

Strategic Management of Tourism at Gangga Buyan Pancasari Tourism Park

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Abstract

Introduction: In the era of modern tourism, proper management is key to maintaining a balance between economic growth, environmental preservation, and the well-being of local communities. Gangga Buyan Pancasari Tourism Park possesses natural potential as an ecotourism-based attraction, yet it faces various challenges in terms of management and environmental sustainability.

Methods: This study aims to identify the current tourism management practices and analyze sustainable and effective tourism management strategies based on management capacity. Data were collected through observation, in-depth interviews, and documentation, including recordings and notes. Qualitative data were analyzed using NVivo software, and the management strategies were formulated through a SWOT analysis.

Results: The management of Gangga Buyan Pancasari Tourism Park is currently handled by BUMDes Panca Giri Kencana; however, internal conflicts among stakeholders still exist. The tourism management strategy focuses on sustainability, active community participation, and environmental protection. The strategies include: (1) S-O: development of online media, collaboration between village and regional governments; (2) S-T: promotion of tourist environmental awareness programs, development of nature, cultural, and spiritual events; (3) W-O: transparency in retribution use, utilization of temple land (pelaba pura) for tourism activities; and (4) W-T: disaster mitigation planning and pentahelix synergy in management.

Conclusion: Sustainable tourism management in Gangga Buyan Pancasari requires collaborative governance, community engagement, environmental protection, and strategic planning to address existing internal challenges and maximize ecotourism potential.

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Introduction

Tourism destination management remains a global challenge due to the complexity of involving multiple and often competing stakeholders. This complexity is intensified by imbalanced power relations among governments, investors, and local communities, resulting in disharmonious interactions and limited cooperation (Larson & Poudyal, 2012). Furthermore, the fragmented nature of the tourism sector frequently leads to ineffective leadership and governance (Scott & Marzano, 2015). In this context, the active involvement of local communities in tourism planning and decision-making is crucial for achieving effective and sustainable tourism governance (Tosun, 2006). Good governance, which emphasizes transparency, accountability, and participation, plays a pivotal role in formulating sound public policies and ensuring balanced tourism management (Graham et al., 2003; Farmaki, 2020).

Lake Buyan, one of four natural lakes in Bali, has been designated as part of Indonesia's National Tourism Strategic Area. Despite its designation, tourism infrastructure and facilities around the lake remain underdeveloped compared to Lake Beratan and Lake Batur. The management of the Lake Buyan area is particularly complex, as it encompasses both conservation and non-conservation zones. According to Sunarta (2019), conservation activities in the Natural Tourism Park areas of Lake Buyan and Lake Tamblingan are overseen by the Bali Natural Resources Conservation Agency (BKSDA), which holds formal authority and prioritizes conservation objectives. In contrast, local communities and village governments play only subordinate roles, with minimal involvement in tourism development and limited decision-making capacity.

Gangga Buyan Pancasari Tourism Park, located within the Lake Buyan region, is currently managed by the village-owned enterprise BUMDes Panca Giri Kencana. This destination offers significant potential through its natural beauty and cultural heritage, contributing to increased tourist visitation and local economic benefits (Kemenparekraf, 2021). However, as noted by Santari (2021), the destination's development remains suboptimal due to the absence of a structured tourism management system. One of the core issues is the lack of legal clarity over the land used for tourism purposes, especially in sacred areas such as Ulun Danu Buyan, where spatial planning is still inadequate. Moreover, the management process is further complicated by overlapping jurisdictions among various stakeholders, including BKSDA, the River Basin Authority (BWS), the regional tourism department, private entities such as Bali Handara, and both customary and administrative village

governments. These overlapping roles hinder cohesive and integrated management efforts.

Tourism development should ideally enhance community welfare (Nugroho, 2017). To ensure effective destination management, the interactions among stakeholders must be clearly defined to prevent jurisdictional conflicts and encourage collaborative synergy. Effective tourism governance must uphold principles of equity, transparency, participation, and environmental sustainability. A holistic, upstream to downstream management approach involving all relevant stakeholders according to their respective roles and responsibilities is essential.

Currently, tourism management in the Gangga Buyan Pancasari area remains fragmented and unable to equitably accommodate the interests of all stakeholders. The management approach falls short in addressing conservation needs, supporting tourism development, and ensuring long-term environmental sustainability. Thus, a strategic analysis is necessary to develop a more integrated, effective, and sustainable tourism management framework for the area.

Methods

Design

This study adopts a qualitative research design to explore and understand the current tourism management practices at Gangga Buyan Pancasari Tourism Park. A qualitative approach is considered appropriate as it allows for a comprehensive and contextual analysis of stakeholder dynamics, governance structures, and sustainability issues within the tourism destination.

Data Collection

The data collection process involved three main techniques: observation, in-depth interviews, and literature review. Observation was conducted directly at the tourism site to obtain contextual and environmental insights. In-depth interviews were used as the primary method to gather detailed information from key stakeholders, including tourism managers, community leaders, local government representatives, and other relevant actors. A literature review was also carried out to support and validate field data through references to previous studies, policy documents, and official tourism reports.

Informants for the interviews were selected using purposive sampling. This method allowed the researcher to intentionally identify participants who possessed specific knowledge, experience, or roles related to the management

and development of Gangga Buyan Pancasari Tourism Park.

Data Analysis

Qualitative data were processed using NVivo software to assist in coding, categorization, and thematic interpretation. After organizing the data, a SWOT analysis was applied to assess internal strengths and weaknesses as well as external opportunities and threats affecting tourism management in the study area. This strategic framework was used to formulate management strategies based on empirical findings and stakeholder perspectives.

Validity and Reliability

To enhance the credibility of the study, data triangulation was applied. The use of multiple sources of data including observation, interviews, and literature review helped to cross-verify the findings and improve the reliability of the results. Member checking was also conducted by presenting preliminary findings to selected informants for validation and feedback.

Results and Discussion

Current Tourism Management Conditions at Gangga Buyan Pancasari Tourist Park

Management is a process or framework that involves directing or guiding a group of people toward organizational goals or specific objectives (Terry, 2000). The current tourism management condition at Gangga Buyan Pancasari Tourist Park is identified using the POAC (Planning, Organizing, Acting, Controlling) management theory. The following is a detailed explanation of the current management situation.

The planning phase of tourism at Gangga Buyan Pancasari Tourist Park began with local residents who own land along Lake Buyan. Most of these landowners established camping or glamping areas for tourism activities, offering alternative options to camping within the BKSDA conservation area. Currently, tourism activities managed by the village are planned by the Village-Owned Enterprise (BUMDes) Panca Giri Kencana, while the Pancasari traditional village is planning to develop tourism in the *pelaba pura* Ulun Danu Buyan area using funding from BUPDA (Bage Udsaha Padruen Desa Adat).

In the organizing phase, tourism at Gangga Buyan Tourist Park is conducted in accordance with village regulations. Although there are many local groups in Pancasari Village, they are mostly unrelated to tourism. If tourists wish to tour the

lake, the fishermen's group provides boat services and lake activities. At present, there is no formal tourism organization in the Danau Buyan area. Tourism is conducted privately by landowners along the lake. However, as the traditional village is planning to develop tourism at *pelaba pura* Ulun Danu Buyan, it is hoped that those interested in tourism can form groups to collectively advance tourism development in the area.

In the implementation phase, tourism activities are carried out based on each institution's jurisdiction. Currently, the area is managed by BUMDes Panca Giri Kencana of Pancasari Village. The Buleleng Regency Tourism Office has not been involved in cooperation since May 2023, thus entrance tickets are managed by BUMDes. Due to ongoing unresolved internal issues, the management has not yet been integrated. There is no agreement between the *dinas* (administrative village) and the traditional village concerning the management of tourism at *pelaba pura* Ulun Danu Buyan. Consequently, the Tourism Office cannot initiate a partnership and is currently exploring ways to involve legally registered managers so that entrance tickets can again be coordinated. This is crucial since the environment surrounding Lake Buyan is now regulated under the new Regional Regulation No. 9 of 2023 concerning local taxes and retributions, which identifies the Ulun Danu Buyan Temple area as a retribution object.

In the controlling phase, there is evidence of ongoing efforts to monitor the impact of tourism on the local environment and culture. The community is now more aware of the importance of environmental conservation. As emphasized by the Village Head of Pancasari, awareness and participation among residents regarding environmental preservation are high. However, the economic benefits felt by the community are still not significant.

Tourism Management Strategy in Gangga Buyan Pancasari Tourism Park

Tourism management certainly requires a strategy to ensure optimal implementation. Without a clear strategy, management efforts can become unfocused and ineffective. The tourism management strategy in Gangga Buyan Pancasari Tourism Park is derived from information provided by stakeholders within the area. Based on NVivo analysis, the results of the word cloud frequency visualization offer a clear picture of the focus and priorities in tourism management in this region. Frequently appearing words such as "*desa adat*" (customary village), "*masyarakat lokal*" (local community), and "*lingkungan*" (environment) indicate that a community-based and

environmentally sustainable management approach is the main focus.

The term “*desa adat*” stands out in this context, reflecting the significant role of customary villages in managing the area. The term “*masyarakat lokal*” refers to individuals who play a role in tourism management. Active participation from the local community ensures that development aligns with their needs and aspirations. The word “*lingkungan*” highlights the importance of ecosystem sustainability in the appeal of the destination. The development phase of tourism, which began with infrastructure improvement and diversification of tourism activities, has increased the attractiveness of this area. Current management emphasizes the empowerment of customary communities and the implementation of regulations governing the number of visitors and the wise use of natural resources.

The tourism management strategy for Gangga Buyan Pancasari Tourism Park is based on a SWOT analysis. An effective tourism management strategy must consider various aspects, including environmental sustainability, local community involvement, visitor experience, and the protection of local culture.

S-O (Strengths-Opportunities) Strategies of Gangga Buyan Pancasari Tourism Park

1. Development of Online Media

The development of official social media platforms for tourism information and other updates is highly beneficial for tourists to learn about the area they plan to visit. Promotional strategies on social media platforms are crucial to increasing the appeal and visibility of Gangga Buyan Pancasari Tourism Park. Well-managed and informative social media accounts operated by the management will enhance tourists' interest in visiting the area. In this social media promotion strategy, the management should analyze and prepare the target audience based on demographics (age, location, gender), interests (nature tourism, culture, spirituality), and online behavior. Currently, based on online searches, Gangga Buyan Pancasari Tourism Park does not yet have social media platforms that provide clear information about tourism in the area. As a result, information about the park remains limited and is mostly promoted by third parties such as travel agents or individual tourists who may not have complete information about the destination.

2. Collaboration between Village and Regional Governments

Collaboration will facilitate investment flows from local government revenue into the tourism area,

thereby accelerating tourism infrastructure development. As of now, Gangga Buyan Pancasari Tourism Park has not engaged in any formal collaboration with the regional government. The regional government had previously collaborated with BUMDes Panca Giri Kencana, but the agreement was not continued. Cooperation between the *desa adat* (customary village) and the tourism office can result in more effective, sustainable tourism activities that benefit both the local community and tourists. Although the park does not have customary village land that can be managed directly by the village, Lake Buyan includes *Pelaba Pura Ulun Danu Buyan*, which can be developed into a tourism attraction that contributes to local revenue (PAD).

S-T (Strengths-Threats) Strategies of Gangga Buyan Pancasari Tourism Park

1. Enhancing Tourist Environmental Awareness Programs

The surge in tourist visits to Gangga Buyan Pancasari Tourism Park can potentially lead to negative environmental impacts, especially if tourists show little concern for conservation efforts, such as littering. The main goal of this program is to preserve nature, reduce environmental degradation, and promote eco-friendly practices in all aspects of tourism. Several actions can be implemented to support this goal:

- (1) Providing educational programs for tourists on the importance of environmental conservation.
- (2) Utilizing social media, brochures, and information boards to raise awareness about environmental issues.
- (3) Organizing clean-up activities in conservation areas that involve tourists.
- (4) Offering adequate waste management facilities, such as separate bins for organic and inorganic waste.
- (5) Encouraging tourists to participate in recycling programs.
- (6) Introducing local eco-friendly products to tourists, such as reducing plastic packaging by promoting reusable shopping bags.

2. Development of Nature, Cultural, and Spiritual Tourism Events

To maintain the existence and relevance of tourism at Gangga Buyan Pancasari Tourism Park, consistent efforts are needed to promote its unique offerings. Creating events that highlight the park's natural, cultural, and spiritual tourism potential can provide significant benefits for individuals, the community, and the environment. Tourists will realize that Gangga Buyan Pancasari

is not only a place for recreation and camping but also a suitable venue for engaging cultural performances. Hosting events in the area will attract a large number of visitors during the event period and provide opportunities for local communities to earn additional income through tourism-related activities.

W-O (Weaknesses-Opportunities) Strategies of Gangga Buyan Pancasari Tourism Park

1. Transparency in Retribution Revenue

The lack of public and tourism facilities at Gangga Buyan Pancasari Tourism Park is largely due to limited supporting funds allocated for the improvement of infrastructure. Entrance fees collected from tourists can serve as a source of income to upgrade public facilities in the area, making it more comfortable for visitors. Tourism facilities that should be developed include a tourist information center that provides maps, brochures, and information about tourist attractions, local history, and culture. In addition, sanitation facilities such as clean and proper public toilets and hand-washing stations are essential. Ideally, the camping area should also be equipped with hot water bathrooms to provide comfort in the cool climate. Furthermore, internet or Wi-Fi access should be available in key areas such as the information center and public spaces.

2. Utilization of *Pelaba Pura* Ulun Danu Buyan Land for Tourism Activities

A major weakness in Pancasari Village is the lack of *tanah adat* (customary land) that can be used for tourism development, as most of the land along the lake belongs to private individuals. One piece of land owned by the *desa adat* is the *pelaba pura* area of Ulun Danu Buyan Temple. This land can be sustainably utilized for tourism activities. The most suitable use for this location includes the development of spiritual tourism, such as building meditation spaces with scenic lake views. Additionally, ecotourism development can be considered, such as a well-organized and well-equipped camping area. The area also holds potential for cultural performances, traditional dance shows, and the development of small local shops involving MSMEs (micro, small, and medium enterprises). With the right approach, the *pelaba pura* of Lake Buyan can become an attractive tourism destination that supports cultural preservation and environmental sustainability.

W-T (Weaknesses-Threats) Strategies of Gangga Buyan Pancasari Tourism Park

1. Disaster Mitigation Planning

Lake Buyan is a natural water reservoir that may overflow when water levels rise and the lake's capacity becomes insufficient, posing a risk of flooding. In 2012, a severe flood occurred in the area, submerging parts of Pancasari Village under approximately 1.5 meters of water. Although floods of that scale have not recurred, Lake Buyan still experiences periodic overflow during the rainy season. Mitigation efforts already undertaken include dredging the lakebed to reduce sedimentation, removing aquatic weeds, and constructing embankments along the lake's edge. Disaster mitigation planning is a systematic process for anticipating, preparing for, and managing various types of disasters to minimize their impacts. Tourism managers need to plan evacuation procedures, evacuation routes, shelter locations, and communication protocols during emergencies. One of the strategies for disaster mitigation in the lake area involves establishing green spaces planted with deep-rooted vegetation that can absorb large amounts of water.

2. Pentahelix Synergy in Management

The *pentahelix* approach is a collaborative model that involves five main pillars: government, academia, community, business sector, and media. These pillars are detailed as follows:

- (1) Government: Both regional and village governments should establish clear policies and regulations concerning conservation and land use around the lake. They are also responsible for facilitating stakeholder collaboration and enforcing compliance through supervision and legal enforcement.
- (2) Academia: Academic institutions can conduct research to understand the ecosystem and biodiversity in the area. This includes studies on water quality, flora and fauna, and the impact of development and human activity. Researchers can also provide consultation and outreach to both the government and the community regarding best practices in environmental management.
- (3) Local Community, including *desa adat* (customary communities), must be actively involved in tourism management. They possess valuable local knowledge and have a direct stake in preserving environmental health. Community members can also raise environmental awareness among themselves and visitors, including campaigns to reduce waste, limit chemical use, and preserve local traditions.
- (4) Business Sector, especially within the tourism industry, can develop sustainable tourism models. This includes building eco-friendly accommodations, promoting ecotourism, and organizing low-impact activities. Businesses

can also invest in conservation projects such as habitat restoration, waste management, and renewable energy development.

- (5) Media plays a crucial role in disseminating information and raising public awareness about the importance of environmental conservation. Media can support environmental campaigns through articles, documentaries, TV programs, and digital platforms, helping to shape public opinion and encourage positive action.

Limitations

This study is limited in scope as it focuses solely on the Gangga Buyan Pancasari Tourism Park as a case study. In reality, the Lake Buyan area also includes conservation zones that serve as tourist attractions. Therefore, the findings of this study are contextual and may not be applicable to other areas surrounding Lake Buyan. The study only involves stakeholders from the Gangga Buyan Pancasari Tourism Park, namely the Panca Giri Kencana Village-Owned Enterprise (BUMDes), the village government, and the regional government. Furthermore, the qualitative approach used in this research relies heavily on subjective opinions and perceptions. Time, financial, and manpower constraints also limited the ability of the study to cover all dimensions of tourism management comprehensively.

Conclusion

Tourism management at the Gangga Buyan Pancasari Tourism Park is currently hindered by internal conflicts, resulting in ineffective and unsustainable governance. Effective tourism management strategies in the Lake Buyan area should include close collaboration with traditional village institutions in formulating policies and managing tourism activities. By leveraging local potential through the Village-Owned Enterprise (BUMDes) and involving regional governments in tourism infrastructure development and management, the area can be further developed into a sustainable destination that respects local cultural and environmental values.

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Conflict of Interest Statement

The authors declare that there is no potential conflict of interest with respect to the research, authorship, and/or publication of this article.

Author Contributions

All authors have read and approved the final manuscript. All authors are responsible for the integrity of the data and the accuracy of the data analysis.

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