita Karana*. This concept derived from the teachings of the *Vedic* or *Veda* holy scriptures. The *Tri Hita Karana*, consists of: (1) *Parahyangan*, or the dimension of divinity / religiosity / spirituality, especially Hindus). (2) *Pawongan* or social dimension and (3) *Palemahan*, natural dimensions - environment.



These dimensions create Bali's authentic socio-cultural dimensions or *the genuine culture of Bali*. The *Cultural Based - Holistic Management Concept* consists of three main components, among others:

A. Aspects of spirituality.

The most ideal, intangible and abstract. It includes ideas and thoughts on the philosophy of managerial and economic, influenced by religious values, philosophy and morality. In this context, the concept of economic philosophy is a moral economy based on the values of spirituality, for the welfare of mankind and nature. At this stage, the desire to run the economy with an honest, fair, ethical, responsible and moral emerged. This is in accordance with the teachings of Hinduism, which considers that the guests (tourists) is the messenger of God (*Atithi Devo Bhava* / Taittiriya Upanishads) (Titib, 1996) therefore, the services to tourists should be carried out by respect, warm-hearted and sincere.

B. Aspect of man.

Man as the subject and the embodiment of the various social and integrated cultural activities. This aspect is intended to create, communicate, and deliver value to all parties involved. This is where humans behave and interact with each other by promoting the values of decency, ethics and morality, among other: tourism stakeholders, investors and economic actors of tourism. In accordance with the economic principle of of Balinese (Hindu) that all parties are equally benefited (*bani meli, bani ngadep* - dare sell, dare to buy).

C. Aspects of Nature and Environment.

As the concrete embodiment of divinity (*tangible - artefact*). Nature is the grace of that must be maintained, managed and empowered by humans, for the sake of the welfare of all beings, and the it benefits returned to nature (sustainable).

All social and cultural activities aimed to preserve the nature, and in the end, its symbolize an offering to God. The three components above, together with the stakeholders: the government, tourism industry, and the community, formed a concept of holistic management with local culture approach.

3.1.1 Spiritual Dimension

In the Hindu religious belief, the existence of the beaches, the oceans, mountains, lakes and *campuhan* (the confluence of two or more river) are believed to be sacred place, and has a vibration of spiritually and peace (Titib, 1996). The consequences of this conviction, the local communities have the obligation to maintain and protect their sanctity. In addition, the beach and the sea are used to carry out various activities of religious ceremonies. In Sanur beach, local community built the *Pura* (Hindu temple). In this area, there are some great temples. In general, the *pangempon* (person in charge of the temple) is their local communities.

Tourism is a spiritual journey to find peace within ourselves (Willson, 2011). So in that context, tourism can give peace to the individual. As perpetrators, users or providers of tourism services and products. The positive benefits of tourism are also manifested in the aspect of religious, social and cultural. With their better financial ability, local communities are more excited when performing their religious, social and cultural activities.

"Instead of negative impact, I just saw a lot of positive changes after the arrival of tourism. Now everywhere people pray. Before they work, they do pray, offers a beautiful canang (traditional offerings made from flowers and coconut leaves). If there is a religious ceremony, they are not afraid to spend their money, because they are believe and grateful for the fortune given by God to them through their tourism business in Sanur, its so different from before." (Interview, MS, male, 51 years old fisherman)

"The local culture is very much appreciated by foreign tourists, so we are the ones who should be able to keep and maintain social and cultural values that exist." (Interviews, IKM, male, 49 years old, Entrepreneur).

3.1.2 Social Relationships Dimensions

Family is our closest relationships. The cultural approach through kinship system proved effective results in this area. Most of the economic agents in the region still have a familial relationship to one another, although they are from different villages. The system they are used is the community corporation, with equal benefits sharing.

The group of traditional fishermen use the number / queuing system. One of those groups of fisherman is the Dewi Satayojana Gandhi Sanur. Their activities include: fishing, watersports, diving, scuba and snorkeling. Since the 1960s, there have been five major groups of fisherman which controlled the region from the beaches of Segara, Sindhu, Semawang, Hyatt until Merta Sari Sanur Beach.

"Competition among traders here are not too obvious, because many are still has a family relationship. "(Interview, IAW, Female, 50 years old)

"Here, we use the paguyuban (community coorporation) system, Since the 1960s, we has five groups of fishermen and jukung (Balinese traditional boats), these groups controls the coastal territory in Segara, Semawang, until Merta Sari beach." (Interviews, MS, male, 55 years. Trustees of the Foundation).

3.1.3 Environments Dimensions

Since the program DSDP (*Denpasar Sewerage Development Project*) started in the range 2003 - 2008, hotels and restaurants in Sanur are no longer disposing their waste to the beach. Local traders in this beach also have awareness of the beauty of the beach, and they helped by maintain the cleanliness and the natural balance of the environment. Unfortunately, this awareness constrained by the limited availability of public facilities and cleaning tools. Some local

traders complaints about this situation. Most traders bring their own trash bag to the garbage dump trucks, because the beach janitor who come just want to take the litter from the sea only.

Other public facilities that should be free of charge and facilitated by the government, is not available in this place. Toilets and showers are available, but users have to pay between two thousand to five thousand rupiah, and it complained of the local community and some foreign guests.

"The products and services provided here has been good, unfortunately the supporting facilities such as trash bins still small in number." (Interviews, IKM, male, 49 years old, Entrepreneur)

"Its really strange, public facilities should be free of charge and provided by the government. Here, we all must pay. To use a toilet, I must pay Rp. 2000. If in one day I do it five times back and forth, Rp. 10,000 I have to pay for. So expensive!" (Interviews, WL, Female, 49 years old, SPA therapist)

"Here (in Sanur) trash bins are limited. We want this beach clean, but it so difficult. The public toilet also should free of charge, it's a toilet public! A public property!" (Interviews, MS, male, 55 years. Trustees of the Foundation)

Because of its strategic location and near the city of Denpasar, every weekend, the coastal area of Sanur is always full of visitors, both international and domestic visitors. This leads to over capacity parking area on the beach. The streets are too crowded by motor vehicles.

"Access to the beach is very easy, the location is also strategic, but during weekend the parking lot was crowded. the way so jammed, was the lack of parking. In addition, the boards signs still limited and not optimal. So, I feel this area as less structured." (Interviews, IKM, male, 49 years old, Entrepreneur)

Security and terrorism is an important issue in this region. Local communities still have a concern in their minds. They are aware that any slightest disturbance would potentially damage their livelihoods. The presence of various mass organizations in the area of Sanur are strongly resisted. Police working together with Bankamdes (village security), Pecalang (traditional Balinese security), assisted by the local youth of *Pemuda Sanur Bersatu* (Youth of Sanur United), jointly in maintaining security in the region.

"So far I feel safe. If there was anything happened, I can call Pecalang right away. Preferably, for the sake of security, government should installed CCTV on the beach." (Interviews, L, female, 46 years old, SPA therapist)

"Here we manage everything ourselves. The government has no intention at all, perhaps they need to pay us a visit". (Interviews, WL, Female, 49 years old, SPA therapist)

Most beaches in Sanur coastal areas is the result of Sanur Beach Rejuvenation Project in 2005, by filling new sand back to eroded beaches (*sand nourishment*). Because of the strong erosion at that time, along the coast of Sanur was built wave barrier, and the Japanese government assisted the financing. Interestingly, at each end of the barrier was built a *Balé Bengong* (traditional gazebo) with a form of Balinese architecture. This *Balé Bengong* is used by locals and tourists

to do yoga, fishing, and see the sunrise in the morning. A sidewalk was also built along the coast, it also serves as a barrier between the hotel's own private land with the land for the public, the beach.

Traditional fishermen and lined up *Jukungs* (Balinese traditional wooden boat) along the beach and all the activities are not only a part of everyday life that must be endured by the local communities, but also become a tourist attraction that is unique and interesting for foreign tourists. The facilities were built not only used for local fishers, but also can be used by local communities, foreign and domestic tourists who visit there.

3.1.4 Economics Equality

The concerns about marginalization by a group of big capital and the influx of capital inflows from abroad had already occurred. As a result, almost all hotels and restaurants owned by foreign people from outside Bali. The local community has difficulties to compete with the big capital, and forced to do business with a much smaller scale. Local communities of Sanur dominate this smaller scale business sector.

"I've been trading since the 70s here. I rented a small kiosk managed by a foundation (Yayasan Pembangunan Sanur). The cost per year was cheap, so I feel very lucky. Regarding profit distribution, I felt pretty fair, well.. I tried to work as much as I do "(interview, IAW, local women, 50th)

One of the negative impacts of tourism is competition and marginalization of local communities in this sector. Local participation demands a division of profits, whether in the form of financial or other form. Because of tourism, economic and business opportunities are wide open. This has caused many migrants to come and try their luck in the region. In certain parts of the coast, migrants from outside Bali is already dominating the sectors of trade and tourism services. Many of them are already successful and lived there for generations. Most come from Java and Madura.

"Economics opportunities was fair enough, but in fact we have to create our own business opportunities. Even now I am still trying to build my own business. Here I felt very involved, both in the planning, implementation and management. Everything is communicated." (Interviews, IKM, male, 49 years old, Entrepreneur)

"Tourism helped me economically, opening up new opportunities and jobs. My contributions is to maintaining security and provides information on tourism destinations, although it may not be enough." (Interviews, S, Male, 27, staff)

"In my opinion, one consequence is the competition. In addition, the preservation of local customs, culture and environment is also threatened. Most small-scale business is still dominated by local residents, but in some parts of the coast, has been dominated by foreign expats, from Java and Madura. "(interview, IKM, male, 49 years old, Entrepreneur)

The role of government in the coastal area of Sanur, apparently not too perceived by the stakeholders of tourism in this region. Local community demanded that the government is

more often go to the field and hear their aspirations, including assisting in the provision education to increase the quality of Sanur's human resources.

"The role of government is only seasonal, for example, they just here only in election time. I hardly ever heard the role of government in coast cleanliness, tourism and education of our human resources." (Interview, KD, male, 36 years old, employee)

Keiser and Helber (1978) in Madiun (2010: 53) states that a destination can be considered successful if the destination is able to prove and realize 1. Economic benefits for local communities. 2. The improvement of quality of life, lifestyle and cultural opportunities for the local population. 3. Economic development through utilization of the entire revenue generated by tourism to the benefit of society. 4. The potential gains through the various activities of interest, which is initially done by the community 5. Maintenance and improvement of various resources

IV. CONCLUSION AND SUGGESTION

The implementation of Cultural Based - Holistic Marketing Concept is essential. Today we are in an era called the era of globalization. The rapid development of tourism in the coastal region of Sanur brings various impacts on society, both socially, economically and environmentally.

Modernity and development is considered as a symbol of progress in society, a process to 'move forward'. In addition, on behalf of tourism and modernization, capitalist ideology can penetrate into local arrangements through a variety of consumer products, cultures and global services. As result, various types of products, cultural forms and global services are considered "modern", and vice versa, local products, local culture, and local services are considered "traditional".

Furthermore, the values of "traditional" often connoted as old-fashioned and outdated. It needs to be clarified, only Bali's authentic local genius who can make conservation and sustainable development of tourism in Bali, as we have inherited today.

In the current era, the onslaught of global ideology rooted in capitalist ideology is very difficult to resist. It is feared, Bali tourism will lose its 'spirit' if the local culture are left behind by the people of Bali and the tourism actors.

Thus, the efforts to accept the pace of modernization and preservation synergized with local knowledge is important. Ideally, local ideology should not be positioned as a barrier to progress and development, but there must be synergy between local and global ideologies. Retention of local values does not mean that we reject modernism, it must be combined in order to improve the quality of life.

In the aspect of management, local participation is very important. Given that local communities will benefit and receive the impact directly. Local participation is manifested in local community groups with different functions and their respective interests.

For that reason, there are some things that must be considered by the tourism stakeholders (The Government, Tourism Industry and The Community), among others:

1. Improved security and political stability in tourist destinations, through the good relationship between the authorities and local / traditional security (*Bankamdes, Pecalang, Hansip*)
2. Government policies related to the advancement of tourism, as well as their enforcement efforts.
3. The development of information technology in tourism management.
4. Communication and internal coordination, purposeful, positive, effective and efficient among stakeholders of tourism in Bali.
5. Management of tourism event of Sanur and Bali in general (one door events management).
6. Build a mutualistic, positive relationship with the investor or prospective investor (Investor Relations)
7. Issue and Crisis Management, especially to counter any negative news as well as the issue of tourism in Bali.
8. Media Relations, a positive relations with the mass media, both inside and outside the country, so as to create Publication Management goods

9. Tourism Corporate Social Responsibility on the local community, especially the concern for education, local culture, social and environmental issues.
10. Strategic Communications, especially when faced with an emergency situation, as well as requiring fast and precise handling.
11. Restrictions, in the broad sense is necessary if the destination is experiencing over-carrying capacity or over crowded

To keep that rhythm, in the management of tourism, Bali should continue to improve the quality of the image and reputation. The Bali tourism stakeholders must be holistic or comprehensive in consolidating and coordinating targeted, as well as fostering the cooperation that already exists.

In addition, the relevant stakeholders must also consider the aspects of Balinese socio-culture, preservation of natural resources and the environment without abandoning the values of local wisdom, as well as on the entire establishment of policies and implementation of tourism activities, thus the image and the reputation of Bali is promoted as a tourist destination of quality, environmentally sustainable, harmonious relationship between the community, the environment, and have a high social sensitivity value.

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