

Analysis of Sustainable Ecotourism Development: Case Study

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Abstract

Sustainable ecotourism development is an important strategy in regional development that integrates economic, social, and environmental aspects. Teba Majalangu, located in Kesiman Kertalangu Village, East Denpasar District, which means "a place to learn about nature," has great potential to be developed as a sustainable ecotourism destination. This study aims to analyze the development of ecotourism in Teba Majalangu by identifying its potential, challenges, and appropriate development strategies. The research method employs both qualitative and quantitative approaches using SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). Data were obtained through field observations, interviews with village officials, tourism managers, and local communities, as well as documentation studies. The results show that Teba Majalangu possesses strengths such as unique natural landscapes, local cultural values, and community support, but still faces weaknesses such as limited infrastructure, lack of promotion, and low human resource capacity. Development opportunities are supported by the growing awareness of ecotourism among tourists, government support, and potential collaboration with various stakeholders, while threats include competition from other tourist destinations, environmental degradation, and climate change. Recommended strategies include optimizing natural and cultural potential, improving infrastructure and human resource capacity, strengthening promotion, and innovating sustainable tourism products. Through a holistic approach involving communities, government, and related stakeholders, the development of Teba Majalangu ecotourism is expected to improve local welfare while preserving the environment and culture.

Introduction

Tourism is a sector with significant potential due to its labor-intensive nature and significant contribution to foreign exchange earnings (Kırca, 2026; Fatma, 2026; Hossain et al., 2026). Nearly every country in the world has made tourism a key sector for boosting its economic, social, and cultural development (Tidar, 2022). The rapid development of tourism has made it not only a recreational facility but also a necessity for modern society. Therefore, tourism management requires the involvement of various parties, including the government, the community, and industry players (Hidayat et al., 2016; Ruja, 2026; Ariyani & Sawitri, 2026).

Over time, ecotourism has emerged as an alternative that emphasizes environmental conservation, local economic empowerment, and the preservation of community culture (Svetamra, 2026; Hassan et al., 2026; Yamin et al., 2025). These characteristics distinguish ecotourism from conventional tourism, which tends to be oriented toward resource exploitation (Nurul et al., 2021; Oltean et al., 2025; Barrera-Martínez et al., 2026). The concept of sustainable tourism increasingly emphasizes the importance of utilizing natural resources and

the environment while maintaining sustainability for the benefit of current and future generations (Fadlon Haser, 2019). In Bali, tourism has become the largest employment sector, a driver of economic growth, and a means of poverty alleviation. With its rich natural and cultural heritage, developing ecotourism-based tourist villages is a potential strategy (Tidar, 2022; Yadav & Kumari, 2024; Hariyanto et al., 2026).

However, ecotourism development is not without challenges. Negative impacts such as environmental damage, noise, pollution, and social issues can arise from tourist activities (Tidar, 2022; Cossengue et al., 2025; Pathmasiri et al., 2025). Therefore, development strategies must be oriented towards environmental conservation, ecological education, community participation, and local economic development (Friskila Angela, 2023; Malatyinszki et al., 2025; Harinurdin et al., 2025). The Bali Provincial Government has affirmed the direction of cultural tourism development through Regional Regulation No. 5 of 2020, which is based on the Tri Hita Karana philosophy as the basis for tourism sustainability and competitiveness. The regional government's commitment is also evident in Denpasar City Regional Regulation and Mayoral Decree No. 188.45/472/HK/2015, which establishes Tourism Villages as part of the sustainable tourism development strategy.

The rapid development in Denpasar City, particularly in East Denpasar District, has reduced the area of green open space, particularly rice fields (Ambarini et al., 2026; Diah, 2025; Putri Mas Agung, 2025). This situation has encouraged the residents of Kesiman Kertalangu Village to maintain the sustainability of the agricultural sector through the development of the Teba Majalangu Ecotourism Area. This area was established in 2019 and officially began operations in 2021 under the management of a Village-Owned Enterprise (BUMDes). The Teba Majalangu Ecotourism Area utilizes residents' agricultural land as a culturally based educational tourism destination, with attractions that combine recreation, the subak system, and environmental education (Ma'rup & Rusadi, 2025; Putra et al., 2023; Suryawan et al., 2025). In addition to preserving agrarian culture, this area also creates job opportunities and encourages youth involvement in agriculture integrated with tourism (Wijayanto et al., 2024; Rana et al., 2024; Yadav & Kumari, 2024).

However, the number of tourist visits to Teba Majalangu continues to fluctuate, indicating that the area's management is not yet optimal (Hadi et al., 2025; Suryawan et al., 2025; Sukendar et al., 2025). Low public awareness of the local tourism potential and ineffective promotional strategies have resulted in this ecotourism area being less well-known, both among local and out-of-town tourists. Furthermore, the management of other tourist attractions in Kesiman Kertalangu Village is also not optimal, even though the village has an identity as a culture-based tourism village in line with the Denpasar City Government's vision: "Culture-Based Creative City Towards a Developed Denpasar." Therefore, this study was conducted to explore supporting and inhibiting factors, as well as formulate a strategy for sustainable ecotourism development in Kesiman Kertalangu Village. This study carries the title "Analysis of Sustainable Ecotourism Development in Teba Majalangu, Kesiman Kertalangu Village, East Denpasar District" with a focus on the potential and innovation in preserving agrarian culture through educational tourism packaging.

Methods

Research Design

This research employed a mixed methods approach, a research approach that combines qualitative and quantitative methods in a single study to gain a more comprehensive understanding of a research phenomenon. The data used consisted of primary and secondary data. Primary data were obtained through field observations, questionnaires, interviews, and

documentation. Secondary data came from literature reviews, government agency reports, and previous research related to ecotourism. This research was conducted in Kesiman Kertalangu Village, East Denpasar District, Denpasar City, focusing on the Teba Majalangu Ecotourism area. The Teba Majalangu Ecotourism research location covers an area of approximately 6.70 hectares, as shown in Figure 1.



Figure 1. Research Location

Research Scope

The scope of this research covers the identification and assessment of the Teba Majalangu ecotourism site through literature study, secondary data review, field observation, surveys, interviews, questionnaires, environmental sampling, and stakeholder discussions. The study begins by reviewing previous research and related documents to understand the existing knowledge, conditions, and development context of the site.

Field observation is conducted to examine the location, physical condition, existing activities, tourism potential, and general characteristics of the research area. The study also includes field surveys through interviews and meetings with relevant parties to identify the main potentials and activities that can support ecotourism development. Seawater sampling is carried out at four strategic points to provide supporting information on the environmental condition of the area.

Data are also collected through interviews with Teba Majalangu ecotourism managers, workers, and Kesiman Kertalangu Village officials. Questionnaires are distributed to visitors to understand their perceptions and expectations toward the site. In addition, discussions with stakeholders are conducted to strengthen the primary data. The findings from these stages are then used to formulate strategic recommendations for the sustainable development and management of Teba Majalangu ecotourism.

Research Sample

The sample in this study consisted of domestic and international tourists visiting the Teba Majalangu ecotourism area. The sampling technique used two approaches. First, accidental sampling was applied by distributing questionnaires to tourists who were encountered directly at the research location and were willing to participate as respondents. This technique was used to capture visitor perceptions based on their actual experience during the visit.

Second, purposive sampling was used to select informants who were considered capable of providing deeper information about the research object. These informants were chosen based on specific considerations, particularly their knowledge, role, and involvement in the management or development of the Teba Majalang ecotourism area. Through these two techniques, the study was able to obtain both visitor based data and more in depth information from relevant informants.

Research Variable

Research variables are conceptual constructs used to clarify the focus of the study and guide the data collection and analysis process. In this research, the variables are directed toward understanding how the Teba Majalang ecotourism area can be developed and managed more effectively.

The first variable is ecotourism development, which refers to the efforts to identify and improve the ecological, social, economic, and tourism potential of the Teba Majalang area. This variable includes aspects such as natural potential, environmental conditions, visitor activities, facilities, community involvement, and tourism management.

The second variable is strategy, which refers to the formulation of appropriate development directions based on the findings obtained from field observations, interviews, questionnaires, environmental sampling, and stakeholder discussions. This variable is used to determine strategic recommendations that can support sustainable and participatory ecotourism development.

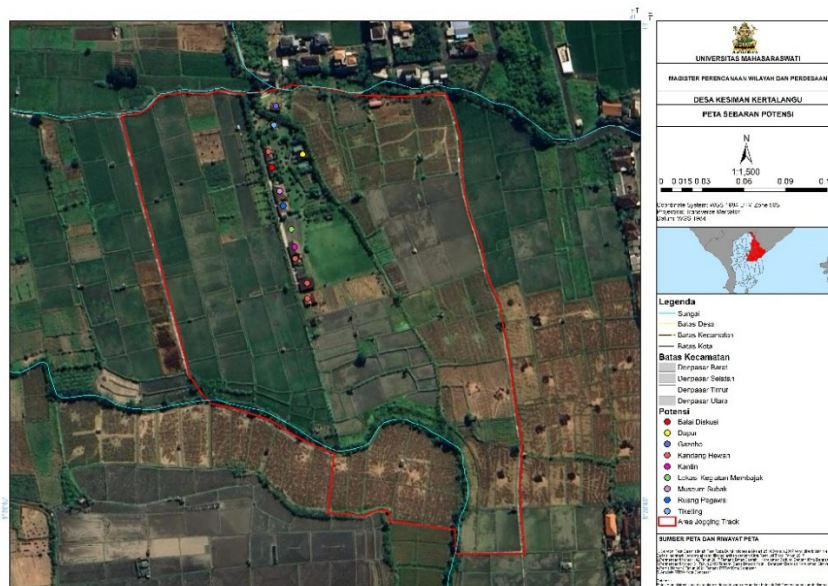
Data Analyst

Data analysis is the process of systematically searching for and organizing the data obtained. The data analysis process in qualitative research is usually inductive and continuous. It aims to produce understanding, concepts, and the development of a new theory. In this study, after conducting the observation process, the researcher decided to use an analysis technique, namely the SWOT analysis with the IFAS EFAS approach. SWOT analysis with the IFAS-EFAS approach is a quantitative method for assessing internal and external factors through weighting, ratings, and scores, so that the formulated strategy is more measurable and directed.

Results and Discussion

Overview of Research Location

The Teba Majalangu Ecotourism in Kesiman, East Denpasar, embodies the synergy between the local wisdom of the traditional Subak irrigation system and the concept of educational ecotourism. This area not only serves to maintain the ecology and sustainability of agricultural land but also serves as an interactive learning space for tourists and the community. Through the Subak Educational Tourism concept, children are introduced to agricultural tools, methods, and practice directly in the field as a form of Balinese agricultural education. The name Teba Majalangu itself has a special meaning: teba in Balinese means backyard, while Majalangu refers to the kingdom that once stood in the village of Kesiman Kertalangu. Holistically, Teba is also an abbreviation for Nature Learning Place, so all facilities are designed with environmentally friendly principles.



Supporting and Inhibiting Factors in the Development of Teba Majalangu Ecotourism

In terms of strategic strengths, tourists generally strongly agreed with the strengths. Item 3 achieved the highest average score of 3.90. This demonstrates that the primary strength of Teba Majalangu ecotourism lies in its diverse offerings (feeding animals, learning about organic farming, participating in outbound activities, camping, and more).

In the strategic factor of weaknesses, tourists generally disagreed with the weaknesses. Item 1 obtained the highest average score of 3.10. This illustrates that the main weakness of Subak Teba Majalangu tourism is the limited foreign language skills, especially when there are few foreign tourists.

In the strategic factor of opportunities, tourists generally strongly agree with the opportunities. Item 3 obtained the highest average score of 3.86. This illustrates that the main opportunity for Teba Majalangu ecotourism is the opportunity for further tourism development.

In the strategic factor of threats, tourists generally disagreed with the threats. Item 1 obtained the highest average score of 2.92. This illustrates that the main weakness of Teba Majalangu ecotourism is the constantly growing competition with other tourist destinations.

In this analysis, Teba Majalangu tourism performance can be determined by internal and external factors. The following is the result of the SWOT analysis of Teba Majalangu tourism.

Strength Strategic Factors (Strengths)		Weight	Rating	Score
s1	Teba Majalangu has an attraction in terms of natural elements, culture, or special interests.	0.100	3.88	0.39
s2	The existence of good and adequate infrastructure available	0.100	3.70	0.37
s3	The provision of housing or facilities, affordability, and transportation facilities that can be easily accessed	0.100	3.92	0.39
s4	There are various tours (feeding animals, learning organic farming, and taking part in outbound activities, camping, and others)	0.100	3.90	0.39
The availability	The community plays an active role in tourism activities in Teba Majalangu, such as	0.100	3.84	0.38

of public facilities in the Teba Majalangu area is limited s5	parking attendants, selling food and drinks, renting accommodation, guiding, and others.			
Sub Total		0.500	19.24	1.92
Weakness Strategic Factors (Weakness)		Weight	Rating	Score
w1	There are limitations in foreign languages, especially when there are several foreign tourists coming.	0.100	3.10	0.31
w2	The location is in a rice field area so there is minimal access to electricity.	0.100	2.58	0.26
w3	Lack of clean water installations for personal hygiene facilities such as showers, sinks, or bathrooms that can be used independently by children after activities in the rice fields.	0.100	2.72	0.27
w4	Local arts and culture have not been utilized optimally	0.100	2.64	0.26
w5	Ketersediaan fasilitas umum yang ada di kawasan Teba Majalangu yang terbatas	0.100	2.78	0.28
Sub Total		0.500	13.82	1.38
TOTAL		1.000	33.06	3.31

The weight of each indicator is the same, meaning that all indicators in each strategy factor have the same level of importance, so each indicator has a weight of 0.10 (a total of 10 internal indicators). The score for the strength strategy factor is 1.92, and the score for the weaknesses strategy factor is 1.38. In general, strengths are higher than weaknesses.

Opportunities Strategic Factors (Opportunities)		Weight	Rating	Score
o1	The existence of digitalization such as advertising or information via online has encouraged people to know about tourism in Teba Majalangu.	0.100	3.70	0.37
o2	There is government support in developing local tourism	0.100	3.80	0.38
o3	There are opportunities for further tourism development	0.100	3.86	0.39
o4	The establishment of hotels and other types of accommodation that offer tourists the opportunity to stay in the surrounding area	0.100	3.84	0.38
o5	There is collaboration between tourism awareness groups (Pokdarwis), local government, academics, and micro, small and medium enterprises (MSMEs), as well as empowerment of local communities.	0.100	3.76	0.38
Sub Total		0.500	18.96	1.90
Threats Strategic Factors (Threats)		Weight	Rating	Score
t1	There is competition with other tourist destinations that continues to develop	0.100	2.92	0.29
t2	Lack of investors who always help develop tourism businesses in Teba Majalangu	0.100	2.76	0.28

t3	Teba Majalangu tourism is not a priority for the government	0.100	2.88	0.29
t4	The existence of natural disasters or disease outbreaks affects tourists from visiting Teba Majalangu.	0.100	2.74	0.27
t5	The influence of foreign culture influences local cultural values	0.100	2.64	0.26
Sub Total		0.500	13.94	1.39
TOTAL		1.000	32.90	3.29

Each indicator has the same weight, meaning all indicators within each strategic factor have the same level of importance, so each indicator has a weight of 0.10 (a total of 10 internal indicators). The score for the opportunity strategy factor was 1.90, and the score for the threat strategy factor was 1.39. In general, opportunities outweigh threats.

Alternative strategies are formulated through an integration of internal environmental conditions (IFAS/Internal Strategic Factor Analysis Summary) with the external environment (EFAS/External Strategic Factor Analysis Summary). Internal factors include strengths and weaknesses (Kosidin, Adi Wibowo, 2022), while external factors include challenges and threats. This will result in an alternative educational development strategy that maximizes strengths. Based on the results of the above description, a systematic formulation of a strategy can be made that maximizes strengths to seize as many opportunities as possible (SO). Second, a strategy that utilizes strengths to overcome threats (ST). Third, a strategy that utilizes opportunities to minimize weaknesses (WO). Fourth, a strategy that minimizes weaknesses to avoid threats (WT). The following are the results of IFAS and EFAS calculations.

Faktor	Score
Strength Strategic Factors (<i>Strengths</i>)	1.92
Weakness Strategic Factors (<i>Weakness</i>)	1.38
IFAS	0.54
Opportunities Strategic Factors (<i>Opportunities</i>)	1.90
Threats Strategic Factors (<i>Threats</i>)	1.39
EFAS	0.50

A SWOT matrix analysis is then performed, which can be grouped into four quadrants. The quadrants are divided as follows:

Quadrant 1: This is a highly favorable situation. The company has both opportunities and strengths, allowing it to capitalize on these opportunities. The strategy that should be implemented in this situation is to support an aggressive growth policy (growth-oriented strategy).

Quadrant 2: Despite facing various threats, the company still possesses internal strengths. The strategy that should be implemented is to use these strengths to capitalize on long-term opportunities through a diversification strategy (products/services).

Quadrant 3: The company faces significant market opportunities, but on the other hand, it faces several internal constraints/weaknesses. The company's focus is on minimizing these internal problems to better capture market opportunities.

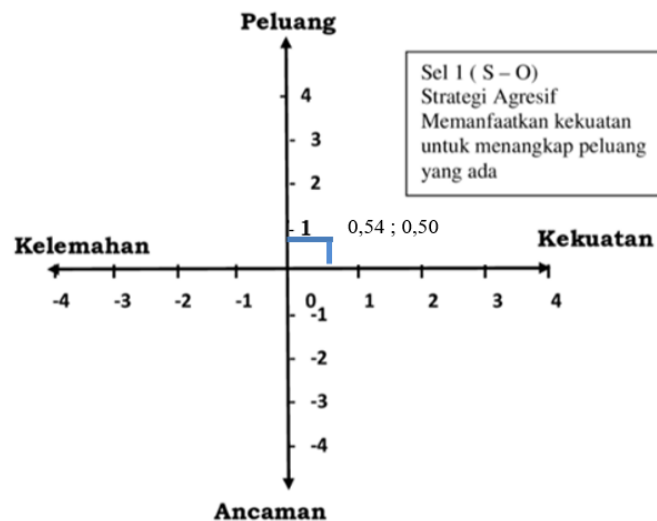
Quadrant 4: This is a highly unfavorable situation, where the company faces various internal threats and weaknesses.

Quadrant matrix diagram based on IFAS and EFAS calculations. Based on the analysis, the total strengths score was 1.92 and the weaknesses score was 1.38, resulting in the following X-value:

$$X = \text{Strengths} - \text{Weaknesses} = 1.92 - 1.38 = 0.54$$

Next, the EFAS analysis included identifying opportunities and threats from the external environment. Using the same approach, the total opportunities score was 1.90 and the threats score was 1.39, resulting in the following Y-value:

$$Y = \text{Opportunities} - \text{Threats} = 1.90 - 1.39 = 0.50$$



The analysis results showed that performance fell into quadrant 1, indicating that Teba Majalangu ecotourism is in a very favorable situation. This tourism area possesses opportunities and strengths, enabling it to capitalize on existing opportunities. The strategy that must be implemented in this situation is to support an aggressive growth policy (growth-oriented strategy).

The analysis revealed that Teba Majalangu ecotourism is in a highly advantageous position. It possesses both potential and strengths, enabling it to capitalize on existing opportunities (Puspa et al., 2026; Rachmawati et al., 2025). The strategy that must be implemented in this context is to support an aggressive growth-oriented strategy. This makes it feasible to continue and develop this tourism, leveraging its potential, particularly in the agricultural sector. Teba Majalangu ecotourism offers numerous educational activities, such as agricultural exploration, a subak museum, traditional rice field plowing, and animal feeding. This was also conveyed by the village head, who stated that the agricultural sector is one of the unique features of this tourism area.

To optimize this potential, a series of strategies have been developed through a SWOT analysis, emphasizing the development of cultural attractions, facility maintenance, empowerment and improvement of local human resources, and collaboration with various parties, such as the government and digital media, to enhance the promotion of Teba Majalangu's tourism products and services (Santiasih & Martini, 2025).

One strategy that can be implemented is the utilization of digitalization. In the current digital era, branding strategies are increasingly important. Social media, digital platforms, and creative campaigns are effective tools for promoting tourist destinations like Teba Majalangu. Furthermore, collaboration with the local government has made Teba Majalangu tourism a

priority for tourism development. Therefore, strengthening the local community and the tourist attraction is crucial.

Conclusion

Based on the research findings, it can be concluded that Teba Majalangu ecotourism has strong potential to be developed as an educational and community based tourism destination. Its main attractions are closely related to agricultural activities, cultural learning, and green open space utilization. Activities such as agricultural exploration, visits to the subak museum, traditional rice field plowing, jogging, cooking Balinese snacks, and feeding animals show that Teba Majalangu is not only a recreational site, but also a learning space that introduces visitors to local agricultural practices and Balinese cultural values.

The development of Teba Majalangu ecotourism is supported by its natural and cultural attractiveness, the availability of special interest tourism activities, camping areas, organic farming learning, outbound activities, and other interactive experiences. However, several obstacles still need to be addressed, particularly the need to improve human resource capacity, provide foreign language training, strengthen collaboration with the government, improve street lighting access to the site, and add public facilities that can support visitor comfort and tourism activities.

A strategic direction for developing Teba Majalangu ecotourism is to strengthen digital based promotion and destination branding. The use of social media, digital platforms, and creative promotional campaigns can help expand public awareness and attract a wider range of visitors. At the same time, cooperation with the local government remains important to strengthen infrastructure, improve management capacity, and position Teba Majalangu as a priority ecotourism destination that is educational, sustainable, and rooted in local potential.

Suggestions

Based on the findings, several recommendations can be proposed to support the development of Teba Majalangu ecotourism. First, the ecotourism managers need to improve the quality of supporting facilities, including lighting, shelters, access roads, parking areas, jogging tracks, and other basic infrastructure. These improvements are important to increase visitor comfort, safety, and satisfaction. Managers are also encouraged to strengthen collaboration with the government so that tourism development can be carried out more systematically and can attract more visitors.

The village government also has an important role in supporting the development of Teba Majalangu ecotourism. Facility improvement needs to be accompanied by tourism training for managers and local workers so that service quality can be improved. The village government can also collaborate with the city government and related agencies to strengthen promotion through official media and tourism networks. In addition, support for electricity and clean water is essential because these facilities directly affect visitor comfort, especially for tourists who participate in activities in the rice fields and need adequate water for personal hygiene after their activities.

Future researchers are encouraged to expand this study by examining other factors that may influence the effectiveness of ecotourism development, such as accessibility, community service, hospitality, honesty, visitor satisfaction, and local community participation. Further studies can provide a broader understanding of the factors that determine the sustainability and competitiveness of Teba Majalangu as an ecotourism destination.

The local community is also expected to actively support and participate in the development of Teba Majalangu ecotourism. Community involvement is important not only in providing

tourism services, but also in preserving the natural environment and maintaining the cultural identity of the area. Through cooperation among managers, the village government, the city government, visitors, and the local community, Teba Majalang can be developed as a sustainable ecotourism destination in Denpasar City.

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