

## **A tourism measurement model: Insights from the ITDC Nusa Dua Bali area**

Edwin Darmasetiawan<sup>1\*</sup>, I KomangGde Bendesa<sup>2</sup>, I NyomanDarma Putra<sup>2</sup>,  
AgungSuryawan Wiranatha<sup>2</sup>

<sup>1-2</sup>Faculty of Tourism Doctoral Program of Tourism Universitas Udayana Denpasar-Bali Indonesia

**Abstract:** Tourism is a resilient sector with a high level of sustainability. Despite slower economic development and geopolitical tensions in several world regions, travel and tourism remain critical components of the global economy. For instance, Indonesia, which benefits from abundant natural and cultural resources, has developed into a desirable destination for international visitors, and as a consequence, the Indonesian government has designated tourism as the country's primary driver of economic growth. Indonesia was ranked 40th out of 140 countries surveyed by the World Economic Forum within the 2019 travel and tourism competitiveness report. According to this report, the market share of international tourists visiting Singapore, Malaysia, Thailand, and Indonesia is an average of 25.27 million. In 2019, 16.1 million foreign tourists visited Indonesia, accounting for 63.71 percent of the average market share of foreign tourists who visited Singapore, Malaysia, Thailand, and Indonesia 2019. This situation necessitates an evaluation of Indonesia's priority and super-priority tourism destinations. As such, this study aims to develop a measurement model for assessing a tourism area using a combination of qualitative and quantitative methods and a sequential exploratory approach utilizing the World Economic Forum's travel and tourism framework in the ITDC area of The Nusa Dua in Bali. The results demonstrate that the World Economic Forum's travel and tourism framework indicators may be utilized to measure the Nusa Dua ITDC area. The findings of the enabling environment measure in the ITDC area of Nusa Dua Bali indicate that the enabling environment's pillars are really in the excellent category, as the ITDC area fulfills requirements for safety and security, health, and hygiene indicators, and ICT readiness. The infrastructure pillar has a higher ranking since the ITDC area fulfills air transportation infrastructure, land and port infrastructure, and tourism service infrastructure. The natural and cultural resources pillar is rated excellent since it fulfills the requirements for natural resources and business travel. Based on the empirical findings, the Nusa Dua Bali ITDC area's measurement model, which is based on the World Economic Forum's travel and tourism framework indicators, can be applied to priority tourism destination areas such as Lake Toba (North Sumatera), Borobudur (Central Java), Mandalika Lombok (Nusa Tenggara), Labuan Bajo (East Nusa Tenggara), and Likupang (West Nusa Tenggara) (Manado, North Sulawesi).

**Keywords:** Nusa Dua, Tourism Area, Travel and Tourism Framework, World Economic Forum, Collaboration orchestration, Special Economic Zone, Funding Access.

### **I. Introduction**

Globally, the tourist industry has shown considerable resilience, such that despite slow economic growth and geopolitical tensions in several regions of the world, travel, and tourism continue to play a key role in the global economy. According to the World Travel and Tourism Council (WTTC), tourism generated \$8.9 trillion (or 10.3% of global GDP) in 2019 and supported 330 million jobs, or one out of every ten worldwide. Tourist exports accounted for \$1.7 trillion (6.8% of total exports and 28.3% of global service exports), while capital investment accounted for \$948 billion (4.3% of total investment). For the ninth year in a row, tourism grew by 3.5 percent in 2019, outpacing global economic growth of 2%.

Indonesia has enormous tourism potential, which is why the President chose tourism as the main economic development industry in 2015. Indonesia, on the other hand, is ranked 40th out of 140 countries in the World Economic Forum's 2019 report on travel and tourism competitiveness. According to the 2019 research, Singapore, Malaysia, Thailand, and Indonesia attracted 101,1 million international visitors, indicating an average market share of 25.27 million foreign tourists for these four countries. In 2019, Indonesia received 16.1 million visitors, accounting for 80.5 percent of all international tourists who visited Singapore, Malaysia, Thailand, and Indonesia.

Foreign tourist visits continue to remain considerably below the average market share. Indeed, Indonesia has a tourism sector that has the potential to attract international visitors. Indonesia also benefits from internationally recognized natural and cultural resources, including the seventh-largest country in the world, ASEAN's largest

country, the world's largest archipelagic country, ASEAN's best natural and cultural resources, the world's most popular diving destinations, the world's largest forest, and 13 UNESCO World Heritage Sites. As a result, a tourism area development model is required to develop high-priority and super-high-priority tourism destinations.

In Nusa Dua Bali, there is a 350-hectare integrated tourism area owned and managed by ITDC (Indonesia Tourism Development Corporation). The Nusa Dua Bali ITDC region has been operational for 38 years and has grown to become one of Bali's most popular tourist and MICE (Meeting Incentive, Convention, and Exhibition) destinations. This region, which has won many national and international awards, can serve as a model for the development of other Indonesian tourism areas. However, it is essential to determine if the ITDC, The Nusa Dua Bali area, meets international criteria.

In this regard, it is necessary to conduct a study on "Indonesian Tourism Area Development Model: A Case Study of the Nusa Dua ITDC Area in Bali" using the World Economic Forum's travel and tourism framework parameters to determine whether the business environment, regional supporting infrastructure, and the beauty of natural and cultural resources in the ITDC Nusa Dua Bali area, all meet the formulation of the problem in this research.

## **II. Literature Review**

### **2.1 The Nusa Dua Bali ITDC Area**

The Nusa Dua ITDC is a 350-hectare integrated tourism development zone situated in the southeast of Bali, namely in Bualu Village, Benoa Village, South Kuta District, and Badung Regency. In 1969, the central government commissioned the French consultant SCETO to create a comprehensive master plan for the development of Bali, with support from the UNDP (United Nations Development Programme).

In 1972, the Indonesian government created PT Pembangunan Wisata Bali (Persero) or BTDC (Bali Tourism Development Corporation) as a State-Owned Enterprise. Additionally, BTDC appointed a Japanese consultant, Pacific Consultant KK, to develop a comprehensive strategy for the ITDC. With the assistance of the World Bank, the Nusa Dua area has been implementing plans for the development of a new tourism area in Nusa Dua.

According to Ernawati and Sudarmini (2016), the Nusa Dua ITDC area has an outstanding performance and a positive image. Tourists who stay in hotels in the ITDC, Nusa Dua area, express high satisfaction with the services provided. The primary elements that contribute to the degree of service quality performance are the quality of food and beverages, their pricing, staff communication skills, employees attentiveness while delivering services, employees honesty, and employees sensitivity to tourists (Gunastri and Ratini, 2017). Moreover, Murni and Damayanti (2016) demonstrate that implementing environmental certification in five-star hotels in Nusa Dua's ITDC area has an effect on environmental quality standards via EMS, B3 waste management, the use of local products, energy and water conservation, and also the overall structure of the environment.

According to a study published in 2018 by Ruastitiand colleagues, "Dev and Show at the AmphiTheater ITDC The Nusa Dua Bali," tourists who visit Bali not only enjoy and enthusiastically watch performing arts based on Balinese cultural arts but also visit dance centers from almost every region of the archipelago (from Aceh to Papua). In addition, a study conducted by Ratna (2020) on the image and attribute quality of The Nusa Dua obtained results that show the affection of tourists is very satisfied and loyal to staying at The Nusa Dua, and still likes the overall image of The Nusa Dua as an exclusive area, with beautiful views, amazing landscapes, and good surfing. Tourists staying in the ITDC area of Nusa Dua state that the area is suitable for doing holidays and other activities and has very nice accommodation. Most tourists also claimed that Nusa Dua is better than Chiang Mai, Phuket, Boracay, and Langkawi (Ratna, 2020).

### **2.2 Travel and tourism framework**

The World Economic Forum uses the travel and tourism framework, which has 14 pillars with 90 indicators to rank world countries' travel and tourism competitiveness, as follows.

#### **1. Enabling environment, which consists of five pillars with forty indicators.**

- The first pillar, the business environment, which consists of twelve indicators, assesses the extent to which a country has policies that are conducive for companies to do business.
- The second pillar, safety, and security consist of five indicators assessing the security of a country as an investment destination and as a tourism destination.
- The third pillar is health and hygiene, which consists of six indicators. Evaluating a country's health and sanitary standards in terms of both investment and tourist destination

- The fourth pillar is the human resources and labor market, which consists of nine indicators. Evaluating the quality of human resources and the extent to which the country develops the workforce's skills through education and training, the degree of formal education attained the labor market's openness and women's participation.
- The fifth pillar of ICT (Information and Communication Technology) readiness consists of eight indicators. It is necessary to assess a country's readiness and quality of online and internet services since travel and accommodation planning are conducted online.

**2. The travel and tourism policy and enabling conditions to consist of four pillars with twenty-three indicators.**

- The sixth pillar is the prioritization of travel and tourism, which consists of six indicators. Assessing the priority level of a country's government in the tourism sector will significantly impact the country's competitiveness in tourism.
- The seventh pillar of international openness consists of three indicators. Assess the level of openness of a country to foreign tourist arrivals.
- The eighth pillar of price competitiveness consists of four indicators assessing the cost of tourism for a country, which is determined by tickets, taxes, and fuel prices.
- The ninth pillar of environmental sustainability consists of ten indicators. Evaluate a country's environmental policies.

**3. Infrastructure, which consists of three pillars with seventeen indicators.**

- The tenth pillar is air transport infrastructure, which consists of six indicators. Assessing air connectivity facilitates travel between countries for tourists, including the number of aircraft departures, airport density, the number of airlines operating, and the quality of domestic and international flight infrastructure.
- The eleventh pillar is ground and port infrastructure, consisting of seven indicators—evaluating transportation accessibility to business hubs and tourist destinations that rely on an accessible, safe and efficient road, rail, the ports' network.
- The twelfth pillar is tourist service infrastructure, which consists of four indicators. Consider the availability of international-standard accommodation, the convenience of renting a vehicle, and the existence of high-quality attractions as a country's significant competitive advantage.

**4. Natural resources and cultural resources, which consist of two pillars with ten indicators.**

- The thirteenth pillar, natural resources, consists of five indicators. Assess the existence of natural assets with competitive advantages in attracting tourists, including UNESCO world heritage, natural beauty, fauna richness, national protected areas, and nature reserves.
- The fourteenth pillar, cultural resources and business travel, consist of five indicators. Assessing a country's cultural resources includes assessing the number of UNESCO world heritage sites, the number of large stadiums hosting significant sporting or entertainment events, as well as the number of online searches.

**2.3 Theory of Regional Planning**

Tourism area planning is included in regional planning activities prepared by the Regional Government in the Regional Spatial Plan (RTRW) and Spatial Detailed Plan (RTDR). The two plans are designed to strategically develop an area to create a multiplier effect that contributes to the acceleration of regional economic growth. Scholars such as, Suwanto (1997) and Zainuddin (2019) mentioned that tourism areas must be developed in accordance with the following criteria: financial feasibility in terms of calculating the commercial development of tourism objects; regional socio-economic feasibility in terms of determining whether the investments made will have a socio-economic impact; technical feasibility in terms of accounting for existing carrying capacity; and environmental feasibility supported by environmental impact analysis as a reference for tourism development activities.

According to Maryani (1991), a tourism object must fulfill particular criteria, including natural landscape, artistic activities, and tourist attractions. Tourist destinations must provide recreational opportunities and facilities for shopping, accessibility, and accommodation facilities. Moreover, Paturusi (2001) argued that tourism

development is a strategy used to promote, enhance, and maintain the tourism conditions of an object or tourist attraction in order for it to be visited by tourists and provide benefits to the community surrounding the object or tourist attraction, including for the government.

According to Suwanto (1997), development strives to provide high-quality, balanced, and gradual products and services. Meanwhile, Sunaryo (2012) asserts that a planner must consider two complementary development areas: the scope of spatial development and the destination's degree of development to create a tourism destination. The framework for creating tourism destinations must fundamentally contain the following components: objects and attractions, accessibility, amenities, supporting facilities, and institutions to conform to the maximization of all tourism resources. According to Cooper et al. (1995), four components must be owned while developing tourism destinations: attraction, accessibility, amenities, and ancillary services.

According to Law No. 25 of 2004, the Government Work Plan is responsible for combining less operational medium-term development planning with highly operational budget planning based on the available funds for the fiscal year in order to achieve integration between planning, programs, and funding in accordance with scientific principles of planning, explicitly planning, programming, and budgeting. As a result, any tourism area development plan will always contain S-Curve planning, programming, and budgeting structure.

Academicians such as Archibugi (2008) and AgusZulianto (2009) have argued that based on the theory of regional planning, it is divided into four components:

(1) Physical planning.

Physical planning is concerned with the organization of the area's physical shape and the infrastructure that links its activity nodes. This theory's development also includes a study of environmental issues. A master plan results from this planning (spatial planning, location, agglomeration, and land use).

(2) Macroeconomic planning.

Regional economy planning uses macroeconomic theory related to economic development and growth, income and income distribution, labor, productivity, trade, consumption, and investment. Regional macroeconomic planning makes regional economic policies to stimulate regional economic growth. The products of this planning are policies in the areas of accessibility, financial institutions, job opportunities.

(3) Social planning.

Discuss education planning, health, social integrity, living and working circumstances, women's and children's issues, and criminal justice issues. This plan serves as the foundation for social development initiatives in the areas targeted for development. The demographic policy is the outcome of this planning process.

(4) Planning for development.

Refers to the design of comprehensive development programs to achieve regional development.

According to Fianstein and Norman (1991), the planning typology is split into four categories based on theoretical considerations: (a) Traditional planning. Identify the goals and objectives of changing the regional system that has been damaged by a policy of regional system improvement with an innovative program for regional environment improvement based on professional standards/methods. (b) User-oriented planning. Accommodate product users, especially the local community, by including them in all planning processes. (c) Advocacy planning. Includes initiatives aimed at assisting the poor in regional development and specific programs aimed at improving the poor's quality of life. (d) Incremental planning. Support decision-making on regional issues is an in-depth analysis of the problem, taking into account the policy's positive and negative consequences.

Additionally, according to Glasson in Tarigan (2005), planning includes the following:

(1) Physical and economic planning: Physical planning modifies an area's physical structure (spatial planning, transportation, and communication routes, provision of public facilities). Meanwhile, economic planning is concerned with alterations to the regional economic structure and measures to increase prosperity. Economic planning is based on the physical planning market process, which is concerned with technical feasibility. When planning is integrated, physical planning may assist in achieving a variety of economic planning objectives. In certain instances, physical planning must also consider economic considerations (e.g., spatial planning).

(2) Allocative and innovative planning. Allocative planning succeeds the high-level plan or has evolved into a mutual agreement, ensuring that its actions are coordinated and synchronized to ensure that the work system can operate effectively and efficiently. Meanwhile, with innovative planning, planners have more discretion over both the goals they establish and how they accomplish them. Innovative planning is used to establish new activities that lack a working system.

(3) Single and multi-objective planning. Single goal planning is used when the aim to be accomplished is clearly defined in the plan and is singular. For instance, the government's plan to build 100 housing units in a particular area will not connect the house building plan and any other issues that may emerge since the house construction plan

does not become the primary focus of attention. Meanwhile, multi-objective planning has multiple objectives at once, for example, plans for widening and improving the quality of connecting roads to provide multiple benefits simultaneously. Including improving regional communication, attracting new settlements, encouraging increased market activity in the area, and improving regional communication so that the public is more receptive to renewal and increased trade.

(4) Indicative and imperative planning. Indicative planning is defined as planning whose goal is expressed unequivocally. While imperative planning is planning that establishes objectives, processes, executors, execution timeframes, ingredients, and the instruments necessary to carry out the plan, field implementers do not have the authority to alter it.

(5) Top-down and bottom-up planning. Top-down planning occurs when the leading authority for planning is vested in higher institutions, and planning institutions at lower levels are required to execute it or get absorbed into lower institutional planning. If top-down planning is predominant, it is referred to as centralized planning; if bottom-up planning is predominant, it is referred to as decentralized planning.

(6) Vertical and horizontal planning. Vertical planning is strategic planning that places importance on coordination across different levels within the same organization to achieve sectoral success. In comparison, horizontal planning focuses on the integration of programs across several sectors at the same level.

(7) Planning that involves and does not involve the community. Generally, planning in the public interest includes the community as represented by community leaders. Meanwhile, planning without community participation is carried out when the planning is technical, internal, covers a limited area, and is unrelated to the interests of a large number of people.

## **2.4 Theory of Marketing Management**

The tourism area's development will occur in three stages: the planning stage, the realization stage or stage of tourism area development, and the operational stage of the tourism area. These stages require a comprehensive, effective, and long-term marketing strategy to secure project funding, attract investors, and retain visitors once the tourism area operates.

According to Kotler and Armstrong (2014), the process of developing a marketing strategy includes the following:

(1) Market segmentation is a technique for dividing a market into distinct buyer groups with different needs, characteristics, and behaviors that necessitate different goods or marketing mix. (2) Market targeting identifies one or more target market segments and develops methods for interacting with those segments' customers.

(3) Differentiation and positioning refer to the choice to distinguish the market offering within the target segment and the desired position within that segment.

In their study, Botha and Reyneke(2013) claimed that viral marketing is effective. However, for content to become viral, it must be relevant to the video and the material, measured by the audience's emotional response to the video. It is also linked to the rate at which information is disseminated, for example, through online word of mouth. Currently, the internet's availability offers a platform for information sharing that affects consumer behavior and is one of the elements that encourages the formation of purchasing interests (Jalilvand, 2012).

Online WOM is concerned with consumers' perspectives or thoughts regarding brands, goods, and services conveyed through the internet (Goldsmith and Horowitz, 2006). Online WOM communication allows a more rapid and extensive sharing of interpersonal information. Online WOM refers to a mode of communication that has evolved from electronic WOM through the internet and is superior to personal selling or conventional advertising. Consumers use the internet to share their experiences with products or services or make purchases based on the experiences of others.

## **2.5 Theory of Perception**

Perception is a person's viewpoint on the same thing but from a different angle, which is then interpreted depending on his or her background of knowledge, experience, and point of view, resulting in his or her perception being unique.

As defined by Sugihartono et al. (2007), perception is the brain's capacity to convert inputs or processes that translate incoming information into the human senses. Meanwhile, BimoWalgito (2004) demonstrated that perception is a process of organizing and interpreting the input received by an organism or person to make it meaningful and that it is a coordinated activity inside the individual.

According to MiftahToha (2003), a person's perspective is influenced by two factors: (1) Internal factors, such as an individual's emotions, attitudes, personality, prejudices, desires, concerns, and learning processes, as well as physical, psychological, and social values, needs, interests, and motivations. (2) External factors, such as family

history, acquired information, knowledge and requirements, intensity, size, opposites, repetition of motion, new and familiar things, or unfamiliar objects.

Additionally, the process of perception formation is divided into various phases (MiftahToha, 2003): (a) Stimulus, which initiates the perception of an object in the environment by a person. (b) Registration, which is a physical mechanism through which a person may listen to or view information sent to him/her and then record all of the information transmitted. (c) Interpretation, which is a critical cognitive component of perception, namely the process by which the stimulus received is given meaning. The process of interpretation is determined by a person's level of development, motivation, and personality.

According to BimoWalgito (2004), perception is influenced by three factors. (1) The perceived object will generate a stimulus that will reach the senses. Stimulus enters the perceiving individual either externally or internally and goes straight to the receiving nerve, which serves as a receptor. (2) The sense organs, nerves, and nervous system all function as stimulus receptors. In addition, sensory nerves serve as a conduit for the receptor's signal to reach the brain, which serves as the center of consciousness. As a means of holding a response, a motor is needed that forms one's perception. (3) Attention is the focus of all individual's activities on an object as the primary step in perceiving.

### III. Conceptual Framework

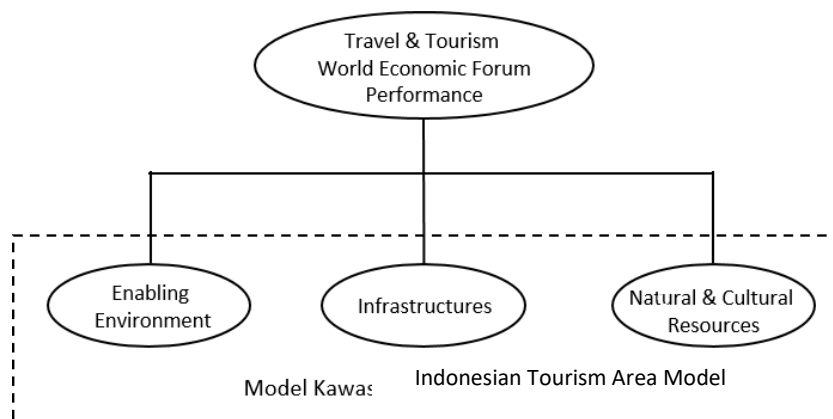


Figure 1. Indonesia Tourism Area Model

Accordingly, we proposed the hypotheses development as follows:

*H1*: The Nusa Dua Bali ITDC business environment has fulfilled the business environment pillars of the World Economic Forum's travel and tourism framework.

*H2*: The supporting infrastructure for the ITDC The Nusa Dua Bali area has fulfilled the infrastructure pillars in the travel and tourism framework of the World Economic Forum.

*H3*: The natural and cultural beauty of the ITDC The Nusa Dua Bali area has fulfilled the pillars of natural and cultural resources in the travel and tourism framework of the World Economic Forum.

### IV. Research Methods

This study employs a mixed-method with a sequential exploratory method, in which the investigation begins with a qualitative method and proceeds with a quantitative method. This study used forty-four indicators on the nine pillars of the World Economic Forum's travel and tourism framework that are more relevant to the ITDC's operational activities. The Nusa Dua Bali area is comprised of the following: (1) Enabling environment. The research was conducted on five pillar indicators of safety and security, six pillar indicators of health and hygiene, and eight pillar indicators of ICT readiness. (2) Infrastructure. The research was conducted on six indicators of air transport transportation pillars, five indicators of ground and port infrastructure pillars, and four indicators representing the pillars of tourism service infrastructure were studied. (3) Natural and Cultural Resources. The research was conducted on five pillar indicators of natural resources and five-pillar indicators of cultural resources and business travel.

Research instruments

The variables used in this study consist of three success indicators in enabling environment, infrastructure, and natural and cultural resources.

**Table 1. Measurement items of variable**

Variables	Measurement Items	
Enabling environment	Safety and security	Q1 In your country, to what extent does the incidence of crime and violence impose costs on businesses?
		Q2 In your country, to what extent can police services be relied upon to enforce law and order?
		Q3 In your country, to what extent does the threat of terrorism impose costs on businesses?
		Q4 Simple average of the number of terrorism-related casualties (injuries and fatalities) and the number of terrorist attacks
		Q5 number of homicide cases per 100,000 population
	Health and hygiene	Q6 Physician density per 1,000 population
		Q7 People use at least basic sanitation services as a percentage of the total population.
		Q8 People use at least basic drinking water services as a percentage of the total population.
		Q9 Hospital beds are per 10,000 population.
		Q10 HIV prevalence as a percentage of adults aged
		Q11 Estimated the number of malaria cases per 100,000 population.
	ICT readiness	Q12 In your country, to what extent do businesses use ICTs for transactions with other businesses?
		Q13 In your country, to what extent do businesses use the internet for selling their goods and services to consumers?
		Q14 Percentage of individuals using the internet.
		Q15 Fixed broadband internet subscriptions per 100 population
		Q16 number of mobile telephone subscriptions per 100 population
		Q17 Mobile broadband subscriptions per 100 population
		Q18 Percentage of the total population covered by a mobile network signal
		Q19 In your country, how reliable is the electricity supply (lack of interruptions and voltage fluctuations)?
Infrastructure		Air Transport Infrastructure
	Q21 Scheduled available domestic seat kilometers originating in-country per week (year average).	
	Q22 Scheduled available international seat kilometers originating in the country per week (year average).	
	Q23 number of aircraft departures per 1,000 population	
	Q24 number of airports with at least one scheduled flight per million of the urban population.	
	Q25 number of airlines with scheduled flights originating in-country	
	Ground and port infrastructure	Q26 In your country, how is transport infrastructure's quality (extensiveness and condition) for the following: a. Roads?
		Q27 Kilometres of road per 100 square kilometers of land
		Q28 Kilometres of paved road per square kilometer of land
		Q29 In your country, how is transport infrastructure's quality (extensiveness and condition) for the following: b. Seaports?
Q30 In your country, how efficient (i.e., frequency, punctuality, speed, price) are the ground transportation like buses, subways, and taxis?		

Variables	Measurement Items	
Tourist Service Infrastructure		Q31 number of hotel rooms per 100 population.
		Q32 In your country, how do you assess the quality of tourism infrastructure (e.g., hotels, resorts, entertainment facilities)?
		Q33 presence of major car rental companies.
		Q34 number of automated teller machines (ATMs) per 100,000 adult population.
Natural and cultural resources	Natural resources	Q35 number of world heritage natural sites in the country.
		Q36 Total known species
		Q37 Total protected areas
		Q38 Natural tourism digital demand.
		Q39 To what extent do international tourists visit your country mainly for its natural assets (parks, beaches, mountains, wildlife, etc.)?
		Q40 Number of world heritage cultural sites in the country
		Q41 number of oral and intangible heritage practices and expressions.
		Q42 number of large sports stadiums
		Q43 number of international association meetings
		Q44 Cultural and entertainment tourism digital demand.

**V. Results**

**Key Informants Characteristics**

The informants interviewed in this study were ITDC Nusa Dua area officials, subsidiaries of ITDC waste management, property entrepreneurs in the area, consultants involved in the initial development of the Nusa Dua ITDC area, and tourists who had lived in the Nusa Dua ITDC area.

**Table 2. Key informant profession**

Profession	Number	Percentage
Entrepreneurs in the area	10	33.3
ITDC	8	26.7
Tourists	6	20.0
JasaMarga Bali Toll	1	3.3
Angkasa Pura 1	1	3.3
Banking	1	3.3
Consultant	1	3.3
ITDC Utilities	1	3.3
BOP Borobudur	1	3.3

Table 2 shows the profession, where eight sources, or 26.7% of the total interviewees, were ITDC management and employees who were directly related to the operational activities of the Nusa Dua ITDC area. Ten key informants (33.3%) are property entrepreneurs in The Nusa Dua's ITDC area (owners, management, and employees), while the remaining 12 key informants (40%) are from elements relevant to the activities.

**Table 3. Key informant gender**

Gender	Number	Percentage
Men	19	63.3
Women	11	36.7
	30	100.0

The gender of the informants is presented in Table 3, with 19 men (63.3 percent) and 11 women (36.7 percent).



**Table 4. Key informant age**

Age	Number	Percentage
36 years to 50 years	22	73.0
Above 50 years	8	27.0
	30	100.0

According to Table 4, the informants' ages ranged from 36 to 50 years for 22 individuals (73 percent) and above 50 years for as many as eight individuals (27 percent).

**Table 5. Key informant domicile**

Domicile	Number	Percentage
Bali	19	63.3
Jakarta	4	13.3
Surabaya	2	6.7
Jogya	1	3.3
Others	4	13.3
	30	100.0

According to Table 5, 63.3 percent of respondents reside in Bali, while 36.7 percent live in Jakarta, Surabaya, Yogya, Singapore, Paris, Kuala Lumpur, and others.

**Validity Test**

*Enabling environment*

**Table 6 Enabling environment variable data validity test.**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q1	115,5000	10,397	,861	,859
Q2	115,6667	9,816	,865	,856
Q3	114,3333	12,644	,000	,882
Q4	114,3333	12,644	,000	,882
Q5	114,6667	8,437	,825	,867
Q6	115,7000	9,872	,822	,859
Q7	114,6000	9,972	,869	,857
Q8	114,3333	12,644	,000	,882
Q9	115,3333	12,644	,000	,882
Q10	114,3333	12,644	,000	,882
Q11	114,3333	12,644	,000	,882
Q12	115,6667	9,816	,865	,856
Q13	116,9333	10,685	,525	,875
Q14	115,5000	10,397	,861	,859
Q15	115,4333	11,220	,651	,869
Q16	114,3333	12,644	,000	,882
Q17	114,3333	12,644	,000	,882
Q18	114,3333	12,644	,000	,882
Q19	114,3333	12,644	,000	,882

All responses from 30 sources to 44 questions on travel and tourism framework indicators in The Nusa Dua Bali tourism area (Q1 to Q44) are tabulated and assigned a score of 1 (extremely poor) to 7 (extremely good). The validity and reliability of the participants' responses were then determined using the SPSS (Statistical Package for the Social Sciences) tool. The test findings indicate that the r-count is higher than the r-table (n=30 of 0.361) and that the significance level is less than 0.05, suggesting that the whole data set is valid.

*Infrastructure*

**Table 7. Infrastructure variable data validity test**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q20	81,0333	16,792	,000	,934
Q21	81,2000	14,303	,818	,920
Q22	81,2000	14,303	,818	,920
Q23	81,2000	14,303	,818	,920
Q24	84,5000	13,638	,773	,921
Q25	81,1333	15,223	,620	,926
Q26	82,3667	13,551	,853	,918
Q27	83,2000	14,303	,818	,920
Q28	83,2667	13,926	,835	,919
Q29	84,4000	13,490	,850	,918
Q30	81,8667	15,568	,361	,933
Q31	81,0333	16,792	,000	,934
Q32	81,0333	16,792	,000	,934
Q33	82,6000	14,041	,661	,926
Q34	82,4333	13,495	,833	,919

*Natural and cultural resources*

**Table 8. Natural and cultural resources variable data validity test**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q35	56,8333	1,178	,773	,549
Q36	51,5000	1,293	,632	,600
Q37	52,1667	2,213	,000	,701
Q38	51,1667	2,213	,000	,701
Q39	51,1667	2,213	,000	,701
Q40	55,8333	1,178	,773	,549
Q41	51,1667	2,213	,000	,701
Q42	51,3333	1,609	,478	,643
Q43	51,1667	2,213	,000	,701
Q44	51,1667	2,213	,000	,701

**Reliability test**

**Table 9. Reliability Tests**

Constructs	Cronbach's alpha	N of items
Enabling environment	0.880	19
Infrastructure	0.929	15
Natural and cultural resources	0.693	10

Cronbach's alpha values of 0.880 for enabling environmental variables are shown in Table 9 above. Meanwhile, the reliability test for the infrastructure variable data generated a Cronbach's alpha value of 0.929, and the reliability test for the natural and cultural resources variable data produced a Cronbach's alpha value of 0.693, indicating that all data variables were more significant than 0.6, implying that the data is reliable. Hence, infrastructure has the highest Cronbach's alpha value (0.929), followed by the enabling environment (0.880), while natural and cultural resources have the lowest value (0.693).

**Descriptive statistical analysis**

The findings of 30 respondents' responses to questions Q1 through Q44 are summarized using descriptive statistics to overview.

**Table 10. Descriptive statistics of travel and tourism framework variables**

	N	Minimum	Maximum	Mean	Std. Deviation
Enabling Environment	30	6,00	6,53	6,3860	,18715
Infrastructure	30	5,33	6,13	5,8689	,27319
Natural & Cultural Resources	30	5,60	6,00	5,8167	,14875
Valid N (listwise)	30				

Table 10 summarizes the average value or mean score for factors related to the enabling environment, infrastructure, and natural and cultural resources that score more than 5.6 and therefore fall into the Top 20% category.

**Inferential statistical analysis**

Inferential statistics were employed in this research to test the statement of variables. The statements refer to the fact that all indicators of the enabling environment, infrastructure, and natural and cultural resources meet the World Economic Forum's travel and tourism framework.

**Table 11. The findings of hypothesis testing are summarized.**

Variables	Average score	T-stat	P-value	Results
Enabling environment	6.38	40.563	0.000	Accepted
Infrastructure	5.86	17.420	0.000	Accepted
Natural and cultural resources	5.81	30.071	0.000	Accepted

Inferential testing using a one-sample t-test against the first hypothesis revealed that the T-stat value of 40.563 was higher than the T-table 2.045 with a probability of 0.00 smaller than 0.05, indicating that H1 was accepted. Thus, it has been statistically shown that the enabling environment for The Nusa Dua Bali tourism area conforms to the World Economic Forum's travel and tourism framework.

Inferential testing using a one-sample t-test against the second hypothesis with a T-stat value higher than T-table 2.045 and a probability value less than 0.05, indicating that H2 is accepted. Thus, it has been statistically shown that the ITDC's supporting infrastructure The Nusa Dua Bali area has met infrastructural pillars of the World Economic Forum's travel and tourism.

Inferential testing using a one-sample t-test against the third hypothesis with a T-stat value of 30.071 higher than 2.045 and a probability value of 0.00 less than 0.05 indicates that H3 is accepted. Thus, it has been statistically shown that the ITDC's natural and cultural attractiveness The Nusa Dua Bali area fulfills the pillars of natural and cultural resources of the World Economic Forum's travel and tourism.

**VI. Discussion**

The three enabling environment pillars studied got an average score of 6.42 with an excellent category and included in the Top 20% range, consisting of safety and security with a score of 6.47, health and hygiene with a score of 6.56 and ICT readiness 6, 23. The average enabling environment score for the ITDC-The Nusa Dua area is 6.42, representing 15% of the total weight of enabling environment (25%). The Top 20% category for enabling environment deserves to be obtained by the ITDC-The Nusa Dua area, supported by 19 indicators contained in the three pillars in the enabling environment.

Safety and security are critical in the tourism sector since visitors will avoid hazardous nations or areas. In the ITDC area of Nusa Dua Bali, there have been relatively few instances of crime, terrorism, or murder. This is due to the fact that the ITDC The Nusa Dua area is protected by an integrated security system that is backed up by an integrated communication system (which includes CCTV installed throughout the area), trained animals, and local community empowerment, all of which are backed up by the Polda and Kodam's reliability in responding to complaints. Additionally, the Nusa Dua ITDC area has a disaster preparation and emergency response plan. An early warning system has been developed in cooperation with the BMKG (Meteorology, Climatology and Geophysics Agency), provincial and district BPBD (Regional Disaster Management Agency), SAR (Search and Rescue), PMI

(Indonesian Red Cross), and Kodam. Periodically, all property owners and managers in the area are obliged to participate in a disaster preparation drill on a property and regional level.

In the tourism sector, health and hygiene are critical. Access to safe drinking water and adequate sanitation is critical for tourists' comfort and health. If tourists get sick, it is necessary to provide them with adequate treatment through the availability of physicians and hospital beds. ITDC Nusa Dua, as a tourism area with dozens of international-standard hotels, has received no complaints regarding sanitation or safe drinking water. There have been no instances of HIV or malaria in the ITDC area of The Nusa Dua in the past decade.

Online and internet services are required for tourist trip planning in the travel and tourism sector. The ITDC Nusa Dua area collaborates with five providers (Telkom, Indosat, M2, Biznet, and Bali Tower) to offer fiber optic internet with high bandwidth and speed capacity to all properties in the area. Tourists may easily access the internet inside the property through the WIFI offered by each resort, while outside the property, tourists can access the internet using mobile broadband cellular phones due to the lack of WIFI in the ITDC area of The Nusa Dua. The mobile phone coverage in the Nusa Dua's ITDC area has been flawless, without any blank spots. Electricity supplied by the State Electricity Company (PLN) is reliable and uninterrupted. If there is a power outage, the Uninterruptible Power Supply (UPS) on each property will transfer energy to the property generator system until PLN power is restored.

Infrastructure is critical to the ITDC's operating activities. The Nusa Dua area has been studied to research all infrastructure pillars, including air transport infrastructure, ground and port infrastructure, and tourism service infrastructure. The three infrastructure pillars studied received an average score of 5.86, with air transport infrastructure receiving a score of 6.32, ground and port infrastructure receiving a score of 5.01, and tourism service infrastructure receiving a score of 6.26. ITDC's average score The infrastructure in the Nusa Dua area is 5.86, representing the overall infrastructure weight (25 percent). The ITDC is also capable of reaching the Top 20% category for infrastructure. The Nusa Dua area has been supported by 17 indicators included within the infrastructure's three pillars.

Air connections are critical for international tourists' ease of access and mobility throughout many countries. This pillar assesses the amount of air transportation by calculating the kilometers of available seats, the number of departures, the airport density, and the number of airlines operating, as well as the quality of domestic and international air transportation infrastructure capable of accepting landings and departures for Boeing 777 wide-body aircraft. The second busiest airport in the world, behind SoekarnoHatta Jakarta international airport, employs 1,988 workers and operates 24 hours a day, offering 27 domestic flight routes (served by eight national carriers) and 50 international flight routes (served by 35 airlines). The I GustiNgurahRai international airport is critical to developing the Nusa Dua ITDC area; the airport's proximity to the area significantly simplifies access for regional tourists. However, since Bali has only one airport, when a natural catastrophe occurs, such as the 2018 eruption of Mount Agung, hotel occupancy rates drop when airport operations are interrupted, resulting in hindered visitor transportation to and from Bali.

The tourism industry relies heavily on efficient transportation and easy access to commercial hubs and tourist destinations. International standards for road and seaport infrastructure are required; they must be comfortable and safe, with traffic density serving as a proxy for mode efficiency. The condition and quality of the road leading to and from the ITDC - The Nusa Dua area is flourishing after completing the Bali Mandara toll road, which facilitated the smooth operation of ITDC events. The Nusa Dua area is advantageous since it is just approximately 20 minutes from the airport, compared to more than an hour before due to the toll road. Land transportation facilities get a below-average rating due to the absence of public buses connecting Bali's tourist destinations.

Benoa seaport is 12.5 km away with a travel time of about 17 minutes from the Nusa DuaITDC area can be docked by ships with an LOA (Length Overall) of more than 300 meters. The seaport of Benoa was once docked by two cruise ships simultaneously, namely MS Vasco Da Gamma and MV Europe, with a DWT (Dead Weight Tonnage) of 55,877 GT 28,890 GT (Gross Tonnage). Benoa seaport is 12.5 kilometers (approximately 17 minutes) from the ITDC area. The Nusa Dua can be docked by ships having an overall length of more than 300 meters (LOA). The seaport of Benoa was once docked simultaneously by two cruise ships, the MS Vasco Da Gamma and the MV Europe, each having a deadweight tonnage of 55,877 GT and 28,890 GT, respectively (Gross Tonnage).

Access to high-quality accommodation and attractions provides a significant competitive edge. This pillar quantifies the condition of tourist service infrastructure by counting the number of hotel rooms equipped with amenities such as car rental and ATM access. The Nusa Dua Bali ITDC area is supported by 24 four-, five-, and six-star hotels with a combined capacity of 5,175 room keys and various supporting facilities such as hospitals, an 18-hole golf course, an amenities core, and museums that provide integrated services to tourists and business people in

the Nusa Dua tourism area. Car rental is simple with each hotel's premier service choices. Additionally, regional visitors benefit from the presence of ATMs from Bank Mandiri, Bank BNI, and Bank BCA, among others.

Natural beauty serves as a competitive advantage for the tourism industry in terms of attracting tourists. This pillar evaluates the presence of natural sites, including those designated by UNESCO as global heritage, beautiful landscapes, and fauna diversity as assessed by the number of known animal species, as well as national protected areas represented by national parks and nature reserves. The natural and cultural resources of the Nusa Dua ITDC area received an average score of 6.01 with a dark green color (Top 20% category), which included 5.6 for natural resources and 6.43 for cultural resources. The Nusa Dua ITDC area of 6.01 average score for natural and cultural resources relates to the entire weight of natural and cultural resources (25 percent). The ITDC deserves to be in the top 20% category for natural and cultural resources. Ten indicators within the two pillars of natural and cultural resources have supported the Nusa Dua area. The Nusa Dua ITDC area is a haven for a variety of animal species, including squirrels that roam freely in hotels, monitor lizards in the golf course area, and over 70 bird species that live in the ITDC lagoon, which is an area where polluted water is distilled into irrigation water.

Another significant factor driving the tourism sector is a country's cultural resources. This pillar evaluates the presence of cultural sites designated by UNESCO as world heritage, the size of stadiums used to host major sports activities or entertainment events, and the number of online searches for the country's cultural resources. International meeting attendance is also included to account for business travel. Community ritual activities at 11 temples in the area have evolved into a unique tourism attraction as cultural traditions are passed down from generation to generation. Additionally, the Nusa Dua ITDC area is frequently the venue of international events, including the World Bank Group and International Monetary Fund annual meetings in 2018, the Investment Forum with King Salman UAE in 2017, the Interpol Conference 2016, the Annual Bali Democratic Forum 2016, the APEC Summit attended by 21 heads of state in 2013, Miss World 2013, the UNWTO Conference in 2013, the East Asia Summit in 2011, and the United Nations Climate Change Conference in 2007.

## **VII. Conclusion**

The following conclusions are drawn from research conducted in the Nusa Dua ITDC area of Bali using the World Economic Forum's travel and tourism framework indicators:

The enabling environment pillar is evaluated as excellent since the ITDC area fulfills all requirements for safety and security, health and hygiene, and ICT readiness. The infrastructure pillar has a higher rating since the ITDC area fulfills the requirements for air transportation infrastructure, land and port infrastructure, and four indications for tourism service infrastructure. Natural and cultural resources is an excellent pillar since it fulfills the requirements for natural resources and natural resources and business travel.

The measurement model using the World Economic Forum's travel and tourism framework indicators can be applied to priority tourism destination areas (Lake Toba North Sumatera, Borobudur Central Java, Mandalika Lombok West Nusa Tenggara, and Labuan Bajo East Nusa Tenggara), while one other destination is Likupang Manado, North Sulawesi.

Tourism sector participants, particularly tourism area developers, must establish a master plan and complete engineering design agreed upon and approved by the company's senior leadership. The master plan will generate attributes or regional concepts that should be consistently monitored throughout regional development implementation. In comparison, the complete technical design will serve as a guide for determining the contract value of the projects to be built to avoid cost overruns caused by uncontrolled changes.

The central government, particularly the tourism ministry, has to devote more resources and attention to regional development as a tourism product. The more tourism destinations that are effectively developed using models such as the ITDC, the better. The more tourist locations in the Nusa Dua area meet international tourism standards, the higher Indonesia's rating in the World Economic Forum's travel and tourism competitiveness report will eventually be. The government should adopt funding strategies readily available to tourist industry participants, such as offering credit guarantees to tourism industry participants to facilitate access to bank credit or issuing securities to grow the tourism industry.

Provincial and district/city governments should consider the licensing process more convenient for tourism industry participants, particularly area developers, in order to accelerate tourism development in their regions, notably in terms of levies related to IMB (Building Permits), BPHTB (Acquisition of Land and Building Rights Fees), and other fees. The legal aspect of the land, which is often an impediment to growth, also requires the local government's attention.

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