

# DEVELOPMENT STRATEGY OF MELASTI BEACH AS A COMMUNITY-BASED TOURISM ATTRACTION IN UNGASAN VILLAGE, SOUTH KUTA DISTRICT, BADUNG REGENCY

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## ABSTRACT

*The beauty of Melasti Beach as a tourist attraction located in Ungasan Village, South Kuta District, Badung Regency has long been known by the local community as a place for the Melasti ceremony, an annual Hindu religious ritual carried out before the Nyepi holiday. Management of tourist attractions by the Ungasan Traditional Village has long made a real contribution to improving the economic welfare of the local community. Even though it has contributed to the welfare of local communities, there are still several shortcomings related to development and management strategies that require further investigation. This study aims to analyze and evaluate the most appropriate development strategy for Melasti Beach as a community-based tourist attraction. The type of research is qualitative descriptive with a sample size of 100 people. Data collection techniques were carried out through observation, interviews and documentation studies. Data analysis was carried out using the SWOT method complete with internal factor evaluation summary (IFES) and external factor evaluation summary (EFES) matrix analysis as well as the Internal-External (IE) matrix. The results of this study indicate that the most appropriate choice of development strategy for Melasti Beach as a tourist attraction is an aggressive strategy that uses strength to take advantage of opportunities from its attractiveness through product development, market penetration and market development.*

*Keywords: Development Strategy, SWOT Analysis, IFES Matrix, EFES Matrix and IE Matrix*

## 1. INTRODUCTION

The beauty of Bali as a world tourist destination has long been known internationally. According to one company that operates an online travel agent based in America, Bali is in 2nd place as the world's best tourist destination, even calling Bali a living postcard, an Indonesian paradise that feels like a fantasy (Tripadvisor, 2025). Bali is an interesting tourism destination to visit because it offers tourists a diversity of natural riches, culture and natural beauty, and the friendliness of the people is one of the tourist attractions (Permatasari, 2022).

Bali tourism has also provided a positive contribution to the economic development and prosperity of the Balinese people by providing employment opportunities, increasing regional economic growth and improving the income level of local communities. Based on data published by BPS Bali Province in 2024, the level of economic growth in Bali Province in year of 2023 reached 5.71%, higher than national economic growth in the same year, namely 5.05%. The role of the tourism sector in Bali's economic growth, if analyzed according to business fields in 2023, shows that the tourism sector provides the highest contribution reaching 16.6% compared to other economic sectors through the provision of accommodation and food and beverage service activities. The improvement in people's income levels is reflected in the reduction in the poverty rate of the population in Bali Province. In 2023, the poverty rate of the population in Bali will be the lowest at the national level, namely 4.25% compared to the national level in the same year, namely 9.36% (BPS,

2024). Overall, the distribution of Bali's tourism sector is still largely concentrated in South Bali. Badung Regency in particular is the district that has the most tourist destinations and tourist attractions and has the largest contribution to the provision of accommodation in 2023, reaching 76.34%.

Unggasan is a village located in South Kuta District, Badung Regency. Ungasan Village is geographically located in the southernmost part of Bali or at the foot of the island of Bali. Naturally, the topographic characteristics of this village are that it is a barren village which has an arid limestone soil structure. This village is directly adjacent to the ocean. However, because it is located on a limestone hill, the village's boundary with the ocean is only separated by a steep limestone cliff. Ungasan Village has a population of 3,805 families with a population of 15,029 people divided into 15 Banjars. This village has excellent maritime potential. One of the tourist attractions located in Ungasan Village is Melasti Beach. Melasti Beach has long been part of the social and religious life of the Balinese people. At least since the 14th century, when the Balinese Kingdom began to strengthen its religious identity and traditions. Melasti Beach, with its strategic position close to the center of the kingdom, is a silent witness to social and religious developments on this island. Melasti Beach plays an important role in Balinese spirituality. This place is famous as the location of the Melasti ceremony, a Hindu ritual carried out before the Nyepi holiday. This ceremony, which has been performed for centuries, involves a sacred procession from the temple to the beach to perform a purification ritual. Melasti Beach, with its sea water which is considered sacred, is an important place for carrying out this ritual, making it more than just a tourist location, but also a center for spiritual activities that can be developed into a tourist attraction that can contribute to increasing economic added value for the local community.

Pujayanti & Yuda (2023) revealed data on visits by domestic and foreign tourists who visited Melasti Beach for the period 2018 to 2022 which was published by the management of the Melasti Beach tourist attraction. In 2018 the number of tourists, both domestic and foreign, amounted to 174,353 tourists and the number of visits increased almost 3 times in 2019 to 506,376, then the number of visits decreased in 2020 to 446,514 and again increased in 2021 to 492,846 and in 2022 until February the number of tourist visits has reached 215,467. When compared with the number of domestic and foreign tourists who came to Bali in the same period 2018 to 2022, the average ratio of the number of tourist visits to Melasti Beach is relatively small, not even 10%. In 2019 the number of tourists to Bali reached 16,820,249, then decreased in 2020 to 5,665,630 and in 2021 it was 4,301,643 and in 2022 it rose again to 10,208,721 tourists.

The strategy for developing the community-based tourist attraction of Melasti Beach has not yet been clearly mapped out in the grand strategy for developing a tourist attraction that is capable of creating a sustainable competitive advantage. This is reflected in the fluctuation in the number of tourist visits to the Melasti Beach. The management of this community-based tourist attraction carried out by the Ungasan Traditional Governance Body does not yet clearly reveal the development strategy carried out to maintain its competitive advantage. According to Hamzah & Khalifah (2009), community-based tourism is essentially a community development tool that can strengthen the ability of rural communities to manage tourism resources while ensuring local community participation. Putra et al. (2021), revealed that the fundamental element related to community based tourism is community involvement in issues related to tourism development. Furthermore, Goodwin and Santilli (2009) stated that community based tourism is a tourism activity that is owned and managed by the community, and all the benefits are provided and focused on them.

Currently developing studies have analyzed and explored strategies for developing community-based tourist attractions both at the national and international levels. Studies at the international level were conducted by (Ernawati et al., 2017; Harmini & Sadguna, 2017; Singh, 2012; Telfer & Sharpley, 2008). Likewise, studies were

conducted at the national level (Darmayanti et al., 2020; Pradipta, 2021; Permatasari, 2022). These studies have not produced general conclusions about the most relevant strategies for developing community-based beach tourism attractions. The difference between this study and previous studies is that this study specifically analyzes and explores strategies for developing community-based tourist attractions with Melasti Beach as the research subject.

The objective of this research is to develop previous research by exploring strategies for developing the tourist attraction of Melasti Beach as a research subject. Apart from that, this research aims to analyze and evaluate relevant strategies in developing community-based tourist attractions. This research is expected to contribute to the Ungasan Traditional Governance Body regarding the most relevant strategies in creating and maintaining sustainable competitive advantage from the tourist attraction of Melasti beach. Apart from that, it is hoped that this research can enrich strategy literature in the field of tourism science and become a reference for further research development.

## **2. RESEARCH METODOLOGY**

This research is a type of quantitative descriptive research. According to Sugiyono (2017) quantitative descriptive research is research that describes, examines and explains a phenomenon with data or numbers as they are without the intention of testing a particular hypothesis. The data sources for this research come from primary data and secondary data. Primary data comes from direct observation at the research location and structured interviews. Secondary data was obtained from the management in the form of data on the number of tourist visits, websites and scientific publications as well as tourism literature. The data collection method was carried out by (1) observation, (2) interviews (3) documentation. The population in this study was the entire number of tourists visiting Melasti Beach. Sampling was carried out using the purposive sampling method. The sample size was determined using the Slovin Formula. Based on the calculation results, the sample number of visitors was 100 tourists. The data analysis technique was carried out using SWOT (Strengths, Weakness, Opportunities, Threats) analysis by first calculating the value of IFES (internal factor evaluation summary) and EFES (external factor evaluation summary).

## **3. LITERATURE REVIEW**

Tourist Attraction according to Law Number 10 of 2009 is anything that has uniqueness, beauty and value in the form of a diversity of natural, cultural and man-made products that are the target or purpose of tourist visits. Tourist attractions in a tourist destination can generally be grouped into 3 parts, namely: (1) Natural tourist attractions include: natural scenery, sea and beaches, climate or weather. (2) Cultural tourism attractions include: arts, customs and culture, religious ceremonies, traditions and crafts as well as historical relics, museums. (3) Man-made tourist attractions include: works of art, architectural buildings, temples.

Maryani (1991) stated that in order for a tourist attraction to be able to attract tourists to visit, it must fulfill several conditions, namely (1) What to see: the tourist attraction must be unique to attract tourists. (2) What to do: apart from tourists seeing various attractions, there must also be facilities available that can make tourists feel at home in that place. (3) What to buy: tourist attractions must provide souvenir shopping facilities, local community handicraft products that can be taken home. (4) What to stay: availability of accommodation for tourists to stay overnight. (5) What to arrive: there is access to visit the tourist attraction.

Tourism is a social activity involving individuals or groups of people who aim to stay or travel outside their usual place of residence for a period of no more than 12 months for various leisure, business, religious and other personal reasons but do not receive a salary/wages from the trip. . The activities of these tourists involve and come into

direct contact and have an impact on the local community (Dorobantu & Nistoreanu, 2012). According to Andereck et al. (2005) tourism is always seen as a source of financial development by local residents of a community because tourism combines various components that are able to increase their personal satisfaction as well as the process of developing and preserving natural and cultural resources.

Community-Based Tourism is a model of tourism development that empowers the role of the community for their own welfare. Goodwin & Santilli (2009) say that community-based tourism is a tourism activity that is owned and managed by the community, and all the benefits are handed over and focused on them. Suansri (2003) stated that community-based tourism is tourism that takes into account environmental, social and cultural sustainability. Furthermore, Anuar & Sood (2017) stated that community-based tourism is a multi-ethnic framework used to grow the economy, both in urban and rural areas, thereby providing prospects for increasing welfare for the community. Community-based tourism is a tourism model that empowers communities in developing countries with the aim of improving the social life of communities using tourism as a tool for rural development strategies (Moscardo, 2008; Ruiz-Ballesteros & Hernández-Ramírez, 2010).

Strategy is an organization's way of achieving long-term goals. Business strategies include: geographic expansion, diversification, acquisition, product development, market penetration, retrenchment, divestment, liquidation, and joint ventures. (David & David, 2017:40). SWOT analysis (Strengths, Weakness, Opportunities, Threats) is a tool used to determine company strategy. SWOT analysis is a method for evaluating a company's strengths, weaknesses, opportunities and threats. Through a comparative analysis of strategic strengths and weaknesses with opportunities and threats, the most appropriate grand strategy for the company can be determined to create a sustainable competitive advantage. SWOT analysis is carried out by analyzing internal and external factors using the IFES (internal factor evaluation summary) and EFES (external factor evaluation summary) methods.

The IFES Matrix is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses in the functional areas of a business, and also provides a basis for identifying and evaluating the relationships between these areas. Meanwhile, the EFES matrix summarizes and evaluates external factors that can influence a company's competitive position, which includes various economic, social, cultural, demographic, environmental, political, government, legal, technological and competitive information. The results of the matching stages of the IFES and EFES analysis then produce a Grand Strategy Matrix to determine the most relevant strategy for the company to maintain its competitive advantage. As well as which quadrant the company is in. Each quadrant has its own strategy. Quadrant I (SO) supports aggressive strategies. Quadrant II (WO) supports the Turnaround strategy. Quadrant III (WT) supports defensive strategies. Quadrant IV (ST) supports diversification strategies.

#### 4. RESULTS AND DISCUSSION

**Table 1. Melasti Beach IFES Matrix**

NO	STRENGTHS	WEIGHT	RATING	SCORE
1	Beautiful views of Melasti beach and unique cliff landscapes	0,1038	4	0,4152
2	Supporting performances such as dances and other interesting events are available.	0,0990	3,32	0,3287
3	The condition of the road to the beach is definitely good.	0,1023	4	0,4092

4	The facilities available at Melasti beach are in accordance with tourists' needs.	0,0955	3,2	0,3056
5	Application of the Tri Hita Karana local wisdom concept	0,0987	3,31	0,3267
6	The cleanliness of the beach is very well maintained	0,1008	4	0,4032
	<b>TOTAL STRENGTHS</b>			<b>2,1886</b>
	<b>WEAKNESS</b>			
7	Limited parking space for tourists' vehicles	0,0767	3	0,2301
8	Limited playgrounds for tourists	0,0820	3	0,2460
9	Lack of availability of waste banks	0,0808	3	0,2424
10	Limited number of local SME souvenir sellers	0,0838	3	0,2514
11	Visitor safety is not guaranteed	0,0764	3	0,2292
	<b>TOTAL WEAKNESS</b>			<b>1,1991</b>
	<b>TOTAL</b>	1,000		<b>3,3877</b>

Source: Processed data (2024)

The Melasti Beach IFES matrix produces a total score of 3,387 indicating that Melasti Beach is above average in its overall strategic position in an effort to exploit its strengths and hide its weaknesses.

**Table 2. Melasti Beach EFES Matrix**

NO	OPPORTUNITIES	WEIGHT	RATING	SCORE
1	The existence of the Melasti beach tourist attraction helps the local community to create employment opportunities.	0,0975	3,34	0,3257
2	The existence of the Melasti beach tourist attraction helps increase the income of the surrounding community.	0,1001	3,43	0,3433
3	There is cooperation between companies, the government and the surrounding community in developing Melasti beach as a tourist attraction.	0,0989	3,39	0,3353
4	The government and community's attention to developing Melasti beach as a tourist attraction is very high	0,0963	3,3	0,3178
5	The existence of the Melasti beach destination introduces typical Balinese culture	0,0998	3,42	0,3413
6	Already received funding allocation from the government	0,0975	3,34	0,3257
	<b>TOTAL OPPORTUNITIES</b>			<b>1,9891</b>
	<b>THREATS</b>			
7	There are other tourist attractions that offer the same tourism product.	0,0858	3	0,2574

8	Natural disasters result in decreased visitors	0,0855	3	0,2565
9	There are pros and cons in development strategy	0,0765	3	0,2295
10	Many environments are damaged due to cliff dredging	0,0773	3	0,2319
11	Increasing the number of facilities and quality of services provided by competing tourist attractions	0,0849	3	0,2547
	<b>TOTAL THREATS</b>			<b>1,2300</b>
	<b>TOTAL</b>	1,000		<b>3,2191</b>

Source: Processed data (2024)

The EFES Matrix for Melasti Beach produces a total score of 3.2191, indicating that Melasti Beach is above average in terms of its overall strategic position in an effort to take advantage of opportunities and avoid possible threats.

The Grand Strategy Matrix is then obtained from the coordinate points determined by calculating the difference in IFES scores to determine the value on the EFES ( $1.9891 - 1.2300$ ) = 0.76. Based on the results of the IFES and EFES matrix calculations, the Grand Strategy for developing Melasti Beach is in Quadrant I, so the most appropriate strategy for community-based development of Melasti Beach to maintain its competitive advantage is to carry out an aggressive strategy with market penetration through increased promotion and improvement of tourist facilities as well as providing shopping facilities and better accessibility. Product development, market development and horizontal integration.

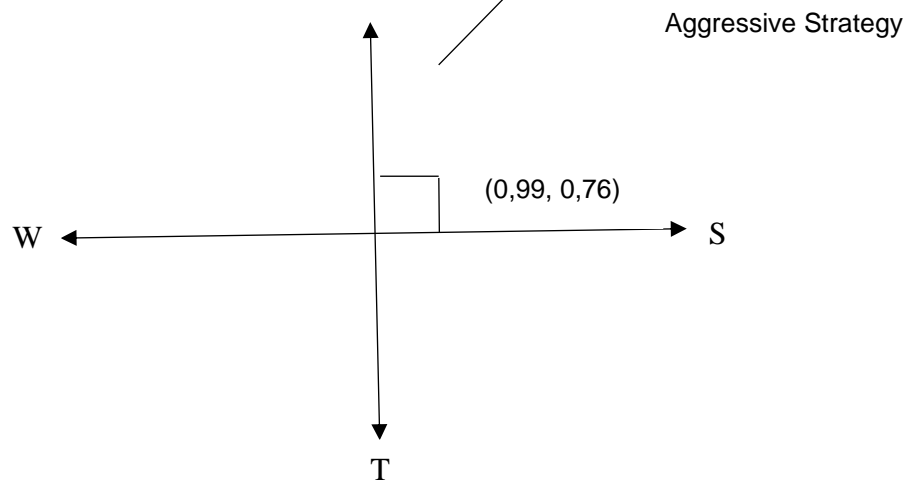


Figure 1. Melasti Beach Grand Strategy Matrix

		<b>INTERNAL</b>		
		Strong	Medium	Low
		3.0	2.0	1.0
<b>EXTERNAL</b>	High	I	II	III
	Medium	IV	V	VI

Low	2.0			
	1.0	VII	VIII	IX

**Figure 2. Internal-External (IE) Matrix of Melasti Beach**

Based on the results of the IFES matrix analysis, a total score was found to be 3.39 and the results of the EFES matrix analysis found a score of 3.22. The results of mapping on the IE matrix of the Melasti Beach tourist attraction in Figure 2 show that the position of the tourist attraction is currently in area I, which means the tourist attraction is in the process of growing and developing. The most likely choice of this growth and development strategy for Melasti Beach is through product development, market development as well as horizontal integration and market penetration.

**Table 3. SWOT Matrix Analysis of Melasti Beach**

<b>IFAS</b>          <b>EFAS</b>	<b>Strength (S)</b> a. Unique cliff landscapes and beautiful beaches b. There are melasti ceremony activities c. Strategic location / easy to access	<b>Weakness (W)</b> a. Lack of parking space b. Lack of playgrounds c. There are not many local product souvenir sellers
	<b>Opportunities (O)</b> a. Improving the economy of the surrounding community b. increasing number of visitors every year c. has received funding allocation from the government	<b>Strategy (SO)</b> a. Adequate accessibility with easy distance to reach and visit b. Carrying out massive promotions through online media
<b>Threat (T)</b> a. Competitors with other beach attractions b. Many environments have been damaged by cliff dredging c. Natural disasters	<b>Strategy (ST)</b> a. Accessibility is too close to other beach tourist attractions. b. There needs to be awareness of all parties in maintaining and preserving the environment	<b>Strategy (WT)</b> a. Anticipate competition with other coastal tourist attractions b. Improving facilities and infrastructure to restore damaged environments.

## 5. CONCLUSION

Based on the results of the SWOT analysis by summarizing internal factor analysis (IFES) and external factor analysis (EFES), the Grand Strategy of Melasti Beach Tourism Attraction is in quadrant I, so the most appropriate strategy to create a sustainable competitive advantage is to support an aggressive strategy, namely a strategy with carry out market penetration, market development, product development and horizontal integration. From the results of the analysis on the Internal-External Matrix (IE Matrix), it was obtained that the grand strategy of Melasti Beach Tourism Attraction is located in region I, which falls in cells I, II and IV. In this area the most appropriate strategy is to grow and build.

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