

TOURISM INDUSTRY DEVELOPMENT IN NEW NORMAL ERA (A CASE STUDY IN MELASTI BEACH)

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Abstract

This research analyzes the development of the tourism industry in new normal era, especially in Melasti beach. The research methods used in this study were interviews, observation, and literature reviews. SWOT analysis conducted the strength, weaknesses, opportunity and threat of Melasti beach in tourism industry development.

The research proved Tourism industry development in Melasti Beach, Ungasan Village, Bali, at new normal era, includes: The management of Melasti Beach is designing a cooperation with travel agents for cultural tourism events. The management of Melasti Beach is collaborating with educational institutions to conduct a study on standard operating procedures that can be applied regarding health protocols. The implementation of health protocols and environmental cleanliness programs are being carried out at Melasti Beach.

The SWOT analysis for tourism development at Melasti Beach in Ungasan Village, Bali: Strengths: natural beauty, location, diverse activities, hospitality, brand recognition. Weaknesses: limited infrastructure, environmental impact, limited accommodation options, limited budget for development, competition with other popular tourist destinations in Bali. Opportunities: increasing tourism demand in Bali, development of new accommodation and infrastructure, diversification of tourism activities, collaboration with local businesses and communities, expansion of marketing efforts. Threats: overtourism, environmental impact, negative impact on local culture, infrastructure limitations, security concerns

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Introduction

The tourism industry has been heavily impacted by the COVID-19 pandemic, with travel restrictions, a decrease in the number of tourists, closures of attractions, and uncertainty about the pandemic all contributing to its decline. The World Travel & Tourism Council found that over 100 million workers lost their jobs or income in 2020. Small and medium-sized businesses in the tourism sector were also affected. According to research by the UN World Tourism Organization, the industry lost around \$1.3 trillion in revenue and saw a 74% decrease in the number of tourists in 2020-2021.

The head of the Melasti Beach tourism destination management in Indonesia reported that the beach was closed for several months due to the pandemic, resulting in financial losses. The beach provided a significant source of income for the village, which was impacted by the lack of tourism. However, the

beach was able to reopen in August 2020 with new health protocols in place. This situation presents an interesting case study for the tourism industry's development during the fourth industrial revolution and society 5.0.

Despite the impact of the COVID-19 pandemic on tourism, there are still opportunities for tourism businesses in Denpasar, Bali. There are several areas that tourism businesses should consider when seeking opportunities. For example, Purwahita (2021) and Widanta (2022) suggest that domestic tourism, culinary tourism, and family tourism are potential areas for growth.

Domestic tourism is a promising area for tourism businesses in Denpasar. With international travel restrictions in place, many domestic tourists are seeking alternative destinations to visit. Bali, particularly Denpasar, remains a favorite destination for domestic tourists, providing ample opportunities for tourism businesses. Culinary tourism is another potential area for growth in Denpasar. The city boasts a rich culinary heritage, featuring traditional Balinese cuisine as well as international dishes. Tourism businesses that offer culinary tour packages have the potential to attract visitors seeking a culinary experience. Denpasar has many tourist attractions make it an attractive destination for families. With playgrounds, beaches, and other recreational activities available, tourism businesses offering family tour packages have a promising opportunity. Many tourists are searching for unique family vacation options, making this area of tourism an area of potential growth. This description encourages conducting research on tourism industry development in new normal era, and focus on tourism industry development in Melasti beach.

The success of the tourism industry in Bali depends on the involvement of various parties. Each sector should be involved in ensuring the success of tourism businesses in Denpasar, such as government should provide support for tourism businesses, such as improving infrastructure and providing incentives for businesses to operate in Denpasar. Tourism associations can help businesses by providing information and resources, promoting the destination, and organizing events to attract tourists. Hotel and accommodation providers, in order to play a crucial role in providing comfortable and safe accommodation for tourists. They should maintain high standards of cleanliness and follow health and safety protocols. Tour operators offer a variety of tour packages and activities to attract tourists. They should provide quality services and follow safety regulations to ensure the satisfaction and safety of tourists. Local communities can also contribute to the success of the tourism industry by preserving their cultural heritage, providing authentic experiences for tourists, and supporting local businesses.

The tourism industry in Bali has been significantly impacted by the COVID-19 pandemic and the implementation of the new normal policy. However, with vaccination and some economic recovery efforts, the prospects of the travel industry in Bali are starting to show signs of recovery. Government regulation related to the obligation for individuals who are traveling from one city/district to another during the COVID-19 pandemic in Indonesia to provide a vaccination card or a negative PCR test result. The regulation also applies to individuals who are using public transportation or private vehicles. The regulation aims to prevent the spread of COVID-19 and to ensure the safety of the public.

Some factors that affect the prospects of the travel industry in Bali in the new normal era include: Health protocols, Digitalization, Increase interest in local travel, and opportunities to develop tourism industry. Bali has implemented strict health protocols to minimize the risk of COVID-19 transmission in the area. These protocols include temperature checks, the use of face masks, social distancing, and the use of hand sanitizer. With these protocols in place, tourists will feel safer and more comfortable to travel to Bali.

The adoption of digital technology has become a key factor in accelerating the recovery of the tourism industry in Bali. Many tourism companies and hotels in Bali have invested in digital technology such as travel applications, online booking, and digital health checks. This makes it easier for tourists to travel safely and minimize direct contact with others.

The COVID-19 pandemic has changed the habits of tourists, most of whom now prefer to travel locally or near their homes. This can be an opportunity for Bali to attract more local tourists and promote lesser-known tourist attractions. Tourists seeking more private vacations: The new normal era has driven demand for more private accommodations such as villas and apartments. Bali has many accommodation options that cater to these needs and can attract tourists seeking more private and safe vacations.

Tourism is one of the important economic sectors for many countries, including Indonesia. However, the tourism industry has undergone many changes and challenges, especially before, during, and after the COVID-19 pandemic. To better understand the development of the tourism industry and overcome various challenges, careful and structured research is needed.

Research focused on the development of the tourism industry in Melasti Beach, Ungasan Village, Bali, can provide valuable insights into the extent of the impact of the COVID-19 pandemic on the tourism industry, and what challenges are currently being faced. The research can dissect crucial issues and present findings that can help industry players and the government make the right decisions and appropriate strategies. Therefore, research on the development of the tourism industry in Melasti Beach, Ungasan Village, Bali is currently very relevant and important to be conducted.

The use of SWOT research methodology in analyzing the development of tourism industry in Melasti Beach, Ungasan Village can provide several benefits, including: Obtaining a clear picture of the strengths, weaknesses, opportunities, and threats of the tourism industry in Melasti Beach, Ungasan Village. This can help tourism industry stakeholders to determine the right strategic steps to develop the tourism industry in the area. Identifying internal and external factors that influence the development of the tourism industry in Melasti Beach, Ungasan Village. By knowing these factors, tourism industry stakeholders can optimize existing strengths and opportunities, as well as overcome weaknesses and potential threats.

SWOT research methodology can provide finding appropriate solutions and recommendations to address the challenges faced by the tourism industry in Melasti Beach, Ungasan Village. This can help tourism industry stakeholders formulate the right strategies to face existing challenges, especially in the ongoing COVID-19 pandemic situation. SWOT analysis methodology can provide improving the

competitiveness of the tourism industry in Melasti Beach, Ungasan Village. By knowing the strengths and weaknesses, as well as opportunities and threats, tourism industry stakeholders can take appropriate actions to improve the competitiveness of the tourism industry in the area.

Therefore, the use of SWOT research methodology in analyzing the development of tourism industry in Melasti Beach, Ungasan Village is very important to help tourism industry stakeholders make the right strategic decisions and improve the competitiveness of the tourism industry in the area.

Literature Review

Melasti Beach, a tourist destination located in the Ungasan village with 15 banjar, is managed by the Melasti Beach Area Management Unit under BUPDA owned by the village of Ungasan. The beach is known for its natural beauty with clean and white sand and a relatively calm air. However, the lack of supporting facilities due to insufficient funding and government support has become a barrier to the development of the Melasti Beach destination.

Melasti Beach is managed as a tourist attraction in accordance with Regulation No. 4 of 2018 issued by the Regent of Badung. The management of Melasti Beach is aimed at the welfare of the local community based on local wisdom, and is in line with the vision and mission of the Governor of Bali, which is Nangun Sat Kerthi Loka Bali. This was conveyed by I Wayan Disel Astawa (2018). However, like many other tourist destinations around the world, Melasti Beach has also been impacted by the Covid-19 pandemic.

To recover from the Covid-19 pandemic, Widanta, Gede & Siwantara (2022) suggested several strategies including maintaining and developing the hospitality aspect, leveraging Bali's brand image, maximizing support for infrastructure and transportation, utilizing the relatively educated and experienced human resources in tourism, creating affordable access to tourist destinations, and embracing technology advancements.

Collaboration among various parties, including government involvement in issuing policies, is necessary to implement the tourism industry development plans and overcome the impact of the Covid-19 pandemic on the sectors of economy, industry, education, health, tourism, and others (Purwahita et al., 2021).

The research conducted by Widiana & Suardana (2020) aimed to analyze the impact of the COVID-19 pandemic on the tourism industry in Bali. This study used a descriptive method by collecting data from various sources, such as literature and secondary data. The data obtained were then analyzed descriptively and interpretively. The results showed that the COVID-19 pandemic had a significant impact on the tourism industry in Bali, where there was a significant decrease in the number of tourist visits, revenue, and hotel occupancy rates. In addition, the pandemic also caused many small and medium-sized businesses in the tourism sector to go bankrupt. However, the study also showed that the tourism industry in Bali has begun to adapt to the new situation and take steps to recover the tourism sector during the COVID-19 pandemic. This research provides important contributions for tourism industry practitioners and the government in understanding the impact of the COVID-19 pandemic on the tourism industry in

Bali and providing guidance to take appropriate actions to overcome the impact of the pandemic on the tourism industry in Bali.

The COVID-19 pandemic has had an extraordinary impact on the tourism sector in Bali. The study conducted by Wijaya et al. (2020) used a qualitative descriptive method with data collection techniques through structured interviews and field observations. The results showed that the COVID-19 pandemic had a significant impact on the tourism sector in Bali, especially in terms of the decrease in the number of tourists, income, and lost job opportunities. This study concluded that appropriate efforts and strategies are needed to restore the tourism industry in Bali and strengthen its competitiveness in the future (Wijaya, 2020).

The article by Kim and Ko (2021) is a literature review that explores the concept of destination competitiveness in the context of the COVID-19 pandemic. The authors examine various factors that contribute to a destination's competitiveness, such as destination image, marketing strategies, infrastructure, and human resources. They also analyze how the pandemic has affected these factors and the overall competitiveness of destinations. The authors conclude that the pandemic has had a significant impact on destination competitiveness, as it has disrupted tourism demand, supply, and infrastructure. However, they also suggest that the pandemic has presented opportunities for destinations to innovate and reposition themselves in the market by adopting new technologies, enhancing safety measures, and diversifying their offerings. Overall, the article provides insights into the challenges and opportunities that destinations face in the era of COVID-19 and suggests directions for future research in this area (Kim & Ko, 2021).

The research conducted by Budiarta & Aryasa (2021) aimed to identify the factors influencing the development of the tourism industry in Bali during the COVID-19 pandemic. The research employed a survey method with purposive sampling technique for sampling. The data obtained from respondents were analyzed using multiple linear regression analysis. The results showed that the factors influencing the development of the tourism industry in Bali during the COVID-19 pandemic included government policies, marketing strategies, and infrastructure support. This research provides important information for tourism industry players to overcome the impact of the COVID-19 pandemic in Bali.

The article authored by Xie, Song, Huang, and Mao in 2021 discusses the impact of COVID-19 on the tourism industry and the strategies and measures taken by the industry to respond to the crisis. The article is a perspective article, which means that it presents the authors' opinions and viewpoints rather than empirical data or research findings. The authors begin by discussing the rapid spread of COVID-19 and its impact on the tourism industry worldwide, including the disruption of travel, closure of attractions, and cancellation of events. They then provide an overview of the measures taken by the tourism industry to mitigate the impact of COVID-19, such as hygiene protocols, contactless technologies, and virtual experiences.

The article also discusses the long-term implications of COVID-19 on the tourism industry, such as changes in consumer behavior and demand for sustainable tourism. The authors argue that the pandemic provides an opportunity for the

tourism industry to rethink and transform itself to become more sustainable, resilient, and innovative. Overall, the article provides insights into the challenges faced by the tourism industry in responding to COVID-19 and the strategies and measures that have been taken to address these challenges (Xie, Song, Huang, and Mao, 2021).

The research conducted by Suarjaya & Ratih (2020) aimed to identify the impact of the COVID-19 pandemic on the tourism industry in Bali Province. The research used a qualitative descriptive method, using secondary data obtained from reliable sources. The results showed that the COVID-19 pandemic had a significant impact on the tourism industry in Bali, with a drastic decrease in the number of tourists and many tourism companies experiencing financial difficulties. In addition, this research also revealed some actions taken by the government and tourism industry players to overcome the impact of the COVID-19 pandemic.

The research conducted by Nuryaningsih, Putra, & Nurjanah (2020) aimed to analyze the factors influencing the decrease in tourist visits in Bali during the COVID-19 pandemic. The research employed a survey method with purposive sampling technique for sampling. The data obtained from respondents were analyzed using multiple linear regression analysis. The results showed that the factors influencing the decrease in tourist visits in Bali during the COVID-19 pandemic included risk perception, government policies, and tourism promotion. This research provides an important contribution for tourism industry players and the government in understanding the factors influencing the decrease in tourist visits in Bali during the COVID-19 pandemic and providing guidance to take appropriate actions in overcoming the impact of the pandemic on the tourism industry in Bali.

In order to have an effective impact on tourism industry development, the community has to implemented Tourism Area Life Cycle Theory (Butler, 2019). This theory describes that a tourism destination goes through a life cycle consisting of six stages: exploration, development, consolidation, stagnation, crisis, and revitalization. These stages are influenced by factors such as the number of visitors, infrastructure development, and changes in consumer behavior.

Tourism businesses can gain a competitive edge by offering unique features, such as a distinctive location, exclusive products, or exceptional customer experience, different from those of their competitors. This competitive advantage will attract more customers and increase profitability for tourism businesses. Tourism has the potential to contribute significantly to a country's income, employment, and investment. Therefore, it is essential to invest in infrastructure development and supportive policies to maximize the economic benefits of tourism (Santi Diwyarthi, 2023).

The growth of the tourism industry is affected by a range of internal and external factors, including human resources, natural resources, and pandemics. To mitigate disruptions and address any negative impacts on industry growth, these factors must be carefully monitored and managed. One effective approach is to conduct a SWOT analysis study.

Research Methodology

The research methodology used were interviews, observation, and literature review. The study interviewed ten community figures from Ungasan Village, including the village head, community leader, residents familiar with the area's history, and young people active in village activities. To analyze the tourism industry development of Melasti Beach, a SWOT approach can be used, which identifies strengths, weaknesses, opportunities, and threats.

Results and Discussion

The research provides an overview of Melasti Beach and analyzes the strengths, weaknesses, obstacles, and opportunities for developing the tourism industry in the new normal era. Melasti Beach is located in southern Bali and is used for the Hindu "Melasti" ceremony to purify people and objects before Nyepi day. Unlike Pandawa Beach, which has better tourist facilities, Melasti Beach lacks adequate infrastructure. However, the beach has potential due to its natural beauty, cultural significance, and experienced human resources in tourism. The pandemic caused Melasti Beach to lose 1.5 billion in revenue.

The study interviewed ten community figures from Ungasan Village, including the village head, adat leader, resident familiar with the area's history, and young people active in village activities. The research aims to analyze the tourism industry's development at Melasti Beach in the new normal era.

Melasti Beach is managed as a tourist attraction in accordance with Regulation No. 4 of 2018 issued by the Regent of Badung. The management of Melasti Beach is aimed at the welfare of the local community based on local wisdom, and is in line with the vision and mission of the Governor of Bali, which is Nangun Sat Kerthi Loka Bali. This was conveyed by I Wayan Disel Astawa (2018). The management of Melasti Beach has built a stage for Kecak dance performances on the beach. This arena has become the venue for the performance of the Kecak Titi Situ Banda dance, which serves as a symbol of the reopening of Melasti Beach as a tourist destination at the end of 2021. The event was attended by the Minister of Tourism, Sandiaga Uno. This was explained by the adat village head of Ungasan.

1. Tourism Industry Development in Melasti Beach, Ungasan Village, at Nusa Dua, in New Normal Era

The village leaders of Ungasan are calling for the involvement of entrepreneurs, the community, government, and educational institutions to help address issues related to the pandemic. Their goal is to find the most suitable development pattern for Melasti Beach's tourism industry in their area.

a. The management of Melasti Beach is designing a cooperation with travel agents for cultural tourism events.

Cultural tourism and travel businesses have a close relationship, as cultural tourism is one type of travel business that utilizes cultural aspects in tourist destinations as its main attraction. Cultural tourism can be defined as tourism that prioritizes cultural aspects in tourist destinations as its main attraction. These cultural aspects can include art, architecture, history, tradition, food and drink,

customs, and habits in a particular region. Meanwhile, travel businesses are activities that offer travel packages to tourists, which include accommodation, transportation, food, and tourist activities. Travel businesses that offer cultural travel packages usually offer a unique experience for tourists. Tourists will be taken to places that have high cultural value, learn about customs and traditions in a particular region, and taste local food and drinks that are characteristic of the region.

Cultural tourism and travel businesses, in this regard, support each other, as cultural tourism provides attraction for tourists to follow the travel packages offered by travel agencies, while travel agencies help tourists access and enjoy cultural experiences at Melasti beach. Cultural tourism and travel businesses can have a positive impact on the preservation and conservation of cultural heritage sites and traditions in visited regions. By generating economic benefits, cultural tourism can provide an incentive for local communities to preserve their cultural assets and protect them from potential threats such as urbanization and development. Therefore, cultural tourism and travel businesses have the potential to provide enjoyable experiences for tourists, contribute the sustainable development of tourism, and the preservation of cultural heritage.

This description supported by Purwahita (2019) research that tourism industry development need other participation working together, in order to solve the problems, namely Covid-19 pandemic.

b. The management of Melasti Beach is collaborating with educational institutions to conduct a study on standard operating procedures that can be applied regarding health protocols.

c. The implementation of health protocols and environmental cleanliness programs are being carried out at Melasti Beach.

2. SWOT analyses

SWOT analysis is a method used to analyze the strengths, weaknesses, opportunities, and threats in an industry or business. Here is the SWOT analysis for the development of tourism industry in the new normal era:

a. The Strength

Potential strengths of tourism industry development at Melasti Beach in Nusa Dua, Bali are: natural beauty, location, diverse activities, hospitality, and brand recognition,

- Natural beauty: Melasti Beach is located in a scenic area with stunning views of the Indian Ocean. The natural beauty of the area can be a significant strength for tourism development, attracting visitors who are looking for a relaxing and picturesque destination.

- Location: Melasti Beach is located in Nusa Dua, a popular tourist destination in Bali known for its high-end resorts and luxury amenities. The location can be a significant strength for tourism development, as it is easily accessible for visitors and offers a range of activities and attractions.

- Diverse activities: The development of tourism facilities and activities at Melasti Beach can attract a wide range of visitors with diverse interests. The area offers opportunities for surfing, snorkeling, and other water sports, as well as cultural and historical attractions nearby such as Uluwatu Temple, making it an attractive destination for a variety of visitors.

- **Hospitality:** Balinese people are known for their warm hospitality, and tourism development at Melasti Beach can capitalize on this strength by providing high-quality service to visitors. The development of tourism can create job opportunities for local people, which can lead to improved service and hospitality to visitors.

- **Brand recognition:** Bali has a strong brand recognition as a popular tourist destination, and Melasti Beach can benefit from this association. The development of tourism at Melasti Beach can benefit from Bali's reputation as a cultural and natural paradise, which can attract visitors seeking an authentic and unforgettable experience.

These are just a few potential strengths to consider when it comes to the development of tourism at Melasti Beach in Nusa Dua, Bali.

b. The weaknesses of tourism industry development at Melasti Beach in Ungasan Village, Bali are: environmental concern, infrastructure limitations, lack of community involvement, overcrowding and congestion, seasonal demand fluctuation

- **Environmental concerns:** The development of tourism facilities and infrastructure can have negative impacts on the environment, such as pollution, erosion, and destruction of natural habitats. In the case of Melasti Beach, uncontrolled development could harm the local marine ecosystem, damage coral reefs and harm marine life.

- **Infrastructure limitations:** The infrastructure around Melasti Beach may not be sufficient to support a large influx of tourists. Water resources and limited waste management facilities may become overloaded, which could negatively impact the environment, and the local community.

- **Lack of community involvement:** Local community involvement and consultation is essential for successful tourism development, but it is not always given sufficient attention. The development of Melasti Beach should take into account the needs and concerns of the local community, and ensure they are informed and have a say in the development process.

- **Overcrowding and congestion:** Uncontrolled tourism development could lead to overcrowding and congestion on Melasti Beach, which could be detrimental to the quality of the experience for visitors and locals alike.

- **Seasonal demand fluctuations:** Tourism in Bali is highly seasonal, with peaks and troughs in demand throughout the year. A lack of diversity in the tourism offering in Ungasan village could lead to a reliance on the high season, leading to a lack of consistent revenue and employment opportunities for local people.

c. The opportunities for tourism industry development at Melasti Beach in Ungasan Village, Bali, includes: economic growth, cultural exchange, sustainability, infrastructure development, economic diversification

- **Economic growth:** Tourism development at Melasti Beach can lead to economic growth in the local community, as it can create employment opportunities and generate income for local businesses such as hotels, restaurants, and souvenir shops. This, in turn, can stimulate the local economy and provide benefits to the community.

- **Cultural exchange:** Bali has a unique culture, and tourism provides an opportunity for visitors to learn and experience the local culture. The development of tourism at Melasti Beach can create opportunities for cultural exchange, as visitors can interact with the local community and learn about their traditions, customs, and way of life.
 - **Sustainability:** Tourism development can be an opportunity to promote sustainable practices and environmentally-friendly initiatives. The development of Melasti Beach can incorporate sustainable infrastructure and practices, such as renewable energy, waste management, and conservation efforts, which can have long-term benefits for the environment and the local community.
 - **Infrastructure development:** Tourism development can lead to improvements in infrastructure, such as roads, transportation, and public facilities. Improvements in infrastructure can benefit both visitors and the local community, making the area more accessible and improving the quality of life for local residents.
 - **Diversification of the economy:** Bali's economy is heavily reliant on tourism, and the development of Melasti Beach can provide an opportunity to diversify the local economy. The development of new industries and businesses, such as agriculture, manufacturing, and technology, can reduce the dependency on tourism and provide more opportunities for local people.
- These are just a few potential opportunities to consider when it comes to the development of tourism at Melasti Beach in Ungasan Village, Bali.
- d. **The threats of tourism industry development at Melasti Beach in Nusa Dua, Bali:** overtourism, environmental impact, local culture, infrastructure limitation, and security concern.
- **Overtourism:** The development of tourism at Melasti Beach can lead to overtourism, which can have negative impacts on the environment, local community, and visitor experience. Overcrowding, noise pollution, and damage to natural resources can harm the area's reputation as a desirable destination.
 - **Environmental impact:** Uncontrolled tourism development can harm the environment through pollution, habitat destruction, and resource depletion. The development of Melasti Beach should take into account the need to maintain the natural beauty of the area and conserve the marine ecosystem, which is vital for the local economy and the quality of life for residents.
 - **Local culture:** The development of tourism at Melasti Beach can have a negative impact on local culture, traditions, and way of life. The influx of visitors can lead to cultural erosion and commercialization of local traditions, which can be a threat to the unique identity and heritage of the area.
 - **Infrastructure limitations:** The development of tourism at Melasti Beach can put pressure on the area's infrastructure, such as roads, utilities, and waste management systems. Overload on infrastructure can lead to degradation of the environment and impact the quality of life for local residents.
 - **Security concerns:** The development of tourism can attract a wide range of visitors, including those with criminal intentions. The development of Melasti Beach should take into account the need to provide adequate security measures to ensure the safety of visitors and local residents.

These are just a few potential threats to consider when it comes to the development of tourism at Melasti Beach in Nusa Dua, Bali.

The SWOT analysis for tourism development at Melasti Beach in Ungasan Village, Bali: Strengths: natural beauty, location, diverse activities, hospitality, brand recognition. Weaknesses: limited infrastructure, environmental impact, limited accommodation options, limited budget for development, competition with other popular tourist destinations in Bali. Opportunities: increasing tourism demand in Bali, development of new accommodation and infrastructure, diversification of tourism activities, collaboration with local businesses and communities, expansion of marketing efforts. Threats: overtourism, environmental impact, negative impact on local culture, infrastructure limitations, security concerns.

The SWOT analysis is identifying the strengths, weaknesses, opportunities, and threats associated with tourism development at Melasti Beach. This SWOT analysis can be used to guide the planning and decision-making process for sustainable tourism development in the area.

Based on the SWOT analysis of tourism industry development at Melasti Beach in Ungasan Village, Bali, the suggestions are: build sustainable infrastructure, diversify tourism activities, foster collaboration, promote responsible tourism, leverage brand recognition.

Build sustainable infrastructure: To address the weaknesses of limited infrastructure and environmental impact, development should focus on building sustainable infrastructure that minimizes harm to the environment and local culture. This can include eco-friendly accommodations, waste management systems, and transportation options.

Diversify tourism activities: To capitalize on the opportunities of increasing tourism demand in Bali and diversify the tourism offerings in the area, Melasti Beach can explore new and unique tourism activities that showcase the natural beauty and cultural heritage of the area. This can include cultural tours, adventure sports, and wellness retreats.

Foster collaboration: To address the weakness of limited budget for development and threats of overtourism and negative impact on local culture, Melasti Beach can foster collaboration with local businesses and communities to create a sustainable tourism ecosystem that benefits all stakeholders. This can include partnerships with local businesses for sustainable development and community-based tourism initiatives.

Promote responsible tourism: To address the threats of overtourism, environmental impact, and security concerns, Melasti Beach can promote responsible tourism practices that encourage visitors to respect the natural environment, local culture, and community. This can include education campaigns, sustainable tourism certifications, and responsible tourism guidelines.

Leverage brand recognition: To capitalize on the strength of brand recognition and increase visibility, Melasti Beach can expand its marketing efforts to target new and diverse markets. This can include partnerships with travel agencies and tour operators, social media campaigns, and participation in international tourism fairs and events.

Conclusions

Tourism industry development in Melasti Beach, Ungasan Village, Bali, at new normal era, includes: The management of Melasti Beach is designing a cooperation with travel agents for cultural tourism events. The management of Melasti Beach is collaborating with educational institutions to conduct a study on standard operating procedures that can be applied regarding health protocols. The implementation of health protocols and environmental cleanliness programs are being carried out at Melasti Beach.

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