

Development of Tourist Attractions in Kutri Pekraman Village

I Gusti Agung Oka Mahagangga ¹⁾ I Putu Anom ²⁾

¹⁾Undergraduate Study Program of Tourism Destinations, Faculty of Tourism, Udayana University, Jl. DR. R. Goris, No. 7, Denpasar-Bali, Phone/Fax: (0361) 223798, E-mail: okamahagangga@unud.ac.id

²⁾Undergraduate Study Program of Tourism Destinations, Faculty of Tourism, Udayana University, Jl. DR. R. Goris, No. 7, Denpasar-Bali

ABSTRACT

This study is inspired by the existence of Bukit Darma Durga Kutri Temple located in Kutri Pekraman Village in Buruan Village, Blahbatuh Sub-regency, Gianyar Regency. Bukit Darma Durga Kutri Temple as an archaeological heritage possesses tourism potentials if it is managed holistically. This study aims to develop a strategy for the development of Kutri Pekraman Village with the tourist attractions that it has in store as a tourist village. This study employs the qualitative paradigm paired with a combination of both the qualitative and quantitative methods (mixed methods) and the SWOT analysis as the data analysis technique. The research method used is a combination of both the quantitative and qualitative methods with the qualitative paradigm as the main approach to the study. As for the sampling, qualitatively the technique used is the purposive sampling technique where there are four informants, and quantitatively the technique used is the total sampling technique where there are 100 respondents from the local residents and 15 foreign tourists. The result of the study indicates that the people of Kutri Pekraman Village in Buruan, Blahbatuh Sub-regency, Gianyar Regency are ready to carry out the development of a tourist village using all tourism potentials that are considered to be very attractive for tourists. The result of the analysis points to the strategy of future tourism development as a tourist village with the approach of alternative tourism (heritage tourism) with Bukit Darma Durga Kutri Temple as the core of the tourism, supported by the rice field areas which are popular among tourists for tracking and cycling activities.

Keywords: Development, Tourist Attraction, Kutri Pekraman Village.

I. INTRODUCTION

RESEARCH BACKGROUND

This paper has its departure from the consideration and facts of Bali tourism which is increasingly developing but not evenly distributed throughout the region. In Gianyar Regency, which is already well-known for many of its tourist attractions and its notable art, evenly distributed development in the tourism sector has not been realized yet. This is evident in Bukit Darma Durga Kutri Temple in Kutri Pekraman Village, Buruan Village, Blahbatuh Sub-regency, which has potentials for its heritage dating back from the age of Prabu Udayana. The archaeological property shows that in this site Queen Consort of Prabu Udayana, Mahendradatta dwelled until the end of her life (Ngarah Anom et al., 2007).

Kutri Pekraman Village which is located in Buruan Village, Blahbatuh Sub-regency, Gianyar Regency is considered as having tourism resources that ought to be further developed. However, it has not received serious attention for further development as a Tourist Attraction with all of the potentials that it possesses, be they cultural, social or natural potentials that exist there. The first step is to look at the existing tourism potentials, followed by understanding the perception of the local people and the tourists visiting Bukit Darma Durga Kutri Temple, so that a strategy for future tourism development can be formulated based on the data analysis as a result of the site research.

FORMULATED RESEARCH PROBLEM

1. What is the perception of the local community members and the tourists in respect of the development of tourist attractions in Kutri Pekraman Village?
2. What is the strategy for the tourism development of Kutri Pekraman Village as Tourist Village?

RESEARCH AIM AND SIGNIFICANCE

Aim

The aim of this study is to investigate the perception of the local people of Kutri Pekraman Village in respect of the development of tourist attractions and to identify the strategy for the tourism development in Kutri Pekraman Village, Buruan Village, Blahbatuh Sub-regency, Gianyar Regency.

Significance

The significance of this study is to promote the conservation of archaeological heritage with historical value, and the utilization of the heritage will also bring a positive impact since it is done for the continuous existence of Bukit Darma Durga Kutri Temple. Instead of mere conservation, conservation followed by utilization will, in fact, bring an additional value. The tourism development strategy as the research finding is expected to be a strategy that applies to the local environment and circumstances and to be part of sustainable tourism. As is commonly known, today there are already so many tourist villages, but in the implementation, many of those tourist villages are not managed as they should be.

LITERATURE REVIEW

Charles H. Strauss and Bruce E. Lord (in Isdaryono, 2013) reveal that the history of the United States is often used

as a theme for the development of various sites that are turned into tourism objects. The concept of tourism conservation has a broader scope, and the realization takes a long process, starting from the material and non-material conservations, building infrastructures, and facilities, to addressing the issue of location accessibility and professional management. All of them are linked together, which leads to the economic utilization that promotes the historical values and the emotional values contained in the tourism heritage. Unlike the concept of conservation proposed by the archeologists which emphasize more on the material aspects, tourism concept has concerns for the material aspects as well as other aspects of social and mental behaviors and actions which give meaning to the material aspects.

Tourist objects or attractions are places or areas or anything that have an appeal to attract tourists to come, which are made tourist destinations. As such, development of tourist objects and attractions means improving and enhancing the condition of the tourist objects and attractions based on the existing resources or potentials. Development of tourist objects will add into the object variations without losing the originality, and also the services to provide which must always satisfy the tourists. Therefore, a product style (Yoeti, 1999) is created, with the following characteristics:

1. The object must be interesting to see or learn;
2. The object has its own unique points and is different from any other objects;
3. The infrastructure to the location of the object is well maintained;
4. When necessary, there are accommodation facilities (hotels and restaurants) in the location of the object.

Kusumahadi (2007) states that empowerment can be done by focusing on various aspects of development, such as economic, social, cultural and political empowerments. Efforts in empowerment can be made in parallel or sequentially (in stages). There are at least eight things that must be undertaken in the empowerment efforts:

1. *Enabling*: Creating a condition where the local community members become aware of the potentials they have;
 2. *Motivating*: Motivating the community members to participate;
 3. *Educating*: Raising the local people's awareness to be in the know of what is taking place and to realise the importance of the development program;
 4. *Encouraging*: encouraging the local people so that they have the willingness to participate in each stage of the process;
 5. *Protecting*: Protecting the weak community members with various policies and protection strategies and not letting them be on their own;
 6. *Empowering*: Improving the people's potentials and capabilities so that they can take up their roles in the development;
 7. *Opportuning*: Growing opportunities so that the community members can participate;
 8. *Devoluting*: Handing over a portion of the authority to the local community members so that they can make decisions.
- The participatory paradigm constitutes the involvement of the local community members in the selection, design, planning, and implementation of the program. These all will be integrated

with their life so that it can be guaranteed that the local perception, the local behavior, and thinking patterns, as well as the people's knowledge, are fully considered.

II. RESEARCH METHOD

This research employs the qualitative paradigm by combining two methods, namely the qualitative and quantitative methods. The type of data used is qualitative and quantitative data with mostly primary data as the source of data and secondary data as supporting data. This research employs the methods of observation (Sugiyono, 2005), in-depth interview (Moleong, 2005), literature review (Moleong, 2005) and questionnaire distribution (Arikunto, 1988). Qualitatively, sampling is conducted using the purposive sampling technique (Koenjaraningrat, 1983), where there are one basic informant and three key informants. Quantitatively, the total population is used as respondents (Slamet, 1993), which is divided into 100 respondents of local people and 15 respondents of foreign tourists.

Data analysis uses the SPSS tool and final data analysis uses the SWOT analysis (Rangkuti, 2002), and analysis is conducted qualitatively. The emphases of qualitative data analysis are on the data comparison, verification, and data presentation with the arguments and interpretations adopting the local people's cultural framework. The flow outlined above in parallel forms a general insight which is called an analysis. Qualitative data analysis is a continuous, repetitive and constant effort (Miles and Huberman, 1992).

III. DISCUSSION

Tourism Potentials in Kutri Pekraman Village

Tourism potentials in Kutri Pekraman Village can be identified as physical potentials and non-physical potentials, as stated by Damardjati, R.S. (2001). Based on the identification of physical potentials and non-physical potentials of Kutri Pekraman Village, Buruan Village, Blahbatuh Sub-regency, Gianyar Regency, possibilities of things that can be done for the future tourism development can be analyzed.

The physical potentials comprise the beauty and lush vegetation of Bukit Darma Durga Kutri Village along with its various archaeological heritage. There are Tirta Empul water springs and Beji Temple, a small hill overgrown with dense trees (banyan tree, *kepuh* (java olive tree) and one rare tree called *taru wong/manusa* which is believed to be the elixir of all illnesses). The village also has a diverse wildlife such as several species of birds, monitor lizards and snakes, the temple hall (*wantilan*), rice fields, religious ceremonies, and Bukit Darma Durga Kutri Temple which has already been published internationally in the scientific world (Archeology). The village is the home of an *adat* (traditional) community unit namely the Kutri Pekraman Village, unity with Buruan Village of which Kutri Pekraman Village is a part, location in a strategic tourist area (among Ubud, Tampak Siring, Gianyar Municipality, tourist handicraft center Bona-Blahbatuh and Saba Beach). There is a permanent tracking path for tourists that go around Bukit Darma Durga Kutri Temple and connect it to the other temples and *pekraman* villages. The village also provides facilities such as parking area across the temple (to the west)

and toilets. Besides all those services and attraction, this tourism spot is also supported by the artworks of the locals and reliable human resources. It usually receives the visit from around 25-30 foreign tourists per month. At some occasions there can be more than 20 people come to worship and meditate at the Bukit Darma Durga Kutri Temple, starting from 10 p.m., especially on the Balinese Hindu holy days such as *pujurnama* (the full moon), *tilem* (the new moon) and *kajeng kliwon* (Suryasih et al., 2014).

Non-physical potentials that exist include the splendor of historical values and *taksu* (spirit), spiritual enticing power, the belief that the place can radiate a positive vibration which brings serenity, cultural values that are still well-preserved which keep the sanctity of Bukit Darma Durga Kutri Temple (the living monument), unique attraction for people from all walks of life in Bali, the desire of the traditional community members to make their village a Tourist Village, historical attachment in terms of traditions and customs to the other *banjar* (neighborhood units) in Buruan Village, even to Blahbatuh Palace (as the unifier), support from the government in establishing the village to be a tourist attraction and tourist village, and support from tourism practitioners (Suryasih et al, 2014)

Perception of the Local Community Members

After gaining an understanding of the tourism potentials in Kutri Pekraman Village in particular and in Buruan Village in general, as well as the possibilities of development of a tourist village based on the existing potentials, it is necessary to find out the response of the local community members and the tourists who have been to Bukit Darma Durga Kutri Temple. The response referred to is the perception, which engages indicators in order to facilitate the analysis in relation to the research problems. There are 17 indicators for perception of the 100 respondents from the community members of Kutri Pekraman Village, and 16 indicators for the perception of the 15 respondents of foreign tourists. This is aimed to establish and look for a common thread to strengthen the strategy for the development of Kutri Pekraman Village as a tourist village with Bukit Darma Durga Kutri Temple as the icon.

The 17 indicators presented to the local respondents are concerning the perception of the community members of Kutri village and revolve around the model of the development of Kutri Pekraman Village as a tourist village with Bukit Darma Durga Kutri Temple as the icon, and they are as follows:

- a. Perception of the community members of the development of Kutri Pekraman Village as a tourist village;
- b. Perception of the community members of the readiness to manage Kutri Pekraman Village as a tourist village;
- c. Perception of the community members in the event of the successful management of the tourist village that absorbs workers;
- d. Perception of the community members of taking an active role in tourism activities in their village;
- e. Perception of the community members in the event of trainings and education being held to prepare the human resources for the tourist village;
- f. Perception of the community members of the role of the government, academics, and NGOs as facilitators of the development of the tourist village;

- g. Perception of the community members of the involvement of parties from outside the village (investors) in helping the management of Kutri Pekraman Village as a tourist village;
- h. Perception of the community members in the event of tourism facilities being built around the area of Bukit Darma Durga Kutri Temple;
- i. Perception of the community members of the economic benefits that they may enjoy if the tourist village can run as planned;
- j. Perception of the community members of the Temple area being used for the interest of tourists;
- k. Perception of the community members of the outer area of Bukit Darma Durga Kutri Temple being used for tourism activities;
- l. Perception of the community members of the presence of tourists in the village;
- m. Perception of the community members of their homes being used as accommodations/home-stays for tourists;
- n. Perception of the community members of the development of art groups as tourist attractions;
- o. Perception of the community members of the aspects of promotion of the village and Bukit Darma Durga Kutri Temple;
- p. Perception of the community members of the negative impacts that may arise from the tourism development;
- q. Perception of the community members of keeping the safety and comfort of the village environment.

The result obtained is that on average over 70% of the respondents stated that they strongly agree on and that they are ready for the development of Bukit Darma Durga Kutri Temple as a tourist attraction using the tourist village approach.

As for the foreign tourist respondents who have been to Kutri pekraman Village, the followings are the 16 indicators concerning the perception of the tourists:

- a. Perception of the beauty of Durga Kutri Temple;
- b. Perception of the existing facilities;
- c. Perception of the cleanliness;
- d. Perception of the local people's hospitality;
- e. Perception of the natural surroundings;
- f. Perception of the atmosphere;
- g. Perception of the comfort;
- h. Perception of the services;
- i. Perception of the tour package price (which is purchased from travel agents);
- j. Perception of the activities available;
- k. Perception of the local people in the village;
- l. Perception of the homes of the village residents that they visited or saw;
- m. Perception of the tourist attractions (today by travel agents: tracking dan cycling)
- n. Perception of the promotions known;
- o. Perception of the necessities provided;
- p. Perception of the overall service from the time of arrival in Kutri until departure from Kutri.

Most the foreign tourist respondents very much admire the sacredness of Bukit Darma Durga Kutri Temple and enjoyed the existing tracking path. On average, over 70% of the foreign tourist respondents stated that it would be better if the area of Bukit Darma Durga Kutri Temple is improved as a tourist attraction.

Strategy for the Development of Kutri Pekraman Village as a Tourist Village

The method of SWOT analysis was employed to analyze the internal and external factors of Kutri Pekraman Village, and analysis was conducted in relation to the aspects of tourist attractions. A number of aspects of tourist attractions used to analyze the internal and external factors are the existing tourism potentials, tourism supporting facilities and accessibility of the tourist attraction. The result of the analysis of the internal and external factors is outlined as follows:

A. IFAS Analysis

IFAS (Internal Factor Analysis) include the factors of strengths and weaknesses of Kutri Pekraman Village being developed as a tourist village. The strengths are outlined as follows:

1. The existing tourism potentials in the form of cultural heritages that have a distinct character and which cannot be found elsewhere;
2. Very good accessibility to the tourist attraction, which is located on the side of the main road from Denpasar to Gianyar;
3. Enthusiasm of the community members of Kutri Pekraman Village about their village being developed into a tourist village;
4. The community members of Kutri Pekraman Village feeling happy about investors helping the development;
5. The community members of Kutri Pekraman Village expecting economic benefits if the development is carried out;
6. The readiness of the community members of Kutri Pekraman Village to receive tourists in their village;
7. The eagerness of the community members of Kutri Pekraman Village to develop art groups;
8. The community members of Kutri Pekraman Village strongly agreeing that promotions are to be made;
9. The community members of Kutri Pekraman Village not having any worries about the negative impacts of tourism;
10. The readiness of the community members of Kutri Pekraman Village to keep the safety and convenience of their area.

The weakness factor is another consideration taken in the formulation of internal factor analysis. A number of weaknesses existing in Kutri Pekraman Village are as follows:

1. The unavailability of a standard mechanism for the management of the tourist attractions in Kutri Pekraman Village, causing the efforts in tourist product development and promotion to be hampered;
2. Lack of tourist supporting facilities available in the area around the tourist attractions;
3. The question of human resources that will manage the Tourist Village;
4. The partial implementation;
5. Concerns about the construction of tourism facilities in the area around Bukit Darma Durga Kutri Temple;
6. Concerns about the temple area and the outer area of the temple being used for the interest of tourists;
7. The community members of Kutri Pekraman Village not being fully ready if their homes are turned into homestay accommodations or the like;

8. The random cleanliness of the environment and unavailability of services to tourists;
9. The minimum role of the community members of Kutri Pekraman Village in providing services to the tourists.

B. EFAS Analysis

EFAS (External Factor Analysis) includes the factors of opportunities and threats in relation to the efforts made in the development of Kutri Pekraman Village as a tourist village. A number of threats that are thought to exist and interfere with the development of tourism in Kutri Pekraman Village are as follows:

1. Differences in the interpretations of history in respect of the cultural heritage property which raise variant descriptions and perceptions when tour guides deliver information to the tourists;
2. Decreased interest of the tourists and tour guides in visiting a number of tourist attractions in Kutri Pekraman Village due to the lack of attractions and activities;
3. The role of travel agents for business interests being very strong;
4. District and provincial governments having not seen the development of tourism in Kutri Pekraman Village as urgent;
5. Competition with established tourist villages;
6. Competition with tourist attractions that rely on archaeological heritage and natural attractions in the well-known Gianyar regency;
7. Promotions still being partial and carried out by travel agents according to their business plans and interests;
8. Increasingly tense political stability in Indonesia;
9. The sluggish condition of the world economy.

Apart from the perceived threats that exist in the development of Kutri Pakraman Village, the following opportunities can be used for tourism development:

1. Development of additional tourist attractions that can be developed in line with the existence of cultural heritage or by utilizing the natural potential that exists in Kutri Pakraman Village;
2. Solidity and solidarity of the community of Desa Pakraman Kutri to use the existing tourism potentials to be developed as a tourist attraction;
3. Differences in the interpretations of history in respect of the cultural heritage property which raise variant descriptions and perceptions when tour guides deliver information to the tourists;
4. European tourists being very fond of Bukit Darma Durga Kutri Temple;
5. Tourists really enjoying doing activities around Bukit Darma Durga Kutri Temple (by travel agents);
6. Tourists not feeling disturbed by the presence of local people during their visit to Kutri Village;
7. Tourists' interest in the tourist activities that can be enjoyed after seeing Bukit Darma Durga Kutri Temple, which are provided by travel agents such as tracking and cycling in the rice fields east of the temple;
8. Promotions by travel agents having successfully been delivered to tourists;
9. Services provided by travel agents during their visit to Kutri satisfying the tourists.

To further facilitate the development strategy, based on the potentials, perceptions of citizens and tourists and the results of interviews and field observations, the following SWOT analysis matrix is made:

Matrix 4.1 Strategy for Development of Tourist Village Model in Kutri Pekraman Village

IFAS	STRENGTH (S)	WEAKNESSES (W)
EFAS	1. The existing tourism potentials in the form of cultural heritages that have a distinct character and which cannot be found elsewhere;	1. The unavailability of a standard mechanism for the management of the tourist attractions in Kutri Pekraman Village, causing the efforts in tourist product development and promotion to be hampered;
	2. Very good accessibility to the tourist attraction, which is located on the side of the main road from Denpasar to Gianyar;	2. Lack of tourist supporting facilities available in the area around the tourist attractions;
	3. Enthusiasm of the community members of Kutri Pekraman Village about their village being developed into a tourist village;	3. The question of human resources that will manage the Tourist Village;
	4. The community members of Kutri Pekraman Village feeling happy about investors	4. The partial implementation;

	<p>helping the development;</p> <p>5. The community members of Kutri Pekraman Village expecting economic benefits if the development is carried out;</p> <p>6. The readiness of the community members of Kutri Pekraman Village to receive tourists in their village;</p> <p>7. The eagerness of the community members of Kutri Pekraman Village to develop art groups;</p> <p>8. The community members of Kutri Pekraman Village strongly agreeing that promotions are to be made;</p> <p>9. The community members of Kutri Pekraman Village not having any worries about the negative impacts of tourism;</p>	<p>5. Concerns about the construction of tourism facilities in the area around Bukit Darma Durga Kutri Temple;</p> <p>6. Concerns about the temple area and the outer area of the temple being used for the interest of tourists;</p> <p>7. The community members of Kutri Pekraman Village not being fully ready if their homes are turned into homestay accommodations or the like;</p> <p>8. The random cleanliness of the environment and unavailability of services to tourists;</p> <p>9. The minimum role of the community members of Kutri Pekraman Village in providing services to the tourists.</p>
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	<p>10. The readiness of the community members of Kutri Pekraman Village to keep the safety and convenience of their area.</p>	
<p>OPPURTUNITIES (O)</p> <p>1. Development of additional tourist attractions that can be developed in line with the existence of cultural heritage or by utilizing the natural potential that exists in Kutri Pakraman Village;</p> <p>2. Solidity and solidarity of the community of Desa Pakraman Kutri to use the existing tourism potentials to be developed as a tourist attraction;</p>	<p>SO STRATEGIES</p> <p>1. Make the cultural heritage in Kutri Pakraman Village such as Durga Kutri temple a tourism icon;</p> <p>2. Develop a culture-and-nature-based tourist village with art performances such as <i>sendratari</i> performance or other story-based art performances related to Durga Kutri temple;</p>	<p>WO STRATEGIES</p> <p>1. Create community-based tourist village management;</p> <p>2. Provide tourist supporting facilities such as <i>bale bengong</i>, tracking routes and tourist facilities such as homestays managed by the community members;</p>

3. Differences in the interpretations of history in respect of the cultural heritage property which raise variant descriptions and perceptions when tour guides deliver information to the tourists;	3. Provide directions to reach Bukit Darma Durga Kutri temple from Denpasar municipality to help tourists;	3. Establish tourist service standards for serving tourists visiting Bukit Darma Durga Kutri Temple and surrounding areas (tracking and cycling tracks);
4. European tourists being very fond of Bukit Darma Durga Kutri Temple;	4. Endeavor to establish cooperation with travel agents which carry out promotions to the European market;	4. Carry out/join basic trainings of tourism;
5. Tourists really enjoying doing activities around Bukit Darma Durga Kutri Temple (by travel agents);	5. Involve local elites who have been successful in the world of tourism to participate actively in serving the village;	5. Observe what travel agents do when taking/assisting tourists and formulate what have been observed;
6. Tourists not feeling disturbed by the presence of local people during their visit to Kutri Village;	6. See Bukit Darma Durga Kutri Temple in 3 zones; inner zone, middle zone and outer zone to facilitate the arrangement of the layout;	6. Maintain natural tangible and intangible elements;
7. Tourists' interest in the tourist activities that can be enjoyed after seeing Bukit Darma Durga Kutri Temple, which are provided by travel agents such as tracking and cycling in the rice	7. Conduct roll-out sessions on the tourist village; be aware of the potentials that it has and understand the development of a heritage-based	7. Create Tourism products typical of Kutri Pekraman Village;

fields east of the temple;	tourist village and natural tourism;	
8. Promotions by travel agents having successfully been delivered to by tourists;	8. Promotion carried out by travel agents is a plus point that needs to followed up on;	8. Improve physical arrangement to support future tourism products;
9. Services provided by travel agents during their visit to Kutri satisfying the tourists.	9. Provide basic trainings of tourism hospitality involving practitioners, especially those who have often served as a tour guide assiting foreign tourists visiting Kutri.	9. Observe promotions that have been carried out by travel agents;
		10. Perform institutional strengthening.
THREATS (T)	ST STRATEGIES	WT STRATEGIES
1. Differences in the interpretations of history in respect of the cultural heritage property which raise variant descriptions and perceptions when tour guides deliver information to the tourists;	1. Uniform perceptions of the history for the benefit of tourism in Kutri Pakraman Village;	1. Create an integrated tourist attraction management to serve as an umbrella of the tourist village management body;
2. Decreased interest of the tourists and tour guides in visiting a number of tourist attractions in Kutri Pekraman Village due to the lack of attractions;	2. Manage the tourism potentials optimally to create variation of tourism products;	2. Provide information centers or facilities in respect of the tourist attractions;
3. The role of travel agent for	3. The community members should begin to	3. Take part to counterbalance the dominant role of travel agents by

business interests being very strong;	actively serve tourists;	designing management mechanisms in cooperation with travel agents (investors);
4. District and provincial governments having not seen the development of tourism in Kutri pekraman village as urgent;	4. Start the preparations from the residential neighborhood and have the confidence that Kutri pekraman village will become a tourist village;	4. File a request on assistance to the local government and related institutions for a development plan of Kutri Pekraman village as a tourist village (funding, human resource and institutional matters);
5. Competition with established tourist villages;	5. Pay attention to the icon and tourism products of the already established tourist villages, especially around the Kutri pekraman village;	5. Avoid the similarity of tourism products with competitors i.e. established tourist villages;
6. Competition with tourist attractions that rely on archaeological heritage and natural attractions in the well-known Gianyar regency;	6. Observe the icons, products, patterns of tourists of tourist attractions especially around Kutri pekraman village like Tirta Empul, Gunung Kawi and Goa Gajah;	6. Establish the icons, products, and patterns of tourists who have often visited many tourist attractions such as Tirta Empul, Gunung Kawi and Goa Gajah;
7. Promotions still being partial and carried out by travel agents in accordance with their business plans and interests;	7. Start designing promotional products;	7. Determine the substance of promotion and its implementation;

8. Increasingly tense political stability in Indonesia;	8. At the beginning, not to worry too much about the national political conditions as some professions (entrepreneurs, farmers, artisans, etc.) have been established and the village is safe;	8. Take into account the national political condition in order to be able to stay realistic about the program at hand and not to allocate too big a funding, considering the less favorable national condition;
9. The sluggish condition of the world economy.	9. The sluggish global economy should be considered because it directly affects the number of tourist visits;	9. Take into account the global conditions to have control over programs which are good but feared will get less than maximum results due to the decreased purchasing power of the global consumers.

Source: Research Results, 2016

Based on Table 4.1 on SWOT analysis matrix, some main points of the work program can be simply formulated for the development of Kutri Pekraman Village as a tourist village with the vision of “Realizing Kutri Pekraman Village as a Tourist Village based on the Philosophy of Tri Hita Karana” with the following missions:

1. Conduct conservation based on community-based tourism;
2. Develop tourism potentials (natural, cultural and artificial potentials);
3. Develop the village through sustainable tourism and agricultural activities;
4. Provide economic benefits;
5. Maintain harmony.

The purposes are as follows:

1. Preserve the cultural heritage that provides multiple benefits for the existence of Bukit Darma Durga Kutri Temple and the welfare of the community members;
2. Optimize the village’s potentials to prevent them from lying dormant;
3. Maintain the agriculture through integration of tourism and the cultural heritage conservation;
4. Promote welfare of the people;
5. Work to realize the village that is safe, convenient, orderly, clean and sustainable that can increasingly provide a positive vibration to the village itself and the surroundings.

After taking into account the vision and missions, purposes and some assumptions and policies whose goals have been set, and combining them holistically, some future development programs can be formulated. The program items to develop Kutri Pekraman Village as a tourist village based on SO strategies are as follows:

1. Establish a village tourist icon that is Bukit Darma Durga Kutri Temple;
2. Explore the art potentials with quality approach/methods;
3. Conduct roll-out sessions to introduce a tourist village with a distinctive icon;

4. Establish networks of cooperation with various parties;
5. Invite community members engaged in tourism to develop the village;
6. Prepare a tourism masterplan for Bukit Darma Durga Kutri Temple;
7. Create a uniform vision among the people of the pekraman village in realizing the missions, purposes, and understanding of a tourist village as alternative tourism, not mass tourism.
8. Develop a draft of promotional plans based on what travel agents have done in respect of Bukit Darma Durga Kutri Temple;
9. Provide basic tourism hospitality trainings.

Based on the WO Strategies, the following are the formulated work programs:

1. Prepare Standard Operational Procedure (SOP) of tourist village management;
2. Analyze tourist needs;
3. Develop the pattern of tourist visits;
4. Promote foreign language trainings;
5. Observe what tour guides do when assisting tourists visiting Bukit Darma Durga Kutri Temple and surrounding areas;
6. Anticipate the euphoria that the village will grow rapidly and progress forward because of tourism;
7. Determine distinct cultural, natural and artificial products and attractions;
8. Prepare action plans;
9. Learn how to do promotions;
10. Establish Tourism Awareness Group (Pokdarwis) as the managing group of the tourist village of Kutri Pekraman Village

Based on the ST Strategies, the following are the formulated work programs:

1. Create a special tourist guide book about Bukit Darma Durga Kutri Temple and tourism products that Kutri Pekraman Village has;
2. Determine tourism potentials that will be created into tourism products;
3. Improve cleanliness of the environment through regular community service in the neighborhood, Bukit Darma Durga Kutri Temple and rice field as well as road areas;
4. Observe other products;
5. Observe tourist attractions in other places;
6. Develop drafts of promotional designs;
7. Monitor the development of national political conditions;
8. Monitor the development of global political conditions;

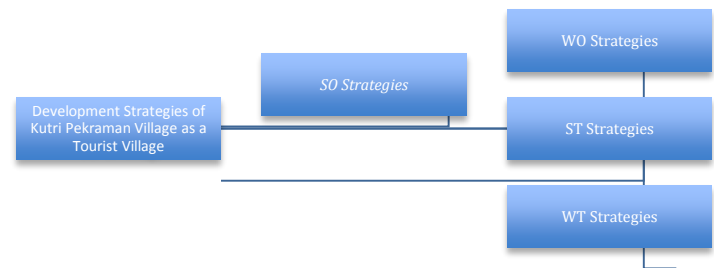
Based on the WT Strategies, the following are the formulated work programs:

1. Determine leaders and community members who will manage the tourist village;
2. Provide an office for the tourist village and the office can be used as a Tourist Information Center;
3. Approach travel agents to understand the expected management mechanisms;
4. Express the wish to realize the village as a tourist village to the regency government and Balai Cagar Budaya (Cultural Heritage Center) in Pejeng;

5. Limit the number of tourism products to ensure that the products have a distinct characteristic;
6. Create a tag line, for example: “Durga Temple is Power of Life,” etc;
7. Develop a promotion plan in accordance with the budget;
8. Adjust the development budget by taking into account the current economic conditions;
9. Adjust the development by paying attention to the declining people’s purchasing power.

Through the above work programs, the model of development of Kutri Pekraman Village as a tourist village can be presented as follows:

Diagram 4.1 Tourist Village Model



Source: Research Results, 2016

The model presented in Diagram 4.1 above clearly indicates that the tourist village of Kutri Pekraman Village has the feel of heritage tourism with the icon Bukit Darma Durga Kutri Temple. As a heritage tourist attraction or an archaeological heritage, Bukit Darma Durga Kutri Temple should not be changed or developed without a careful consideration merely for the benefit of tourism. Besides being a living monument, Bukit Darma Durga Kutri Temple must also be viewed from the spatial perspective. Kutri Pekraman Village in Buruan Village, Blahbatuh Sub-regency has cultural, natural and artificial potentials that can be developed after the tourist village starts to develop. The development of Kutri Pekraman Village as a tourist village covers many aspects such as preservation of Bukit Darma Durga Kutri Temple through tourism and development of temple potentials and surrounding areas, which aim to provide prosperity for the people of the village.

The SO (Strength-Opportunities) Strategies can serve as the main driver for Kutri Pekraman Village in realizing Kutri Pekraman Village as a tourist village. This is because SO strategies and their work programs are the starting point of the development. The WO (Weakness-Opportunities) Strategies,

ST (Strength-Threats) Strategies, and WT (Weakness-Threats) Strategies follow SO strategies in various aspects. The point is that the SO strategies such as making the cultural heritage Bukit Darma Durga Kutri Temple the icon of the tourist village are the main thing in its development as the core of the tourist village that will be supported by other strategies and more concretely explained in the work program of each strategy.

IV. CONCLUSIONS AND SUGGESTIONS

CONCLUSIONS

Some conclusions from the research are as follows:

- i. Significantly, more than 70% of the community members and tourists as respondents stated that they agree and strongly agree on the development of Kutri Pekraman Village as a tourist village. This means there is no problem with the realization of Kutri Pekraman Village as a tourist village with Bukit Darma Durga Kutri Temple as the icon and most of the people of the village do wish it.
- ii. Strategy for Development of Kutri Pekraman Village as a Tourist Village is based on community-based tourism with the feel of heritage tourism supported by cultural, natural and artificial potentials. The synergy of all components is needed so that they can be integrated under the vision and missions, purposes and implementation of work programs so that the development of the tourist village can gradually be realized in a sustainable manner.

SUGGESTIONS

- i. Understanding of a tourist village conceptually and practically (not mass tourism) is needed.
- ii. Internally, Kutri Pekraman Village has agreed to build a tourist village as a unit within the village of Buruan, Blahbatuh Sub-regency.
- iii. Preparedness to “ngayah” (voluntary community service) to the village through the development of tourism from the people of Kutri Pekraman Village can be the primary driver of the tourist village. Concerning the economy, society, and culture, it will be able to provide positive impacts for conservation, sustainability of customs and traditions and religious rituals (living monuments), as well as the benefits of welfare for the community members gradually.
- iv. Externally the role of Gianyar regency government, the provincial government of Bali and the central government including tourism practitioners and academics are important in various ways (providing funding, being facilitators, providing facilitation and learning) if Kutri Pekraman Village wishes to become a tourist village.
- v. Social mapping related to resources owned needs to be conducted.
- vi. Preparation of a master plan should be conducted continued with the preparation of action plans by the Tourism Agency of Gianyar Regency if approved and they should be made as a priority in tourism development of Gianyar regency 2-3 years ahead.
- vii. The people of Kutri Pekraman Village should not rush to develop the tourism in their village because development is a continuous process that takes time, thoughts and energy.

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