

Multi-Stakeholder Collaboration in the Utilization of Tourism Potential for the Development of Tourism Villages

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ABSTRACT : This research aims to analyze the potential, challenges, and strategies for the development of competitive Sangeh Tourism Villages through increasing multi-stakeholder collaboration. The background shows the urgency of overcoming the disparity in tourism development in Badung Regency and taking advantage of the unique wealth of Sangeh, namely a combination of ecotourism (Monkey Forest) and spiritual tourism (Pancoran Solas), which is firmly managed by customs. The aim of the research was to map key stakeholders, evaluate existing joint planning processes, and formulate a model of collaboration that could result in increased tourist arrivals and sustainability practices. The methodology used is qualitative descriptive with a case study approach, and Framework 4A for strategy formulation, as well as Participatory Theory Analysis to measure inclusivity. Data were collected through in-depth interviews, participatory observations, and formal document studies (Awig-Awig and Village RPJM). Results and Discussion show that although customary collaboration (Customary Villages and Pokdarwis) has been effective in conservation, there are gaps in modern governance, especially low MSME digital literacy and limited gender inclusion in formal planning. The findings of the study confirm that Sangeh's competitiveness depends on two strategic areas: collaborative digitalization that places BUMDes as the main integrators for MSMEs, and increased participatory inclusivity that ensures all actors, including women, are equally involved in decision-making.

KEYWORDS: multi-stakeholder collaboration; tourism potential; tourist villages; competitive tourism; Tourism Destinations

I. INTRODUCTION

Tourism has long been the backbone of Bali's economy, with Badung Regency as one of its epicenters. However, the development of tourism in Badung shows a significant inequality between the southern region which is already very developed and the northern region which still has a lot of potential that has not been optimally worked on (Putera et al., 2025). The phenomenon of *overtourism* in the southern region has caused various negative impacts, such as congestion, pressure on the environment, and degradation of local culture. In response, the Badung Regency Government has established 17 tourist villages through Regent Regulation Number 22 of 2021, including Sangeh Village, in the hope of diversifying destinations and equalizing the economic benefits of tourism. Sangeh Village, located in Abiansemal District, has extraordinary natural and cultural wealth, such as the Sangeh Nutmeg Forest which is inhabited by hundreds of long-tailed monkeys (*Macaca fascicularis*), Bukit Sari Temple as a relic of the Mengwi Kingdom, and Mumbai Park with its Pancoran Solas which has spiritual and therapeutic value (Sarjana et al., 2021). This potential makes Sangeh a strong candidate for the development of sustainable tourism villages based on ecotourism and cultural tourism. However, optimizing tourism potential in Sangeh Village cannot rely on only one party.

Various studies show that the management of tourist destinations in Sangeh still faces a number of complex challenges. From an institutional perspective, Suarjaya (t.th.) revealed that although community participation in development planning such as the preparation of the RPJMDes is relatively interactive, there are still obstacles such as lack of women's involvement, dominance of older figures, and uneven understanding of program information. This indicates that village development governance, including the tourism sector, is not yet fully inclusive and participatory. Meanwhile, in terms of destination management, the research of Sutrisni and Wijaya (2018) emphasizes the crucial role of Sangeh Traditional Villages in protecting tourist forest areas through local wisdom such as *Tri Hita Karana* and *awig-awig*. The existence of the Bukit Sari Tourism Awareness Group shows community initiative, but its capacity and scope of work are still limited to the management of core forest areas. At the micro business level, the classic problem faced by Micro, Small, and Medium Enterprises (MSMEs) is the weakness of digital marketing. The Warmadewa University Real Work Lecture Program (KKN) documented by Dewi and Nugraha (2023) seeks to overcome this by helping to create an Instagram account, register on Google Maps, and create banners and menus. This intervention has succeeded in increasing visibility,

but post-KKN sustainability is questionable if there is no sustainable mentoring mechanism from local institutions. On the other hand, the study by Waruwu et al. (2022) revealed the resilience of Sangeh culinary tourism during the COVID-19 pandemic. The existence of culinary places such as D'Umah Bojog and Noa Manga survives thanks to marketing strategies through social media and friendships, as well as affordable price offers with natural nuances. These findings highlight the great potential of culinary tourism as a driver of the local economy, while exposing the dependence on individual initiatives of business actors without systemic support integrated with major tourist destinations. The fundamental problem that can be seen from the series of studies is the fragmentation of tourism development efforts in Sangeh Village. The Village Government has planning authority, Customary Villages have cultural authority and the management of certain assets, the Tourism Awareness Group manages natural tourist attractions, while MSME actors move independently. This fragmentation creates overlapping authority, suboptimal communication, and a lack of synergy in creating integrated tour packages. For example, the spiritual and health potential in Mumbai Gardens (Bachelor et al., 2021) has not been optimally associated with the natural tourism experience in the Pala Forest or the surrounding culinary tourism. As a result, the added value that can be obtained from a holistic tourism experience is not optimal.

Therefore, this research departs from the assumption that the key to the sustainable and inclusive development of Sangeh Tourism Village lies in increasing multi-stakeholder collaboration. The concept of collaborative governance offers an approach in which various stakeholders (government, private, civil society, and communities) with different interests and resources, are involved in a formal, consensus-oriented, and deliberative joint decision-making process to manage public resources (Ansell & Gash, 2008). This approach is believed to address the problem of fragmentation, build a sense of shared ownership, and create more adaptive and sustainable policies and programs. This research is designed to investigate in depth how multi-stakeholder collaboration can be improved in utilizing the potential of tourism for the development of Sangeh Tourism Village. This research aims to map the network of tourism stakeholders in Sangeh, analyze the dynamics and challenges of existing collaboration, and formulate an effective collaborative governance model to integrate the natural, cultural, spiritual, and creative economic potential of Sangeh Village towards tourism that truly empowers the community and is sustainable.

II. MULTI-STAKEHOLDER COLLABORATION

This research is supported by a number of key concepts and theories that form a framework for analyzing the increase of multi-stakeholder collaboration in the development of Sangeh Tourism Village. The core of this theoretical framework is the Theory of Collaborative Governance proposed by Ansell and Gash (2008). This theory provides a comprehensive analytical model to understand the conditions, processes, and outcomes of cooperation between stakeholders from different sectors. Their model emphasizes the importance of a collaborative process that starts with face-to-face dialogue, which is built on trust, shared commitment, and shared understanding. This process is influenced by preliminary factors such as previous disagreements, power imbalances, and the resources of the parties. Furthermore, this collaborative process is facilitated by trusted leadership and framed in a clear institutional design. This theory is very relevant to examine the dynamics between the Village Government, Sangeh Traditional Village, Tourism Awareness Groups, MSME actors, and academics in Sangeh Village, as well as to identify obstacles and drivers in building effective shared governance. To complement the governance analysis, this study also adopts the concept of Policy Network. This concept helps in systematically mapping all actors involved in the development of village tourism, analyzing the relationships and interactions between them, and understanding the power structure and information flow in the network (Klijn & Koppenjan, 2016). By mapping the tourism policy network in Sangeh, this study can identify key players, marginalized actors, and strengths and weaknesses of existing network structures, which in turn will provide recommendations to strengthen collaboration.

At the level of destination development itself, this study uses the 4A framework (Attraction, Accessibility, Amenity, Ancillary) of tourism. This framework is used as a tool to analyze and consolidate concrete potentials in Sangeh Village that need to be managed collaboratively (Putera et al., 2025). Attractions include major attractions such as the Sangeh Nutmeg Forest, monkeys, Bukit Sari Temple, and the Panglukatan Pancoran Solas ritual (Sarjana et al., 2021). Accessibility discusses access to and within the village. Amenities include supporting facilities such as homestays, restaurants, and information centers. While Ancillary refers to additional services such as tour guides and handicraft centers. Framework 4A helps in categorizing the roles and responsibilities of each stakeholder towards the destination-forming elements.

Furthermore, the principle of Community-Based Tourism (CBT) becomes the philosophical and operational foundation to ensure that this collaborative development is in favor of the local community. CBT emphasizes that local communities should be the primary owners and managers of tourism activities, so that they can enjoy the most economic, social, and cultural benefits, while also taking control of their resources (Giampiccoli & Saayman, 2018). This concept is in line with the findings of Wijaya et al. (2021) on the potential application of CBT in Sangeh and strengthens the argument that collaboration should lead to community empowerment, not exploitation. Finally, to analyze internal and external factors that affect collaboration capacity, this study utilizes SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. This analysis is used qualitatively to identify strengths (e.g., community participation and local wisdom) and weaknesses (e.g., limited digital literacy) of internal aspects, as well as opportunities (e.g., government regulatory support) and threats (e.g., competition between destinations) of external aspects (Rangkuti, 2017). By aligning the SWOT findings with the Collaborative Governance model, this research can formulate strategies that are not only reactive but also transformative in building stronger and more sustainable village tourism governance.

III. METHODOLOGY

The research methodology used to analyze the development of Sangeh Tourism Village is dominated by a qualitative descriptive approach with case studies, enriched by community service programs that are participatory actions. The type of data collected is a combination of primary data and secondary data. Primary data was obtained through various field techniques, including in-depth interviews with key stakeholders (Bendesa Adat, Pokdarwis, Village Governments, and culinary MSME actors), group discussions (FGDs), and participatory observations conducted by researchers and students of KKN-PPM, to explore community perspectives, the level of digital literacy of MSMEs, and social conditions at the location. Meanwhile, secondary data was collected through the study of documents such as the Village Medium-Term Development Plan (RPJM Desa), the awig-awig of the Sangeh Traditional Village, as well as various environmental status reports and the results of previous academic research. Data analysis is carried out using several integrated frameworks. For strategic goals in developing competitiveness and sustainability, a combination of SWOT Analysis and Framework 4A (Attraction, Amenity, Accessibility, Ancillary) is used. This analysis serves to identify internal forces (such as the potential of the Monkey Forest and the spiritual Pancoran Solas) and formulate a comprehensive development strategy. In addition, research focusing on governance and inclusivity uses Community Participation Theory Analysis (such as Holil Theory) to assess the effectiveness and interactive level of community participation in the formal planning process (Village RPJM). This analysis is also important to uncover sociological constraints, such as gender disparity issues and factors that lack of understanding of program information that can hinder optimal multi-stakeholder collaboration. Overall, this methodology aims to produce strategic recommendations that are supported by data and rooted in the local wisdom of Sangeh Village.

IV. DISCUSSION

Based on the results of the research that has been collected, the picture of tourism in Sangeh Village, Abiansemal District, Badung Regency, shows a mosaic rich in natural, cultural, and spiritual potential, but also faced with governance challenges and the need for adaptation, especially in the context of post-pandemic recovery, with the entire process involving various institutions that adhere to traditional values and sustainable development. The tourism potential of Sangeh Village fundamentally relies on a combination of ecotourism and cultural tourism, where the main attraction is the Sangeh Natural Tourism Forest Area, which is located about 21 kilometers north of Denpasar city and is famous as a habitat for about 600 gray macaques (*Macaca fascicularis*) as well as unique flora, especially nutmeg trees. This natural wealth is strengthened by historical values and local beliefs, which is reflected in the name of the village itself, where Sangeh is believed to come from a combination of the word SANG which means Orang and NGEH which means Seeing, so that SANGEH is interpreted as "People who See," a diction that is closely related to the existence of nutmeg forests. In addition to ecotourism, Sangeh Village also has great potential in religious and spiritual tourism, which is centered on the existence of Taman Mumbul Temple with the object of Pancoran Solas Painting. Theologically, Pancoran Solas has eleven showers that are symbolized as a manifestation of God's power, especially The god Nawasanga who is in charge of guarding the nine cardinal directions, provides a deep religious dimension for tourists and pemedek (Hindus who pray). From the perspective of therapists, the practice of healing is believed to have the function of increasing spiritual vibrations while neutralizing negative forces in humans, where this belief is based on the Balinese philosophy of water civilization, which is seen as a living substance that has memory and can be influenced by information (positive words or prayers). The existence of tourism in Sangeh Village is also supported by the local economic potential in the form of Micro, Small, and Medium Enterprises (MSMEs) run by residents as individual businesses, which during the Covid-19 Pandemic, the culinary tourism sector in this village showed a

significant existence, even recorded to be able to increase tourist visits. Culinary tourism in Sangeh serves various types of food and drinks, such as coffee, meatballs, and burgers, which specifically target and are preferred by the young segment, with the concept of a business place developed based on a combination of natural, traditional, and modern tourism elements. Tourism management in Sangeh Village as a whole is directed towards a sustainable tourism model, which strategically seeks to integrate three main pillars: environmental conservation, local economic empowerment, and cultural preservation. The analytical framework to formulate this development strategy uses a comprehensive approach, namely a SWOT analysis combined with the 4A (Attraction, Amenity, Accessibility, Ancillary) framework. The development strategies proposed by the research cover various modern and traditional aspects, including optimizing digital promotion, strengthening the role of Village-Owned Enterprises (BUMDes) as economic driving forces, developing more structured and attractive thematic tour packages, and increasing the active involvement of local communities in the destination management process. On the culinary tourism side, an effective marketing strategy during the pandemic is the use of social media platforms that are popular among the younger generation, such as Facebook, Instagram, and Twitter, as well as relatively cheap pricing to ensure affordability for this market segment. Efforts to increase the capacity of MSMEs are also carried out through the KKN program, where students help in promotion on Instagram accounts, registration of business locations on the Google Maps application, and the creation of physical media such as menus and banners (banners). Meanwhile, the management of the Sangeh Tourism Forest area is carried out on a customary-based basis, which is a form of protection of tourist forest areas as seen in the application of local wisdom (such as sacred buildings or temples), the philosophical concept of Tri Hita Karana, and regulated in the awig-awig (customary rules) of the Sangeh Traditional Village.

The institutional structure involved in tourism in Sangeh Village shows close collaboration between traditional institutions, village governments, the economic sector, and academics. Sangeh Traditional Village plays a central role as the main manager of the Pancoran Solas Temple religious tourism area and as an institution that issues awig-awig. For the management of more operational and specific tourism forest areas, the Sangeh Traditional Village formed the Bukit Sari Sangeh Tourism Awareness Group (Pokdarwis), which is specifically tasked with taking care of, protecting ape habitat, managing tourism operations, and managing the results obtained from the Sangeh forest area, under the direct supervision of the Sangeh Traditional Village. In the realm of government and formal development, the Sangeh Perbekel Office (village government) is actively involved in the process of preparing the Village Medium-Term Development Plan (RPJM Desa), which is the foundation for development activities in the village. In terms of economy, BUMDes emphasized its role as a key institution in the sustainable tourism village development strategy. Support from outside the village, especially from academic institutions, is realized through the Community Empowerment Learning Real Work Lecture (KKN-PPM) program from Warmadewa University which focuses on the theme of Community Empowerment in Optimizing the Potential of Tourism Villages, with work programs including education and promotion of MSMEs, countermeasures and education on waste management mechanisms, as well as data collection of SDGS Village (Tourist Destination) information. In addition, there are research contributions from the Institute of International Tourism and Business and Dhyana Pura University which produced strategic models and analyses for the development of tourist villages and culinary existence.

The current perception and condition of tourism shows that there are challenges as well as opportunities. In general, Sangeh Village faces the issue of inequality in tourism development in Badung Regency (between the southern and northern regions). The internal challenges faced are governance issues, the availability of information facilities, and low digital literacy among business actors. This digital literacy problem is clearly seen in MSME actors who do not understand the use of digital technology as a promotional and marketing medium. Meanwhile, community participation in the preparation of the Village RPJM is considered to be interactive and effective, but still faces certain obstacles. Community participation is influenced by sociological factors such as length of stay (the longer you stay, the higher the sense of belonging and participation), education level (high school level shows higher activity than elementary school), and the presence of community history. However, there is a disparity in participation, where women have more limited opportunities in the deliberation of the Village RPJM than men. Other factors inhibiting participation are the lack of understanding of program information (caused by the lack of approach from the government) and the existence of long and incomplete development programs. However, the view of the village community is very positive, where the residents of Sangeh Village are described as having a polite and polite personality, and are very open and accepting of the arrival of KKN students, this creates an environment conducive to the implementation of empowerment programs. In the context of post-pandemic economic conditions, Sangeh's tourism sector experienced a severe contraction, with the income of culinary entrepreneurs plummeting significantly, from the range of IDR

2,000,000 to IDR 3,000,000 per day before the pandemic, to only around IDR 700,000 to IDR 1,500,000 per day during the pandemic, which even forced some culinary business establishments to close or be contracted. However, the existence of culinary tourism with a target market for young people has proven to be one of the effective recovery strategies to maintain existence and increase visits, driven by the commitment of entrepreneurs who continue to operate to support the living needs of families and employees. In summary, Sangeh projects an image as a sustainable cultural tourism village rich in natural (monkeys and nutmeg in the tourist forest) and spiritual (Pancoran Solas) heritage, managed through synergy between Customary Villages and Pokdarwis on a customary-locality basis, but requires acceleration in modern governance, increasing MSME digital literacy, and optimizing the role of BUMDes to overcome development challenges and strengthen economic recovery.

V. DATA ANALYSIS BASED ON MULTISTAKEHOLDER COLLABORATION METHODOLOGY

1. Stakeholder Mapping

Stakeholder mapping in Sangeh Village shows that there is a collaborative structure that is firmly rooted in traditional values and supported by the formal and academic sectors.

a. Local Communities and Customary Institutions: Sangeh Traditional Villages are the core stakeholders and highest decision-makers in the management of spiritual areas (Taman Mumbul Temple) and ecotourism areas (Sangeh Nature Tourism Forest). This role is strengthened by the existence of awig-awig (customary rules) and the establishment of an operational institution, namely the Bukit Sari Sangeh Tourism Awareness Group (Pokdarwis). The Pokdarwis, which is under the authority and supervision of the Sangeh Traditional Village, is in charge of conservation (habitat for grey macaques and nutmeg trees), tourism operations, and yield management. Community participation in the preparation of the Village Medium-Term Development Plan (RPJM Desa) was also recorded as interactive and effective, although there were constraints on lower female participation and lack of understanding of program information. In addition, culinary Micro, Small, and Medium Enterprises (MSMEs) are important local private actors who actively contribute to economic recovery, especially during the pandemic.

b. Government Institutions: The Sangeh Perbekel Office (village government) acts as a formal institution that facilitates the village development process, including the preparation of the Village RPJM. The involvement of the village government is crucial in providing a formal legal umbrella and allocation of development funds.

c. Private Sector and Economic Players: Village-Owned Enterprises (BUMDes) are identified as economic drivers whose role needs to be strengthened in the framework of sustainable tourism. Meanwhile, culinary MSME players have shown resilience and digital marketing initiatives, especially through social media, which target the young segment.

d. Social and Academic Institutions: Academic institutions such as Warmadewa University (through the KKN-PPM program) and the Institute of International Tourism and Business are involved as external parties providing technical support and empowerment. Their roles include digital-based MSME education and promotion, waste management, and SDGS village information collection, which shows that knowledge and technology transfer is important to increase competitiveness.

2. Collaborative Planning Process

The data shows that the planning process in Sangeh has a strong shared foundation, especially in the aspects of conservation and village development.

a. Customary Conservation Base: Sangeh Tourism Forest Management based on local wisdom and the concept of Tri Hita Karana, regulated in awig-awig, is a clear example of traditional institutional joint planning. This ensures that tourism development does not damage the environment and culture

b. Formal Village Development Planning: The preparation of the Village RPJM is a formal forum for joint planning, where the community and the village government interact, creating legitimacy and a sense of belonging. The barriers identified, such as lack of understanding of the program, indicate that the collaborative process needs to be improved, particularly in information dissemination and gender (women) inclusion.

c. Formulation of Innovative Strategies: The proposed development model emphasizes the use of SWOT analysis and the 4A framework to formulate strategies, such as optimizing digital promotions and developing thematic tour packages. This shows that there is a collaborative effort between managers and researchers (academics) to modernize destination development plans to be more competitive in the midst of the issue of inequality in Badung development.

3. Targeted Outcomes

Data analysis shows that existing multi-stakeholder collaborations have, are moderate, and have the potential to achieve targeted outcomes to create competitive tourism villages.

- a. Increasing Tourist Arrivals: Collaboration between local culinary entrepreneurs and KKN-PPM students in digital promotion (Instagram, Google Maps) and banner creation is a real step to attract tourists, especially the young segment, which has proven to be able to increase visits and support tourism in the midst of a pandemic.
- b. Improving Local Livelihoods: Support for MSMEs is not only promotional, but also educational, showing a focus on empowering the local economy. Although MSME revenues plummeted during the pandemic, the existence of culinary tourism supported by this collaboration reflects the success of sustaining a large portion of livelihoods, making it a vital recovery strategy.
- c. Increased Community Pride: The existence and compliance of the awig-awig and the central role of the Customary Village in managing the village's main assets (Monkey Forest and Pancoran Solas) fosters a high sense of ownership and pride in their heritage. Sociologically, the Sangeh people are also characterized as well-mannered and polite, as well as very accepting, who create a positive and attractive tourism social environment.
- d. Sustainable Environmental Practices: The implementation of customary-based tourism forest area protection and KKN programs that focus on education on waste management mechanisms is a manifestation of sustainable environmental practices. The Tri Hita Karana principle embedded in traditional management explicitly encourages harmonization between humans, the environment, and God, which is the foundation for competitive sustainable tourism.

Overall, Sangeh Village has a unique foundation of multi-stakeholder collaboration, where strong customary systems (Customary Villages, Awig-awig, Pokdarwis) integrate with formal actors (Village Governments, BUMDes) and academic support. To become a more competitive tourism village, collaboration must focus on closing governance gaps (such as MSME digital literacy) and increasing inclusivity (such as women's participation), ensuring that the extraordinary spiritual and ecotourism potential can be utilized optimally and sustainably.

VI. CONCLUSION

Sangeh Village has unique tourism assets, rooted in a combination of ecotourism (Sangeh Nature Tourism Forest with 600 grey macaques and nutmeg trees) and spiritual tourism (Pancoran Solas Pura Taman Mumbul managed by Traditional Village), supported by the MSME culinary sector that is oriented to the youth market and proven resilient in post-pandemic recovery. This uniqueness provides high competitiveness potential, but the implementation of multi-stakeholder collaboration is key to realizing this potential. Multi-stakeholder collaboration in Sangeh Village has been effectively institutionalized through customary and formal channels. The Sangeh Traditional Village is the heart of the collaboration, using the awig-awig and the Tri Hita Karana philosophy as the basis for joint planning, which directly results in operational institutions such as the Bukit Sari Sangeh Tourism Awareness Group (Pokdarwis). This pokdarwis ensures that environmental conservation runs in harmony with tourism management and the utilization of results, a practice that reflects sustainability. In the formal realm, the Sangeh Perbekel Office facilitates community participation which is considered interactive and effective in the preparation of the Village RPJM, showing the legitimacy of the planning process. The academic sector and external parties, such as the KKN-PPM program at Warmadewa University, play an accelerator by overcoming strategic gaps such as MSME digital literacy and waste handling, which directly improves the quality of amenity and ancillary destinations. However, there are several challenges that hinder optimal collaboration and competitiveness. The main obstacle lies in the aspect of governance and human resource (HR) capacity. It was found that there is low digital literacy among MSME actors, which hinders technology-based promotion and marketing, even though digital promotion is a crucial strategy to overcome inequality in Badung tourism development. In addition, collaboration in formal planning (RPJM Desa) still faces the issue of limited gender inclusion (less participation of women) and technical problems related to understanding program information, which can reduce the effectiveness of joint planning results.

Therefore, the conclusion is that in order to develop a competitive and sustainable Sangeh Tourism Village, the focus of collaboration should be directed at two strategic areas: collaborative digitalization and participatory inclusion. Multi-stakeholder collaboration must systematically strengthen the role of BUMDes as economic integrators and make them the main platform for digital training for MSMEs. In addition, Customary Villages and Perbekel Offices should work together to improve the joint planning process to be more inclusive, ensuring that all voices, including women and MSMEs, are equally formulated in a thematic tour package development strategy based on the spiritual values of Pancoran Solas and the conservation of the Monkey Forest. Thus, Sangeh can transform from a tourist village that has the potential to become a resilient and competitive destination, where natural and cultural resources are managed through modern and equitable synergy.

To ensure that Sangeh Village achieves sustainable competitiveness through strengthening collaboration, destination managers—consisting of Customary Villages, Village Governments, Pokdarwis, and MSMEs—need to focus on modernizing governance and increasing inclusivity. Village-Owned Enterprises (BUMDes) must be elevated to the role of being the main axis of collaborative digitalization, making it a mandatory training and mentoring center for all village MSMEs. The program not only focuses on social media marketing (which has proven effective in attracting young segments) but also includes digital financial literacy and integrated ticketing systems for major tourist areas (Monkey Forest and Pancoran Solas), ensuring equitable and transparent economic benefits. On the planning side, the Sangeh Perbekel Office and Customary Villages must work together to create a more inclusive mechanism in every village deliberation, explicitly targeting increasing women's participation and ensuring that information on development programs is widely disseminated to all levels of society, not just the elite. Pokdarwis, with the support of academic institutions, should initiate an integrated waste management pilot project in tourist and culinary areas, integrating the principles of Tri Hita Karana and awig-awig compliance to maintain environmental and spiritual authenticity, which is the main selling point of Sangeh. In summary, Sangeh must shift the focus from just having potential to managing that potential with digitally smart and socially inclusive collaboration.

In order to support the improvement of Sangeh's academic competitiveness, further research should focus on measuring the impact of interventions and institutional modelling. The first theme that is very relevant is "Measuring the Effectiveness of the BUMDes Digitalization Program on Increasing the Economic Resilience of MSMEs and the Competitiveness of Post-Crisis Sangeh Destinations." This study will quantitatively test the extent to which digital interventions (promotion, e-commerce, and management) actually increase revenue and expand the market, especially culinary MSMEs which have proven to be an economic buffer. The second theme, which is qualitative and institutional, is "Model of Institutional Synergy Integration (Traditional Villages, BUMDes, and Pokdarwis) in Awig-Awig-Awig Based Sustainable Tourism Governance to Overcome Inequality in Badung Tourism Development." The focus of this research is to formulate a governance model that minimizes overlapping roles and maximizes the efficiency of village resource allocation (including village funds and tourism outcomes), ensuring that the development of Sangeh can compete with the South Badung region without sacrificing customary values and sustainability. These themes will provide sharper data-driven recommendations for managers to position Sangeh as a competitive tourism village model.

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