

# STRATEGY FOR THE DEVELOPMENT OF EDUCATIONAL TOURISM IN SINGARAJA CITY

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## ABSTRACT

This study aims to formulate strategies for developing educational tourism in Singaraja City using the SOAR model, as the local government of Buleleng Regency has not yet established a specific tourism planning strategy in this area. While research on Bali's tourism is abundant, studies focusing on Singaraja's potential for educational tourism remain limited. Employing a mixed-methods approach with data gathered through surveys, interviews, and observations, the findings reveal that Singaraja possesses significant cultural and historical assets such as Eks Buleleng Port, Puri Kanginan Buleleng, Buleleng Museum, Gedong Kertya, Puri Buleleng, Taman Bung Karno, Tugu Tiga, Soenda Ketjil Building, Penimbangan Beach, and Banyuasri Market, all of which remain underutilized in contributing to regional revenue (PAD). The study suggests that educational tourism is the most suitable development concept for Singaraja and emphasizes the need to establish a dedicated management agency to design tour packages and promote them effectively. Recommended strategies include preparing a master plan for site renovation and facility development, issuing a Regent Decree on visitor levies, training human resources to deliver excellent service, and conducting both online and offline promotional campaigns targeting schools. By implementing these strategies, Singaraja can optimize its cultural heritage to strengthen tourism, enhance local economic growth, and position itself as a leading destination for educational tourism.

**Keywords:** educational tourism, planning, SOAR, strategy

## INTRODUCTION

Buleleng Regency is one of the districts in Bali Province with the longest coastline of 157.05 km<sup>2</sup> or about 27.2% of the Beach's total length on Bali Island. Geographically, Buleleng Regency has complex topographic characteristics; besides having the longest coastline, Buleleng also has hilly areas with great potential if used for tourism activities. Tourism development must be well planned so that it can be used by the community, both in terms of economy, society, and culture, and avoid the emergence of negative economic, social, and cultural problems.

Tourism is an industry whose main product is the host to provide services to tourists. Tourists are an important factor in tourism because they bring economic profits, resulting in tourism actors in tourist destination areas providing maximum service to achieve tourist satisfaction. Positioning tourists as an important factor and a determinant of the success of tourism development often makes tourism actors exploit all forms of resources to be packaged into something attractive to tourists. This is done solely to obtain maximum financial benefits, but unfortunately, without understanding the impact and implications on social, cultural, and environmental aspects that will arise from the consequences of such exploitation.

The complex characteristics of the Buleleng area have the potential for developing existing tourism, such as marine tourism, nature tourism, and cultural tourism. Natural tourism is a trip that utilizes the potential of natural resources and their environment; marine tourism is a tour to enjoy the beauty of the sea. Cultural tourism aims to recognize the customs and culture of the local area or the customs carried out by the community in an area. Buleleng Regency has dolphin attractions in Lovina Beach and Pemuteran Beach, which are known for their underwater beauty, Gitgit Waterfall, and many other natural attractions.

Singaraja City is the capital of Buleleng Regency. The city of Singaraja has physical evidence that is a witness to the glory of the Buleleng Kingdom, the control of the Dutch East Indies government in Indonesia, and the struggle of the Indonesian people to seize independence. Various historical heritage objects found in Singaraja City; of the various historical heritage objects that still survive, only a few have been developed into tourist destinations by the local Government, such as the tourist object of the Former Buleleng Port. Several locations that are cultural heritage in Singaraja City are unique tourist attractions.

Singaraja City has the potential to be developed with the theme of Educational Tourism. Ritchie (2009) said that educational tourism is a tourist activity that makes visits with educational or learning purposes as the primary goal. In educational tourism, two main aspects are attractive: Cultural aspects are dance, traditional arts, crafts, architecture, community traditions, archaeology, and history. Natural aspects include a wealth of flora, fauna, topography, forests, rivers, waterfalls, beaches, seas, and specific ecosystems (Fandeli, 2002).

The potentials owned by Singaraja City need to be appropriately developed with sustainable tourism planning. Therefore, this study will use the SOAR MODEL to prepare tourism development planning in Singaraja City. The SOAR (Strengths, Opportunities, Aspirations, Results) model is a concept offered by Stavros, Cooperrider, and Kelly (2003) as an alternative to SWOT analysis, which comes from the Appreciative Inquiry (AI) approach. This study aims to prepare a tourism development plan for Singaraja City using the SOAR model of the right strategy for tourism development in Singaraja City using SOAR analysis. This research has benefits for the government and the community. With good regional governance, the government will be able to create an optimal program and activity for the development of the tourism area of Singaraja City. With good regional governance, the government will be able to create an optimal program and activity for developing the tourism area of Singaraja City. For the community,

developing tourism areas based on the CBT principle will improve services to both domestic and foreign tourists and ensure the welfare of the people in the area.

## LITERATURE REVIEW

### Concept of Educational Tourism Development

Educational tourism is a tourism concept with a positive value, where this concept combines learning activities with tourism activities. Educational tourism is a program where visitors in tourist activities, especially children, travel to tourist areas to get direct learning experiences related to the tourist areas visited (Harris, Ernawati, & Laksmi, 2014). Educational tourism consists of several subtypes: ecotourism, cultural heritage tourism, rural/agricultural tourism, and student exchanges between educational institutions (Gibson, 1998; Holdak & Holland, 1996; Kalinowski & Weiler, 1992).

Smith and Jenner (1997) describe educational tourism as a tourism trend that combines recreational and educational activities as a tourism product that has learning elements. Educational tourism can be combined with various other things and serve a wide range of tourist interests, such as satisfying curiosity about other people, their language and culture, stimulating interest in art, music, architecture, or folklore, empathy for the natural environment, landscape, flora, and fauna, or deepening the attraction of cultural heritage and historical sites. Smith and Jenner (1997) describe educational tourism as a tourism trend that combines recreational and educational activities as a tourism product that has learning elements. Educational tourism can be combined with various other things and serve a wide range of tourist interests, such as satisfying curiosity about other people, their language and culture, stimulating interest in art, music, architecture or folklore, empathy for the natural environment, landscape, flora and fauna, or deepening the attraction of cultural heritage and historical sites.

According to Kai and Chen (2011), tourists who come to a new area or another country will have two different motivations. First-type travelers desire to learn general things during a sightseeing trip, while second-type travelers desire to learn specific things and achieve specific goals during a sightseeing trip.

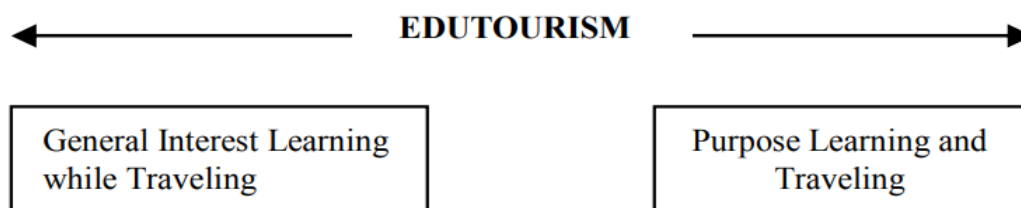


Figure 1. Motivation to do Edu-tourism.

Source: Kai & Chen (2011)

According to Priyanto (2018), the management of educational tourism can use two approaches: tutorial learning methods and exploratory learning methods. In the tutorial learning method, tourists are given basic knowledge about various things contained in tourist attractions and then continue with exploration activities to increase their knowledge and understanding by seeing and analyzing the learning objects directly.

Ankomah and Larson (2000) recommend a framework for implementing educational tourism in a country (see Figure 1). There are three important actors in realizing educational tourism: universities, National Travel Organizations (NTO), and Stakeholders (Government, industry, and communities that provide accommodation services, tourist facilities, and tourist attractions). The university and NTO have

an important role in starting the educational tour plan, making a cooperation agreement, and then bringing students to implement the plan. The university then has a role to coordinate and collaborate to carry out educational tourism in two ways, namely (1) in the classroom and (2) in tourist attractions. Various combinations of learning and materials that will be taught are adjusted to the field of expertise chosen by students.

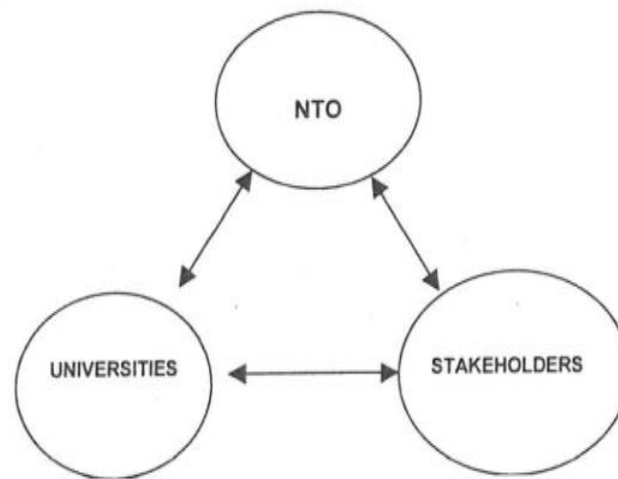


Figure 2. Framework for Educational Tourism.  
Source: Ankomah & Larson (2000)

### Tourism Planning Using SOAR Model

The concept of SOAR is an alternative to SWOT analysis. The SOAR model was developed by Stavros, Cooperrider, and Kelly (2003) and originated from the Appreciative Inquiry (AI) approach that David Cooperrider popularized in his book *Introduction to Appreciative Inquiry* (1995). The SOAR model transforms the well-established SWOT analysis of the organization's internal weaknesses and external threats into the company's aspirations and measurable results. This analysis model argues that lack and threat factors can give rise to negative feelings for the organization's members. The differences between SWOT analysis and SOAR analysis can be seen in Table 1.

Table 1. Differences between SWOT and SOAR Analysis

SWOT	SOAR
Focus on strengths and weaknesses	Focus on strengths and opportunities
Focus on competition – "get better"	Focus on ability – "be the best"
Increased revenue	Innovation and increase value
Avoiding competitors and letting shareholders	Protecting shareholders
Focus on analysis (planning)	Focus on planning and implementation
Notice the gaps	Paying attention to results
Source: Stavros dan Hinrichs (2009:12)	

The advantage of the SOAR model is the focus on results. Stakeholders in the organization discuss to create the best strategy to achieve a favorable outcome for all parties. Several key questions can be asked to be used to formulate the strategy (See Chart 2). The SOAR model has been widely applied in preparing

tourist destination development plans (Auliya, 2019; Fuadi, 2020; Senjawati et al., 2020). Auliya (2019) uses the SOAR model to develop an urban tourism planning strategy in Depok City, West Java. Senjawati et al. (2020) used the SOAR Model to prepare a grand design of a tourism village based on local potential in Salamrejo Village, KulonProgo Regency, Special Region of Yogyakarta Province. The SOAR model has also been used to develop a strategy for developing Kandri Tourism Village in Semarang as Sharia tourism (Azmi, 2018).

The following are the questions asked of respondents and stakeholders in the organization to develop a destination development strategy or a results-focused company strategy.



Figure 3. Core Questions in Compiling a SOAR Model.

Source: Stavros & Hinrichs (2009).

### Previous Research Related to Planning, Development and Governance of Tourist Destinations

Research in tourist destination planning has been carried out in Indonesia and abroad. Some examples of previous research include: (1) Research on the development strategy of the Mount Galunggung tourist area by Muchsin (2014) which uses qualitative analysis to prepare development planning in the Mount Galunggung tourist area; (2) Development of Situ Sanghyang Tourism Potential in Tanjungjaya District, Tasikmalaya Regency by Hendriawan (2017); Research related to the study of the potential and strategy of ecotourism development in the Sempu Island Nature Reserve, Malang Regency, East Java Province (Mutakin, Purwanto and Rufiqo, 2011). The three studies have similarities; for example, they used qualitative analysis by local tourism stakeholders to find research data. The data used is more empirical, so the results of the prepared development strategy can also be adjusted to the conditions at the location

Research related to Singaraja City and the tourist attractions in it has also been carried out (Andiani et al., 2014; Aryawan et al., 2019; Astiti, 2018; Keling, 2017; Kadek & Dewa Made, 1939; Scott, 2020; Wesnawa, 2015; Wibawa et al., 2020; Wijaya & Trihadiningrum, 2014). Andiani, et al (2014) discussed the role of Puri Agung as a tourist attraction in Singaraja City. Wesnawa (2015) designed a community-based coastal tourism management model to reduce coastal damage. Astiti (2018) presents efforts to optimize ancient ports in Buleleng for cultural conservation and to improve the community's welfare

economically. Wibawa et al. (2020) made architectural landscape planning for the Ex-port of Buleleng to increase tourist attraction. Pebriyanti (2020) developed a strategy for developing cultural heritage strategic areas in the Buleleng Coastal Area. Keling (2017) discusses the typology of colonial buildings in Singaraja City in terms of architecture. Wijaya & Trihadiningrum (2014) discuss the waste buried in the former Buleleng Port and its handling strategy.

From the review of previous research, it can be concluded that this research is different from the previous research because (1) this study discusses holistically the tourist attractions in Buleleng Regency to be then packaged into an attractive tour package; (2) this study aims to develop the right strategy for the development of tourism in Singaraja City by using SOAR analysis that other researchers have never discussed.

## **METHOD, DATA, AND ANALYSIS**

### **Research Location and Time**

This research takes the location in Singaraja City by taking all locations that have tourist attractions, such as the Former Buleleng Port, Puri Buleleng, Penimbangan Beach, Banyuasri Market, Tugu Tiga, Sukarno Park, etc. Singaraja City is the capital of Buleleng Regency which is located at the northern tip of the island of Bali. Singaraja City can be reached in approximately 2 hours from Denpasar City or about 3 hours from Ngurah Rai Airport.

### **Data Collection Techniques**

The techniques used to collect data in this study are:

- (1) Observation uses the sense of sight to provide a real picture related to the object being studied. Observations were carried out in all tourism potentials in Singaraja City, such as the Tri Yudha Sakti Monument, Puri Kanginan, Puri Gede, Buleleng Museum, Gedong Kertya, Buleleng Port, and Penimbangan Beach. Observations were carried out in all locations around Singaraja City that supported the research.
- (2) Documentation study: The collection of data that is not directly addressed to the respondent but to documents related to the tourist attractions to be developed. The documents collected include previous research related to tourism in the city of Singaraja, the level of tourist visits, and other statistical documents.
- (3) Interview, a data collection technique that meets respondents to obtain data related to research. Interviews in qualitative research are necessary to dig deeper information with more free time compared to FGD. Interviews were conducted in a structured manner at the respondent's work site.

### **Data Validation Techniques**

In this study, data was collected using various techniques for data triangulation and data validity. The data was taken using an online survey involving a large number of respondents to ensure that the data represented various elements of society. Then, the results of the analysis of quantitative data will be triangulated by interview techniques. Documentation was also carried out for data validation from respondents with real reality in the field.

### **Data Analysis Techniques**

The collected data will be analyzed in two phases using a mixed-method approach. In the first phase, the data collected using an online survey will be analyzed using descriptive quantitative data analysis techniques. Data in the form of frequency distribution in the form of a choice of themes or tourism



development concepts that are suitable for Singaraja City, travel routes, and favorite tourist attractions according to the community's version will be depicted with visual graphics. Qualitative data analysis techniques were used to analyze the data collected from the FGD. Veal (2006) stated that the main activities of qualitative analysis are reading notes, documents, and transcripts, listening to interviews and FGD notes, copying data, and encoding, sorting, and organizing data.

## **RESULT AND DISCUSSION**

### **Tourism Potential of Singaraja City**

Singaraja is a city with high historical value. Many old historical heritage buildings, castles, temples, and the former Port of Buleleng can be attractions for tourists who want to visit northern Bali. Some of the important assets of Singaraja City include: (1) Former Buleleng Port; (2) Puri Kanganan Buleleng; (3) Buleleng Museum; (4) Gedong Kertya; (5) Puri Buleleng; (6) Karno Park; (7) Triple Talag; (8) Old Buildings in Singaraja City; (9) Weighing Beach; (10) Banyuasri Market. This tourism potential can be packaged into an attractive tourist attraction with a brochure design, as shown in the Photo below. These tourist potentials are located close to the distance between 5-10 minutes by private vehicle. Some locations can even be easily reached by walking or cycling.

### **Singaraja City Tourism Development Strategy with SOAR Model**

The tourism development strategy of Singaraja City was prepared using the SOAR Model. Therefore, the presentation of the potential of tourism in Singaraja City refers to several questions that have been explained in detail in Chapter II. The questions from the SOAR Model are: (1) Strength, which is the uniqueness or beauty and achievements that the managing organization has achieved; (2) Opportunity, which means what things need to be improved to be able to get a position to be able to compete with other tourist attractions; (3) Aspiration means what the organization wants in the future; (4) Results is a formulation of achievements/targets used to measure the success of the organization. The following are the details of each of these aspects.

#### **Strength**

Singaraja City has significant tourism potential and is a regional asset with high historical value. One of the city's strengths is the presence of the Castle, which serves as a tangible representation of the glory of the Buleleng Kingdom. Additionally, Singaraja City is home to the former Buleleng Port and various old buildings that reflect the Dutch East Indies government's control over Indonesia. These sites, along with numerous historical heritage objects, are testament to the struggle of the Indonesian people for independence. Another advantage is the central location of the Castle, Museum, Port, and Monument, which benefits from excellent road access. The area is also equipped with ample parking facilities for both small and large vehicles, making it convenient for tourists to visit these attractions.

#### **Opportunity (Aspects that Need to be Improved)**

In efforts to develop tourism in Singaraja City, there are several aspects that need to be improved. Cleanliness in every location owned by Singaraja City needs to be improved by taking care of the beauty of the existing park. Some of the facilities at the Tugu Tiga location and at the former Buleleng Port still need much renovation. Meanwhile, at Penimbangan Beach, additional facilities such as toilets and changing rooms are still needed. Several additional facilities are needed at the Tri Yudha Mandala Sakti Monument and the Laksmi Graha Building. Meanwhile, Taman Karno will only be inaugurated in December 2021, so what is needed are legal rules regarding the ethical code of visitors so as not to damage or steal existing

facilities. The weakness that needs to be addressed immediately is the tourism governance of Singaraja City, which is still scattered and has not been well coordinated. To enhance tourism in Singaraja City, several areas require improvement. First, cleanliness must be prioritized at all locations throughout the city, particularly by maintaining the beauty of existing parks. The facilities at the Tugu Tiga location and the former Buleleng Port need significant renovations. Additionally, at Penimbangan Beach, there is an urgent need for essential amenities such as toilets and changing rooms. The Tri Yudha Mandala Sakti Monument and the Laksmi Graha Building also require the addition of several facilities.

### **Aspirations (Aspirations of Managers by Paying Attention to the Aspirations of Visitors)**

As a result of interviews with the managers of Puri, Museums, Monuments, Former Buleleng Port and Penimbangan Beach, there are several aspirations conveyed, including: (1) There needs to be additional facilities in each location. For example, the Tri Yudha Sakti Monument requires additional facilities such as playgrounds, bird parks, deer additions, etc. which allow to attract local tourists to visit. Penimbangan Beach requires additional toilets and changing rooms. The castle and museum require renovation and the addition of several tourist facilities such as an audio-visual room and a photography room. (2) The manager has an aspiration that there is a levy from visitors that can be used as income to help with maintenance costs and promotion costs. Therefore, the next aspiration is to prepare the Regent's Decree for the levy of visitors to monuments, monuments, museums and castles in Singaraja City. (3) Parking fees are still charged but collected at the parking lot instead of at the entrance.

### **Results/Results to be Achieved**

From the renovation, the addition of tourist facilities and the addition of visitor levies are an increase in the PAD of Buleleng Regency and an increase in income for maintenance. To achieve these results, several things that must be done are: (1) Making a master plan for the renovation, arrangement and addition of several tourist facilities/activities in Monuments, Castles, Museums, Former Ports and Weighing Beaches, (2) After repairing and adding several tourist activities, it is important to make a Regent Decree on visitor levies to monuments, (3) Preparing trained tourism human resources so that they can provide excellent service to tourists, (4) Conducting promotions on social media and offline promotions to schools.

## **CONCLUSION**

Singaraja City has tourism potentials in the form of historical relics, including: (1) Former Buleleng Port; (2) Puri Kanganan Buleleng; (3) Buleleng Museum; (4) Gedong Kertya; (5) Puri Buleleng; (6) Karno Park; (7) Triple Talaq; (8) Old Buildings in Singaraja City; (9) Weighing Beach; (10) Banyuasri Market. These tourism potentials have not been worked on optimally to help increase the PAD of Buleleng Regency. The tourism development concept suitable for Singaraja City is educational and heritage tourism. Each location has a different strategy tailored to the strengths, weaknesses, aspirations, and targets that the tourist attraction manager wants to achieve.

## **IMPLICATION/LIMITATION AND SUGGESTIONS**

Based on this conclusion, there are recommendations that can be used as input in the context of the tourism development of Singaraja City, including: (1) According to the input from the respondents, Singaraja City is developed as an Educational and Heritage tourism. The market share of educational tourism is more geared towards students/students so that the design of tourist facilities and tourist attractions



adjusts to the dominant market share. (2) Government investment needs to be protected with adequate maintenance and operational costs to maintain its beauty and comfort. (3) This study needs to be continued with the preparation of a master plan for the revitalization of the Tri Yudha Sakti Monument, the Former Buleleng Port, and Penimbangan Beach. (4) It is necessary to prepare historical documents and storytelling of Puri and other tourist attractions to be read by tourists/narrated to tourists. As well as the creation of local documentation of northern Balinese geniuses in the form of a cultural narrative guidebook for northern Bali, (5) The culture of the multicultural community also needs to be highlighted in the development of tourism activities, (6) Art or cultural performances in Puri need to be carried out periodically for Puri as the center of the cultural system, activities need to be made so that tourists who come to experience the community's cultural activities, (7) Promotion to the international world needs to be intensified even more, not only on Facebook and Instagram, for example, participating in international exhibition events, by creating YouTube tourism activities in Gedong Kertya, Buleleng Museum and Puri in English, and inviting foreign cultural experts to attend to promote Buleleng Regency.

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