

Priority of Development Strategies for Wellness Tourism in Denpasar City

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Abstract

Denpasar City is one of the tourist destinations in Bali that has the potential for wellness tourism. However, this potential is not in line with the development of wellness tourism in Denpasar City which has not been optimized. This study aims to determine the priority of wellness tourism development strategies in Denpasar City and map the implementation in the form of programs from the wellness tourism development strategy in Denpasar City. Data collection was carried out using in-depth interview techniques to 8 informants from the pentahelix concept who understand the condition of wellness tourism in Denpasar City, and then the data was analyzed using AHP (Analytical Hierarchy Process) analysis techniques. The results showed that the priority strategies for developing wellness tourism in Denpasar City are: (1) Provide regular special training to SPA therapists, yoga instructors from wellness tourism associations, as well as producers of herbs and medicines, (2) Create national or international scale events as a forum for promoting wellness tourism, (3) Develop wellness tourism products that utilize local spices in their activities, (4) Develop wellness tourism products combined with the beauty of the sea and rice fields in Denpasar City, (5) Development of Ayurveda-based wellness tourism products.

Keywords: wellness tourism, strategy priority, development strategy, strategy implementation, AHP

A. Introduction

The trend of wellness tourism can help reduce the negative impact of mass tourism. Tourists who choose wellness tourism activities tend to spend more money to get unique and authentic experiences. Based on data from the Global Wellness Institute in 2020, the global wellness tourism economy was valued at \$4.9 trillion in 2019 which then fell to \$4.4 trillion in 2020 due to the widespread impact of the COVID-19 pandemic (GWI, 2022). In 2020 Indonesia was ranked 7th in the highest wellness tourism economic market in the Asia-Pacific region (GWI, 2022). During the COVID-19 pandemic, people's and tourists' lifestyles became more concerned about health (Wiyarti et al., 2022). Various efforts have been made to attract the attention of tourists to return to traveling, one of which is the development of wellness tourism in Bali. This development is also in line with what has been announced by the government, in this case, the Ministry of Tourism of the Republic of Indonesia (Kemenpar) in collaboration with the Ministry of Health (Kemenkes) synergizes to create a pattern of health tourism travel in Indonesia by developing four clusters that are offered, namely: medical tourism, fitness tourism and herbal medicine, sports tourism and health scientific tourism (Mashabi & Tashandra, 2023). Special development of wellness tourism is centered in Yogyakarta, Solo, Semarang, Bali, and Jakarta which are expected to develop in other destinations in Indonesia (Dini & Pencarelli, 2022).

Many foreign tourists travel to Bali to enjoy wellness-based tourism and herbal tourism (Utami, 2021). Supporting this development In recent years, the Government of Bali has continued to intensify efforts to develop wellness tourism. One of the tourism developments in Bali is the Indonesian Health Tourism Board which divides wellness tourism into four major scopes, namely medical tourism based on superior services, SPA based on fitness and herbal tourism, traditional and herbal health services, and sports tourism based on sports events (Sulaeman, 2021). The existence of this development requires the readiness of tourism stakeholders to develop fitness-based tourism.

Denpasar City is one of the tourist destinations in Bali which has various potentials in fitness tourism. Based on data from the interview with the Head of the Denpasar City Tourism Office, wellness tourism products in Denpasar include fitness clinics, beauty clinics, organic restaurants, healthy restaurants, healthy food shops, gym and fitness studios, fitness studios, yoga studios, and retreats. meditation. The existence of various wellness tourism products is not in line with developments in Denpasar City, where wellness tourism activities tend to be concentrated in the Sanur area. This is understandable, given that Sanur is a KSPN in Denpasar, whose natural potential has been well utilized as a tourist attraction. (Sulaksana et al., 2023) This type of wellness tourism is of course still not optimally developed in Denpasar City due to the absence of a

strategy regarding the development of wellness tourism in regional tourism development plans. This optimization effort can be carried out by developing types of wellness tourism through formulating strategic priorities and explaining the implementation of the recommended development strategies. Determining the priority of development strategy aims to produce a sequence of development strategies that are useful in the effectiveness of strategy implementation (Zhang et al., 2021).

This research is a continuation of the Tourism Field Study research in the Tourism Destination Study Program, at Bali Tourism Polytechnic in 2021. Alternative strategies for developing wellness tourism in Denpasar City have been mapped, namely; (1) Development of wellness tourism products that utilize local spices in their activities. (Herbs, herbal plants, aromatherapy); (2) Developing wellness tourism products combined with the beauty of the sea and rice fields in Denpasar City; (3) Creating national or international scale events as a forum for promoting wellness tourism; (4) Development of Ayurveda-based wellness tourism products; (5) Providing regular special training to therapists and yoga instructors from the wellness tourism association (TFS, 2021). With an alternative development strategy that has been mapped out, it is felt necessary to formulate a priority strategy for the development of wellness tourism in Denpasar City so that it can be implemented with appropriate programs.

B. Literature Review

Tourism according to Nieamah & Purwoko (2021), it is explained that tourism is a travel activity carried out by a person or group of people by visiting certain places for recreational purposes, personal development, or studying the uniqueness of the tourist attractions visited in a temporary time. Fitness tourism or wellness tourism is part of health tourism or health tourism together with medical tourism. According Aribowo et al. (2018), wellness tourism is a combination of the phenomenon of healthy living with a relationship about the expectations of each individual to maintain and develop health. Wellness tourism system is a tourist destination that offers preventive and alternative healing opportunities, provides health facilities.

According to (Smith et al., 2016), wellness tourism can be developed based on materials or assets that are already available at a destination (Existing assets for wellness tourism) and/or held based on needs or requests (use of existing assets). Included in the Existing assets for wellness tourism include: (1) Natural Healing Assets; (2) Indigenous Healing Traditions; (3) Medical Services; (4) Nature; (5) Spiritual Traditions. The use of existing assets includes: (1) Leisure and Recreation Spas; (2) Medical/ Therapeutic Hotel/Clinic Spas; (3)

Medical/Surgical Clinic or Hospital; (4) Medical Wellness Center or Spas; (5) Holistic Retreats; (6) Hotels and Resort Spa.

The development of wellness tourism in the tourist destinations of Denpasar City depends on the strategies that are prioritized to be implemented. Determining strategic priorities aims at the effectiveness of strategy implementation in a tourist destination (Rahyuda, 2022). In determining strategic priorities, many considerations must be seen from the alternative strategies proposed. The choice of strategy is considered based on the ability of the strategy to meet the stated objectives (Wheelen & Hunger, 2012). Therefore it is important to choose a strategy that can develop a tentative implementation plan to overcome difficulties that may occur during strategy implementation.

Strategy implementation is a set of activities and choices needed to carry out a strategic plan. The essence of this definition is the existence of action to carry out the strategic plans that have been prepared previously. In implementing the strategy according to Wheelen & Hunger (2012), there are several stages in implementing a strategy, including is programs, budgets, and procedures.

C. Research Methods

This research was conducted in Denpasar City based on the existence of activities and wellness tourism activities. Primary data was obtained through interviews conducted with 8 pentahelix stakeholder sources: government, media, academics, business actors and communities in Denpasar City while secondary data was obtained through literature review. The questionnaire was used to obtain strategic priority data while the interview guide was used to analyze the implementation of the wellness tourism development strategy in Denpasar City through in-depth interviews. The AHP (Analytical Hierarchy Process) analysis technique is used to analyze the priority of the wellness tourism development strategy with the criteria sourced from the opinion of several related studies and has been validated by sources consisting of Porter's generic strategy (1980), strategy criteria according to (Vargas, 2010) and criteria according to (Rumelt, 2000).

The alternative strategies referred to are based on the findings of the Tourism Field Study (Nisak et al., 2022) namely: (1) Development of wellness tourism products that utilize local spices in their activities. (Herbs, herbal plants, aromatherapy); (2). Developing wellness tourism products combined with the beauty of the sea and rice fields in Denpasar City; (3) Creating national or international scale events as a forum for promoting wellness tourism; (4) Development of Ayurveda-based wellness tourism products; (5) Providing regular special training to therapists and yoga instructors from the wellness tourism association. The theory of strategy implementation according to

(Wheelen & Hunger, 2012), is used to analyze the priority implementation of the wellness tourism strategy in the form of an appropriate program in Denpasar City.

D. Result and Discussion

Preparation of AHP Hierarchical Structure

The AHP hierarchical structure was created using the Expert Choice application which can be seen in the image below:

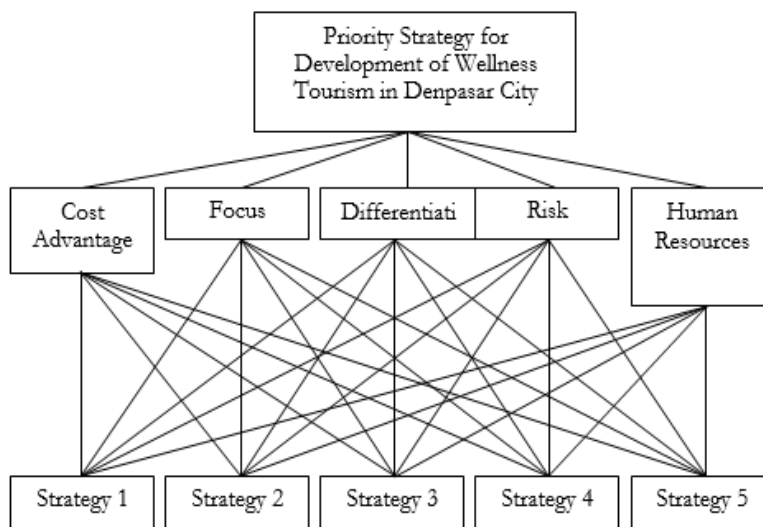


Figure 1. AHP Hierarchical Structure

It can be seen in Figure 1 that the hierarchy is explained into 3 parts. The first hierarchy contains the research objectives or goals, namely determining the priority of wellness tourism development strategies in Denpasar City. The second hierarchy contains the criteria used to prioritize strategies. These criteria are used as a basis for consideration or a foundation for experts/resource persons in determining strategy priorities. The determination of criteria comes from the results of several related studies and has been validated by resource persons consisting of generic strategies according to Porter (1980), strategy criteria according to (Vargas, 2010) and strategy criteria according to (Rumelt, 2000). The criteria are explained in the table below:

Table 1. Research Hierarchy Criteria

No	Criteria	Definition	Source
1	Cost Advantage	A strategy that concentrates attention on the lowest costs of implementation but has maximum benefits.	Porters (1980)
2	Focus	A strategy that concentrates on certain	

Priority of Development Strategies for Wellness Tourism in Denpasar City

No	Criteria	Definition	Source
		market segments.	
3	Differentiation	A strategy that makes a difference compared to other competitors.	
4	Risk	The strategy that has the lowest implementation risk compared to other strategies.	Vargas (2010)
5	Human Resources	Priority strategies that can be implemented with the current condition of human resources	Rummelt (2000)

Source: Data Processing Results (2023)

The third hierarchy is an alternative strategy consisting of strategy formulation based on a combination of SO strategies in the SWOT analysis that has been carried out and formulated in the Tourism Field Study, Tourism Destinations, Bali Tourism Polytechnic in 2021 (TFS 2021). The five alternative strategies are: (1) Development of wellness tourism products that utilize local spices in their activities. (Jamu, herbal plants, aromatherapy); (2) Developing health tourism products combined with the beauty of the sea and rice fields in Denpasar City; (3) Creating national or international scale events as a forum to promote health tourism; (4) Development of Ayurveda-based health tourism products; (5) Providing periodic specialized training to therapists and yoga instructors from health tourism associations.

Prioritization of Wellness Tourism Development Strategies in Denpasar City

The prioritization of wellness tourism development strategies in Denpasar City uses the expert choice application, where all the data analyzed has met the consistency ratio which is smaller or equal to 0.1 (Saaty, 2008).

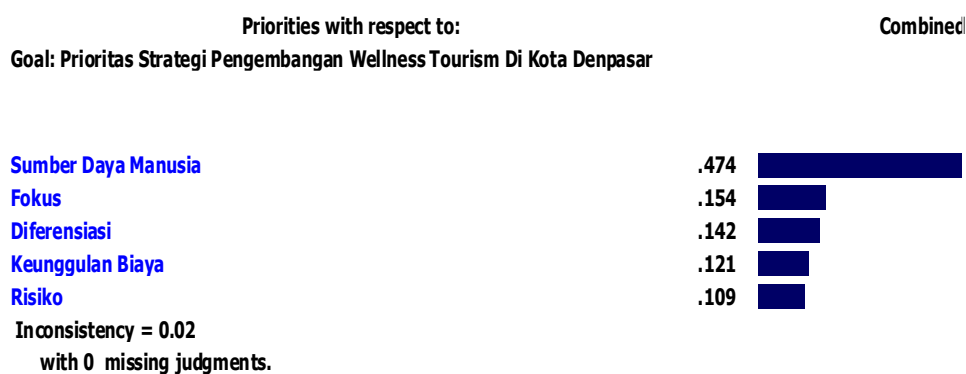


Figure 2. Priority Strategies Based on Criteria
Source: Data Processing Results (2023)

Priority of Development Strategies for Wellness Tourism in Denpasar City

Based on the figure above, it can be seen that the criteria that are the top priority with the highest eigenvector value are the human resource criteria, with a value of 0.474 or 47.4%. The human resource criteria referred to in this study are the conditions of human resources engaged in health tourism in Denpasar City, such as SPA therapists, yoga instructors, and producers of herbal/traditional medicines. Mulyani in her interview stated that human resources are very important criteria in implementing a strategy.

The priority results of the development strategy of wellness tourism in Denpasar City

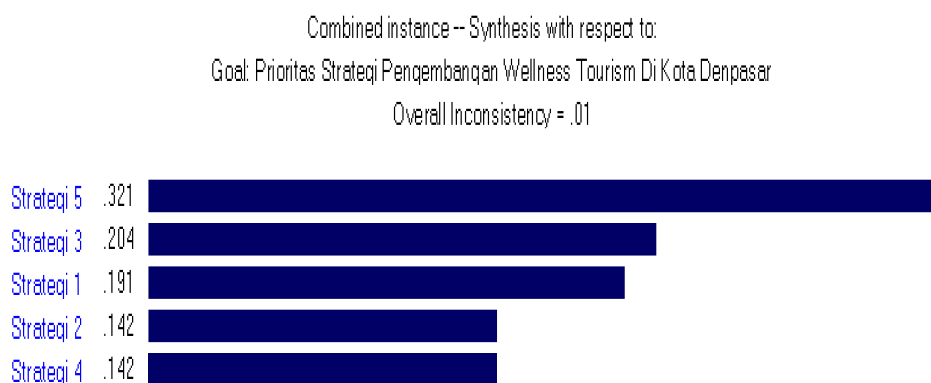


Figure 3. Strategic Priority Results
Source: Data Processing Results (2023)

Based on the figure above, the priority development strategy with the highest eigenvector value of 0.321 or 32.1%, is strategy 5, namely providing regular special training to therapists and yoga instructors from wellness tourism associations. This strategy is a strategy that is considered to have the highest urgency or priority compared to other strategies. This is based on the importance of human resources in the development of wellness tourism in Denpasar City. Mulyani, the Head of the Denpasar City Tourism Office, states that the strategy will be implemented well if the existing human resources can carry it out. In line with this statement, the Global Wellness Institute states that wellness as a world trend is more directed towards the use of local natural and human resources in the development of products and services (GWI, 2022).

The strategy of providing special training held regularly for therapists and yoga instructors from wellness tourism associations is a priority to be implemented in Denpasar City with the aim of improving the quality of human resources in the field of wellness tourism. The implementation of this strategy can improve the quality of health tourism services in Denpasar City. Recommendations for the implementation of wellness tourism development

strategies in Denpasar City will be explained in the form of a program in accordance with the results of interviews with resource persons. The program is an activity plan that is made within a certain period of time. The implementation of the program based on the results of the wellness tourism development strategy priorities in Denpasar City is as follows:

The implementation of the strategy program provides special training which is held regularly for therapists and yoga instructors from the Wellness Tourism Association.

Program implementation of the strategy of providing special training which is held regularly for therapists and yoga instructors from the wellness tourism association has been sufficiently implemented in Denpasar City. In an interview, Dyana, a lecturer at Artha Dyan International College, said that a yoga workshop had been held at the Denpasar Festival event. In line with this statement, Krisnadewi, the head Therapist of Chantara Wellness & SPA, also said that there are already several SPA therapy schools in Denpasar City, which are attended by domestic and foreign tourists. Sridana, herbal business owner Usada Bali Taru Pramana, also added that there is training and guidance related to the production and processing of herbal/traditional medicines which are fostered by the Department of Industry and Trade.

The implementation of this program can be carried out with collaboration between existing stakeholders such as associations in the field of wellness tourism, the government, academics. The Denpasar City Tourism Office as a party from the government can become the initiator in this training program in collaboration between other local government organizations such as the Culture Office and Health Service in Denpasar City. With this training program, it can increase human resources in the field of wellness tourism in the City of Denpasar to carry out development according to their respective fields.

Implementation of the strategic program to create national or international scale events as a forum for promoting wellness tourism.

The implementation of strategies to create national or international events as a forum for promoting wellness tourism in Denpasar City is still lacking in implementation. Event activities related to wellness tourism in Denpasar City that have been implemented are the Denpasar Yoga Festival organized by the Seger Oger Yoga Community. The form of program that can be implemented in the future in accordance with the strategy of creating national or international scale events as a forum for promoting wellness tourism is to create a wellness tourism event in Denpasar City, where this event program will combine the attributes of wellness tourism in Denpasar City, such as yoga, SPA, fitness center, traditional medicines and other attributes.

Implementation of the wellness tourism product development strategy program that utilizes local spices in its activities.

The implementation program for the development of health tourism products that utilize local spices in Denpasar City has been carried out quite a lot. Many micro, small, and medium enterprises (MSMEs) are producers of herbal medicine made from spices in Denpasar City. This is in accordance with a statement from Sridana, as one of the business owners of traditional herbal medicine products who said that many have run, especially by producers in Denpasar City. The most developed products are oil made from spices, boreh, and herbal medicine. The form of program recommendations that can be implemented in the future through the strategy of developing health tourism products that utilize local spices in their activities are; (1) Strengthening the standards of herbal and traditional products with BPOM certification; (2) Marketing herbal and traditional products through tourist attractions and souvenir shops.

Implementation of the strategy program to develop wellness tourism products combined with the beauty of the sea and rice fields in Denpasar City.

The implementation of the health tourism product development program combined with the beauty of the sea and rice fields in Denpasar City is quite good. One example of health tourism activities combined with the beauty of the sea and rice fields is yoga activities that utilize the beauty of the sea and rice fields in Denpasar City (interview result, Sukmawati 09/04/2023). The form of program recommendations that can be implemented in the future in accordance with the strategy of developing health tourism products combined with the beauty of the sea and rice fields in Denpasar City is by making health tourism product promotion activities carried out on the beach or rice fields. With the wellness tourism product promotion program carried out on the beach or rice fields, it can play a role in developing destinations in Denpasar City (interview results, Mulyani 17/04/2023). This program aims to promote health tourism products in Denpasar City.

Implementation of ayurveda-based wellness tourism product development strategy program.

The implementation of the ayurveda-based wellness tourism product development strategy program is still lacking in Denpasar City. Kusumayani (2023) in his interview stated that the development of ayurveda-based wellness tourism is still rare. Ayurveda-based wellness products in the city of Denpasar are still often misinterpreted, where most of the Ayurvedic practices in

Denpasar City are Balinese Usada treatments (results of interview, Sukmawati 09/04/2023). The difference between ayurvedic medicine and Balinese usada is distinguished because there are some plants in ayurveda that cannot grow in Bali. Based on a statement from Winata, Denpasar City has the potential for developing ayurveda-based tourism products. Where this statement is also supported by statements from Dyana and Sukmawati which state that ayurveda-based tourism products are good for development in Denpasar City, but still adapt to Balinese Usada products.

By using ayurveda branding internationally, it can make Usada, Balinese traditional medication, more recognized by tourists. The form of a program that can be implemented in accordance with the strategy of developing ayurveda-based wellness tourism products in Denpasar City in the future is developing ayurvedic-based traditional medicine products in collaboration with Usada Bali". This program can be implemented by developing medicines based on literature from ayurveda and Balinese usada lontar (results of interview, Sridana 21/04/2023).

E. Conclusion

Based on the results of the AHP analysis, the priority development strategy with the highest eigenvector value is obtained, namely the strategy of providing special training held regularly to therapists and yoga instructors from the fitness tourism association. This strategy is a strategy that is considered to have the highest urgency or priority compared to other strategies. The priority of this strategy is supported by four other strategies, namely creating national or international scale events as a forum for promoting wellness tourism, developing wellness tourism products that utilize local spices in their activities (herbal medicine, herbal plants, aromatherapy), developing of wellness tourism products combined with the beauty of the sea and rice fields in Denpasar City, developing ayurveda-based wellness tourism products.

Based on the results of the analysis, the implementation of development strategies in the form of wellness tourism programs in Denpasar City has been sufficiently implemented. For further development, recommendations for implementing the development strategy program are as follows, 1) Organize regular training for SPA therapists, yoga instructors, herbal medicine producers/ traditional medicines in Denpasar City, 2) Organizing health tourism events in Denpasar City, 3) Strengthening the standards of herbal and traditional products with BPOM certification, 4) Marketing herbal and traditional products through tourist attractions and souvenir shops, 5) Creating wellness tourism product promotion activities carried out on beaches or rice fields, 6) Developing ayurvedic herbal-based traditional medicine products in collaboration with usada Bali.

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