
**ANALYSIS OF THE ROYAL PITA MAHA UBUD MANAGEMENT STRATEGY
IN IMPROVING THE COMPETITIVENESS OF TOURISM ACCOMMODATION:
SUPPORTING FACTORS AND OBSTACLES TO DEVELOPMENT**



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Abstract

This study aims to analyze the management strategy of The Royal Pita Maha Resort using the POAC (Planning, Organizing, Actuating, Controlling) approach and a SWOT analysis to understand the strengths, weaknesses, opportunities, and threats in developing a culture-based and sustainable resort. The method used is qualitative research with interviews, observation, and documentation as the main data sources. The results show that the management strategy has been running well through local culture-based planning, a clear organizational structure, the implementation of premium services, and regular quality monitoring. The SWOT analysis shows that significant opportunities lie in the trends of sustainable tourism, wellness tourism, and the upper-middle-class domestic market. However, the resort also faces threats such as competition from luxury accommodations, changing tourist preferences, and dependence on international tourists. Overall, The Royal Pita Maha Resort is strategically positioned to grow through continuous innovation and adaptation.

Keywords: Management Strategy, Cultural Tourism, POAC

INTRODUCTION

The sustainable tourism development policy established by the World Tourism Organization (WTO) emphasizes three aspects: natural sustainability, social and cultural sustainability, and economic sustainability. However, the development of Bali's tourism system has not only had a positive impact on local revenue (PAD), but also had negative impacts such as environmental pollution, traffic congestion, environmental damage, and land conversion. Bali remains a popular tourist destination and continues to attract investors. This is evident in the number of tourist visits in recent years. In 2024, Bali recorded more than 6.33 million international tourists and also showed a significant increase in the number of domestic tourists, making Bali a favorite destination in Asia. In 2024, Bali experienced a significant surge in the number of international tourist visits. This demonstrates that despite the significant challenges it faced, Bali has successfully overcome the impact of the pandemic and shows great potential to rebound and become one of the world's leading tourist destinations.

Ubud refers to a settlement and administrative district within Gianyar Regency. Ubud is likewise recognized as one of the areas that continues to retain a profound artistic legacy despite entering the globalization era. Its scenic charm has increasingly drawn investors to establish resorts, villas, boutique accommodations, and additional tourism amenities. This circumstance has generated strong rivalry among proprietors of resorts, villas, and other tourism enterprises, including The Royal Pita Maha located in Kedewatan Village, Ubud. The presence of The Royal Pita Maha Resort in Ubud, Bali, also has the potential to have both positive and negative impacts on local culture if not managed wisely. Although the resort adopts traditional Balinese architecture and implements the Tri Hita Karana philosophy, which emphasizes the harmonious relationship between humans, nature, and God, the increasing number of tourists can lead to excessive commercialization of culture. This has the potential to transform traditional meanings and values into mere tourist attractions, diminishing the spiritual and social depth inherent in these cultural practices. Furthermore, pressure from the tourism industry can shift local priorities, affecting social structures and community values. Therefore, it is important to balance tourism development with cultural preservation to maintain local identity and traditions.

The Royal Pita Maha strives to build on its superiority, continually striving to maintain its position as one of Bali's premium tourist destinations. However, it faces increasingly fierce competition in the tourism industry, which involves numerous resorts and other luxury accommodations, both in Bali and in international destinations. Management has implemented various marketing strategies, including collaborating with travel agents and airlines to expand market reach, holding annual events to strengthen relationships with partners and vendors, and utilizing its official website and participation in international tourism exhibitions to increase visibility. Despite these efforts, the results achieved so far have not shown a significant impact on increasing tourist arrivals, indicating a gap between the implemented strategies and the expected results. This situation confirms that The Royal Pita Maha still faces challenges in enhancing its appeal and brand image in a highly competitive global market. Therefore, further adjustments and innovations in its marketing strategy are needed to more effectively respond to the dynamics of the international tourism industry and meet the needs of modern travelers.

Based on this background, the researcher is interested in conducting research on the management strategies implemented by The Royal Pita Maha, where in its journey there will certainly be factors that support and hinder the future development of The Royal Pita Maha.

REVIEW OF LITERATURE

The concept of sustainable tourism has become a primary focus in the development of the tourism sector in various countries, including Indonesia. According to the World Tourism Organization (WTO), sustainable tourism must meet the needs of tourists and local communities without compromising the opportunity for future generations to enjoy the same natural and cultural resources. This principle emphasizes a balance between environmental, socio-cultural, and economic aspects in every tourism activity. In Indonesia, sustainable tourism policies have begun to be integrated into regional development planning to maintain environmental sustainability and local cultural identity. Bali is a clear example of the application of this principle, although it still faces challenges such as environmental degradation and social change due to tourism development. Therefore, an understanding of sustainable tourism is an important foundation for tourism destination managers in maintaining harmony between economic benefits and cultural sustainability.

Bali, as an international travel destination, holds a vital function in illustrating the relationship between indigenous culture and the contemporary tourism sector. Research by Pitana and Diarta (2009) indicates that although Bali's distinctive traditions are a primary attraction for visitors, they remain susceptible to commodification. The expansion of tourism facilities and infrastructure frequently transforms societal patterns and restricts the scope for customary cultural practices. Within this framework, a conflict emerges between financial demands and the safeguarding of cultural principles that characterize the Balinese community. Hence, it is essential for tourism organizers such as The Royal Pita Maha to apply the concepts of community-oriented tourism so that the advantages of tourism may be distributed fairly among the local population. In this manner, equilibrium between modernization and the conservation of heritage can be sustained.

The Tri Hita Karana philosophy embraced by the Balinese people has significantly contributed to supporting the concept of sustainable tourism. Tri Hita Karana emphasizes the importance of harmony between humans and God (*Parahyangan*), humans with each other (*Pawongan*), and humans with nature (*Palemahan*). This principle forms the basis for architectural planning, spatial planning, and management of local culture-based resorts in Bali. The application of this philosophy has been proven to create spiritual and ecological balance that enhances the quality of the tourist experience. A study by Sudarma (2018) stated that the integration of Tri Hita Karana in tourism management can strengthen Bali's image as a destination that is not only exotic, but also environmentally and culturally ethical. The Royal Pita Maha, as a resort that upholds these values, is expected to become a model for sustainable, culture-based tourism management.

In the era of globalization and digitalization of tourism, destination marketing strategies are a key factor in increasing competitiveness in the global market. Modern tourism marketing concepts emphasize the importance of utilizing digital technologies such as official websites, social media, and collaboration with *travel agents* and *airlines* . According to Kotler et al. (2017), the success of a marketing strategy is greatly influenced by an

organization's ability to understand tourist needs and tailor promotional messages to the characteristics of the target market. The Royal Pita Maha has implemented various digital marketing strategies to increase its visibility, but their effectiveness still needs to be evaluated based on the level of tourist engagement and visit conversion. Therefore, research on tourism management and marketing strategies at The Royal Pita Maha is important to determine the extent to which these efforts contribute to the sustainability and competitiveness of the destination at the international level.

RESEARCH METHOD

This study employs a qualitative method with an interpretive perspective in an effort to understand how The Royal Pita Maha formulates strategies to remain competitive in the competitive tourism industry. In the data collection process, the researcher serves as the primary instrument (*human instrument*) by conducting field observations and in-depth interviews with various parties such as hotel managers, employees, tourists, and the local community. This approach is considered most appropriate because it allows the researcher to capture the meanings, experiences, and subjective views of the informants, while exploring how hotel management practices are connected to the Balinese cultural context. Thus, this study not only highlights managerial aspects but also explores the social and cultural values that support the success of The Royal Pita Maha as a premium accommodation based on local traditions (Denzin & Lincoln, 2011; Creswell, 2009; Merriam, 1991).

The research took place at The Royal Pita Maha Resort in Ubud, Gianyar, Bali. This location was chosen because the resort offers a harmonious blend of traditional Balinese architectural design and modern facilities that adhere to international service standards. The service concept is highly personalized and emphasizes guest experience based on Balinese cultural values, particularly the principles of Tri Hita Karana. The research was conducted from January 2024 to July 2025 to obtain comprehensive information regarding management strategies, marketing efforts, and their impact on the community surrounding the resort. Data collection was conducted through participant observation, in-depth interviews, internal documentation, and a literature review as a basis for comparison and to strengthen the analysis (Sugiyono, 2019; Veal, 2006).

The data analysis process in this study uses a SWOT approach to examine The Royal Pita Maha's strategic position by identifying the company's strengths, weaknesses, opportunities, and threats. Furthermore, qualitative descriptive analysis is applied to structure and interpret the research findings in a structured and comprehensive manner. Primary data were collected through interviews with selected informants using a purposive sampling technique, while secondary data were obtained from company references, official publications, and related literature. The results of the analysis are then presented in the form of a descriptive narrative that describes the hotel management's strategy in increasing bargaining power, maintaining brand image, and maintaining its identity as a sustainable tourism destination in the Ubud area (Kotler, 2008; Rangkuti, 2018; Nawawi & Martini, 2014).

RESULTS AND DISCUSSION

Overview of Research Location

The Royal Pita Maha Resort is a luxury resort with a cultural and natural concept located in Kedewatan Village, Ubud, Gianyar, Bali. This resort presents a blend of the beauty of the Ayung River Valley with typical Balinese architecture rich in artistic values and local philosophy. Managed to international standards, The Royal Pita Maha not only emphasizes luxury, but also makes local wisdom the main identity in the service and guest experience. With a social and commercial vision, the resort management is committed to cultural preservation and empowerment of the surrounding community through collaboration with MSMEs, training local human resources, and active community involvement in operational activities and cultural performances. Upholding the principle of sustainability, this resort is a model of environmentally and culturally aware tourism that provides economic and social benefits to the Ubud community.

Historically, The Royal Pita Maha is rooted in the spirit of art preservation initiated by the Ubud royal family. It was founded by the three sons of the last King of Ubud, Tjokorda Gde Putra Sukawati, Tjokorda Gde Oka Artha Ardana Sukawati, and Tjokorda Gde Raka Sukawati. The resort was inaugurated on December 1, 2004, with a traditional Balinese architectural design by Prof. Dr. Tjokorda Gde Raka Sukawati, SE., MM. The construction concept adopts the Tri Hita Karana philosophy, which emphasizes harmony between humans, nature, and God. All building materials use natural, environmentally friendly materials, while the majority of the staff are local residents who previously helped build the resort. Through a professional and culturally based organizational structure, The Royal Pita Maha Resort successfully integrates economic, social, and spiritual functions, making it a symbol of the success of sustainable and strong-character Balinese tourism.

Implementation of POAC Management Strategy at The Royal Pita Maha Resort

The Royal Pita Maha Resort applies the POAC (Planning, Organizing, Actuating, Controlling) management principle in its operations as a tourism accommodation in Bali. During the planning stage, management established a resort concept based on local culture and sustainable nature and involved the local community in environmental conservation. In organizing, a work structure was established with a clear division of tasks between departments, ranging from service divisions, hotel operations, to promotions, accompanied by collaboration with local communities and MSMEs. Implementation of activities is supported by regular training for employees and providing space for community participation in the provision of local products and cultural activities. Monitoring is carried out periodically through internal evaluations and tourist assessments to ensure service quality remains high and social and environmental impacts remain positive. This approach makes The Royal Pita Maha not only a holiday destination but also a model resort that aligns with cultural, social, and ecological values.

1. Planning.

The Royal Pita Maha Resort was carefully planned, implementing sustainability principles through the integration of local culture and natural beauty as the main foundation of its operations. Management established a long-term vision that is not only oriented towards premium service aspects, but also on preserving Balinese traditions and empowering local communities through training, culturally-based workforce recruitment, and collaboration

with traditional villages. During the planning process, the resort engaged in open dialogue with the community to ensure that every facility development remains in harmony with traditional values and does not have a negative impact on the environment. This approach illustrates a business strategy that emphasizes harmony between service quality, environmental sustainability, and cultural values, so that The Royal Pita Maha Resort is not only a luxury tourist accommodation, but also a destination model that supports cultural preservation and sustainable community empowerment.

2. Organizing.

The Royal Pita Maha Resort's organization is structured and involves various parties with the goal of creating effective operations aligned with Balinese cultural values. Management has established an organizational structure with a clear division of tasks, from the managerial level, front office, housekeeping, to the cultural division, ensuring that each employee works according to their respective competencies and roles. In addition to relying on internal staff, the resort also partners with local communities such as farmers, artisans, artists, and indigenous groups to support the provision of local products, organic food, and traditional arts performances. This organizational model not only formally regulates workflow but also serves as a strategy to strengthen the relationship between the resort and the surrounding community, create mutually beneficial collaborations, and ensure that cultural identity remains part of the tourist experience. Thus, the success of The Royal Pita Maha Resort lies not only in the professionalism of internal management but also in the harmonious integration of modern work systems and the contributions of the local community as strategic partners.

3. Actuating.

The mobilization process at The Royal Pita Maha Resort is implemented with a participatory approach that emphasizes the motivation, involvement, and empowerment of all parties involved, both employees and the local community. Management strives to create a supportive work culture by providing space for dialogue, encouraging creativity, and involving staff in operational decision-making to create a strong sense of ownership and loyalty. Management also regularly provides training and coaching to maintain service standards and ensure that innovations can continue to develop according to guest needs and the character of the resort. In addition to strengthening the internal organization, the resort also maintains harmonious relationships with the surrounding community as strategic partners through ongoing communication and collaboration in cultural activities, the provision of local products, and operational support. Thus, the success of the mobilization at The Royal Pita Maha Resort lies not only in the formal management structure, but also in the synergy created between professionalism, local cultural values, and a shared commitment to maintaining sustainable tourism.

4. Supervision (Controlling)

Oversight at The Royal Pita Maha Resort is comprehensive and structured to ensure all operational activities meet standards and align with sustainability principles. Management implements a routine monitoring system through daily reports from each division, monthly evaluations, internal audits, and monitoring guest reviews on various digital platforms as a form of adaptive oversight. Follow-up on oversight results is carried out through managerial meetings to determine corrective measures and improve service quality. In addition to assessing internal performance and guest satisfaction, oversight also includes an evaluation

of environmental impacts such as waste management and energy use to ensure environmentally friendly principles are maintained. This responsive and systematic oversight approach demonstrates that the resort focuses not only on service quality but also on achieving operational sustainability and a work culture that continues to evolve in line with the demands of the tourism industry.

SWOT Analysis of The Royal Pita Maha Resort

Strength (The Strength of The Royal Pita Maha Resort)

The Royal Pita Maha Resort's core strength lies in its blend of luxury and authentic Balinese culture, consistently applied in its design, service, and travel experiences. The resort offers more than just accommodations, but also cultural and natural experiences, blended with its strategic location in the Ayung River Valley, creating an exclusive appeal that is difficult for competitors to replicate. An omnichannel marketing approach, digital media optimization, and global partnerships with travel agents strengthen The Royal Pita Maha's position as a premium resort with an international tourist market.

Furthermore, the resort's strength lies in the support of the local community, which is involved in various operational aspects, such as providing local products, performing arts, and cultural activities. Local residents believe the resort's presence provides significant benefits, particularly in boosting the economy, creating jobs, and preserving local traditions. The positive synergy between the resort and the community creates a harmonious, reciprocal relationship, while strengthening the social legitimacy of The Royal Pita Maha within the Balinese tourism context.

From a traveler's perspective, The Royal Pita Maha excels in its professional, personalized service, serene and secluded resort atmosphere, and authentic cultural experiences that enrich the visit. Guests appreciate that the resort successfully balances privacy, friendly staff, natural beauty, and Ubud's distinctive spirituality through activities such as yoga and traditional ceremonies. Overall, The Royal Pita Maha's strengths are reflected in the combination of a solid management strategy, the application of Balinese cultural values, harmonious relationships with the community, and memorable guest experiences, thus strengthening its position as a model for sustainable, culture- and nature-based tourism accommodation in Bali.

Weaknesses (Weaknesses of The Royal Pita Maha Resort)

The Royal Pita Maha Resort's main weaknesses lie in the high operational costs required to maintain premium service standards, facility maintenance, and the traditional Balinese architecture, which requires special attention. Furthermore, ongoing employee training requires significant time and budget to maintain service quality at international standards. From a marketing strategy perspective, the high dependence on international tourists has left the domestic market underdeveloped, leaving the resort's occupancy rate vulnerable to global shocks such as the pandemic or a decline in international visits.

From the local community's perspective, the resort's weaknesses are evident in the uneven distribution of economic empowerment programs for the surrounding community, particularly for MSMEs, which have not yet fully benefited from the resort's presence. Furthermore, communication regarding environmental issues such as natural resource use and waste management is considered to be lacking in an open and intensive manner. The community hopes that management can establish more transparent communication to maintain harmony and long-term sustainability.

Meanwhile, from a tourist perspective, several weaknesses that emerged included a lack of initial information about available facilities and activities, inadequate lighting in some areas of the resort, and a service style that was perceived as overly formal and impersonal. Furthermore, the resort's distance from the city center and the lack of public transportation made travel less convenient. Some guests also noted that the resort's variety of tourist activities was still limited, suggesting the need to develop cultural programs, interactive activities, or new activities to enhance the guest experience and maintain long-term visitor loyalty.

Opportunities (Business Opportunities)

Interviews with management revealed that The Royal Pita Maha Resort's primary opportunity lies in the growing trend of sustainable tourism, wellness tourism, and travelers' need for authentic experiences that blend with culture and nature. The resort has a strong foundation for developing various retreat packages, wellness programs, digital detoxes, yoga, meditation, and eco-cultural experiences, which are increasingly in demand post-pandemic. Furthermore, the domestic upper-middle-class market shows significant potential, especially for travelers seeking privacy, tranquility, and quality local experiences. Other opportunities also arise through the utilization of international digital platforms, collaborations with global travel agents, and partnerships with travel influencers to strengthen the resort's image and expand its reach to both international and local markets.

From a community and tourist perspective, The Royal Pita Maha is strategically positioned as a pioneer in the concept of a cultural and nature resort that can encourage the participation of local MSMEs through the provision of crafts, traditional cuisine, tour guide services, and cultural performances. The resort's environment, which supports the tranquility, natural beauty, and spirituality of Ubud, also provides an opportunity to differentiate itself from other accommodations. By developing thematic activities, collaborating with artists, as well as innovative culture-based services and personalized experiences, the resort is seen as having significant potential to increase guest loyalty, attract new segments, and strengthen its position as an exclusive, environmentally friendly and culturally valuable destination. Overall, strategically leveraging these opportunities can drive sustainable growth and strengthen The Royal Pita Maha's role as a vital part of Bali's cultural tourism ecosystem.

Threats (Obstacles to Achieving Goals)

The main obstacles and threats facing The Royal Pita Maha Resort stem from external factors that are difficult to control, such as global economic conditions, currency fluctuations, the pandemic, and the potential for natural disasters. Furthermore, competition in the luxury accommodation industry in Bali is intensifying with the arrival of new resorts offering similar experiences at more competitive prices. Dependence on international tourists also poses a strategic risk, as a global crisis can significantly decrease hotel visits and occupancy rates. Digital dynamics and customer reviews on social media also pose reputational threats that must be addressed through rapid response and consistent service quality improvement.

From the local community's perspective, prominent obstacles include limited community involvement in strategic positions and equitable distribution of economic benefits. While the resort has engaged residents through the provision of local products and cultural activities, there is still hope for expanded access to employment and business opportunities and more transparent management. Furthermore, the community highlighted the importance of caution in developing new facilities, as the risk of environmental damage,

particularly to water resources and the Ubud Valley ecosystem, could undermine social relations and the resort's image as a sustainable tourism operator.

Meanwhile, from a tourist perspective, several obstacles identified include remote access to resort locations without public transportation, the potential for saturation due to a lack of variety in tourist activities, and the risk of declining service quality if the increase in guest numbers is not matched by additional staff training. Tourists also highlighted the risk of excessive cultural commercialization, which could diminish the authenticity of the accommodation experience. Furthermore, changing travel trends among younger generations, who prefer modern, flexible, and affordable accommodations, pose a threat to the sustainability of the resort market without adjustments to marketing strategies or service innovations.

Positioning The Royal Pita Maha Resort in a SWOT Analysis

Based on the identification of internal and external factors obtained through interviews with management, the surrounding community, and tourists, the strategic position of The Royal Pita Maha Resort can be determined in the SWOT Matrix. In general, the analysis results show that The Royal Pita Maha has higher strengths than weaknesses, and external opportunities are greater than the threats faced. This places The Royal Pita Maha in quadrant I in the SWOT Matrix, namely the Growth position which indicates an aggressive strategy or SO (Strength-Opportunity) strategy.

This position demonstrates The Royal Pita Maha's strong internal competencies, encompassing design concepts, service quality, brand identity, local cultural integration, and its strategic location in the Ubud area, which supports an exclusive and natural resort atmosphere. These strengths align with significant opportunities emerging from post-pandemic tourism trends, such as increased demand for wellness tourism, eco-tourism, slow travel, and authentic cultural experiences that align with the resort's character. Therefore, The Royal Pita Maha is strategically positioned to expand its market, increase repeat guests, and strengthen its position as a premium resort based on culture and sustainability.

However, despite this advantageous position, the combination of external weaknesses and threats still needs to be addressed to prevent them from hindering growth potential. Challenges such as high operational costs, market dependence on international tourists, limited accessibility, and competition from luxury resorts in Bali must be considered in developing future strategies. Furthermore, the growing influence of digital reviews and changing travel preferences of the younger generation require resorts to continue innovating and adapting to the dynamics of the global tourism market.

Thus, The Royal Pita Maha Resort's SWOT analysis demonstrates a strong position for development through an aggressive growth strategy, leveraging its competitive advantages based on culture, personalized service, and sustainable tourism experiences. The key focus of the future strategy is to maximize market opportunities, strengthen digital connections, expand domestic and international tourist segments, and ensure sustainable relationships with the local community as strategic partners and part of the Ubud tourism value chain.

Supporting and Inhibiting Factors for the Development of The Royal Pita Maha Resort

The supporting factors for the development of The Royal Pita Maha Resort, when reviewed through the POAC approach and SWOT analysis, show that the resort has a strong strategic foundation for continued growth and competition in the premium tourism industry.

In the Planning aspect, the support of a concept that integrates Balinese culture, environmental sustainability, and exclusive tourism experiences is a key strength that aligns with global market opportunities such as wellness tourism, slow travel, and eco-cultural tourism. From the Organizing side, a clear work structure, ongoing HR training, partnerships with local communities, and disciplined operational management contribute to strengthening internal competitiveness. In the Actuating stage, friendly personal service, authentic guest experiences, and cultural and nature-based activity programs provide added value that increase tourist loyalty. Meanwhile, in the Controlling stage, the implementation of regular evaluations, service audits, and the use of digital reviews serve as oversight mechanisms that ensure consistent quality. From a SWOT analysis perspective, strengths such as a strategic location in the Ayung River valley, a strong cultural identity, premium service, and an international brand image are key assets capable of supporting the utilization of market opportunities both domestically and internationally.

Conversely, factors inhibiting the development of The Royal Pita Maha Resort arise from a combination of internal weaknesses and external threats that require adaptive management strategies. Within the Planning framework, challenges arise from high operational costs, the need to maintain traditional facilities, and dependence on the international tourist market, making the resort vulnerable to global situations such as pandemics, economic crises, or international travel policies. From the Organizing perspective, obstacles are seen in the suboptimal empowerment of local communities in strategic positions and limited domestic market penetration. In the Actuating phase, a potential decline in service quality can occur if the increase in guest numbers is not matched by an adequate number of staff or training, while the variety of tourist activities is deemed necessary to prevent boredom among repeat guests. In the Controlling phase, risks arise from negative reviews on digital platforms that can quickly damage the resort's image in the social media era. Based on the SWOT analysis, threats such as competition from luxury resorts in Bali, changing tourist preferences, particularly the younger generation who are more sensitive to price, as well as environmental issues and location accessibility, also exacerbate the challenges in maintaining long-term attractiveness. Thus, these inhibiting factors require adaptive strategies, product innovation, marketing digitalization, and increased collaboration with the community to ensure the resort remains competitive and relevant in the dynamics of the global tourism industry.

Management Strategy of The Royal Pita Maha Resort Based on Analysis Results

To leverage existing opportunities, The Royal Pita Maha Resort can strengthen its position by developing innovative services relevant to global tourism trends, particularly wellness tourism, eco-cultural tourism, and slow travel, which have become increasingly popular post-pandemic. Developing retreat packages such as yoga, meditation, healing therapy, digital detox, traditional cooking classes, and cultural workshops can be a selling point that differentiates the resort from competitors. Furthermore, optimizing digital marketing through collaborations with travel influencers, international reservation platforms, and storytelling strategies about Balinese culture will expand market reach and strengthen the resort's identity as an exclusive destination. Domestic market penetration can also be increased through membership packages, corporate meeting packages, seasonal promotions, and loyalty programs to maintain stable occupancy rates outside the peak season.

Collaborating with local MSMEs, artists, wellness practitioners, and indigenous communities can enrich the guest experience while reinforcing the resort's signature sustainability values.

To mitigate and anticipate threats, adaptive strategies are key to maintaining resort relevance and competitiveness. Diversifying target markets is essential to reduce resort dependence on foreign tourists, particularly in the face of global crises, economic turmoil, or changes in international tourism policy. At the operational level, developing service excellence-based HR training and increasing staffing during the high season can help maintain service quality despite rising occupancy rates. Furthermore, strengthening digital reputation management through a review monitoring system, responding quickly to feedback, and enhancing guest safety and comfort standards is crucial in the era of social media, which is sensitive to public perception. From a sustainability perspective, resorts also need to enhance transparent communication with local communities and strengthen their commitment to environmental management to avoid social resistance or public criticism. With this approach, The Royal Pita Maha Resort can not only expand market opportunities but also minimize external risks, thereby ensuring long-term business continuity.

CONCLUSION

Based on the analysis and discussion that have been presented previously, it can be concluded:

1. Research shows that The Royal Pita Maha Resort has effectively implemented managerial functions through the POAC approach, from planning and organizing to implementation and supervision. Resort management focuses on preserving Balinese culture, environmental sustainability, premium service, and authentic tourism experiences. This is reinforced by a clear organizational structure, ongoing human resource training, and monitoring service quality through regular evaluations and utilizing traveler reviews. This concept has successfully created a competitive advantage that distinguishes The Royal Pita Maha from other resorts in Bali.
2. A SWOT analysis shows that resorts have significant growth opportunities through post-pandemic tourism trends such as wellness tourism, spiritual retreats, eco-cultural tourism, digital detox, and slow travel. The potential of the domestic upper-middle-class market is growing and can be optimized to reduce dependence on international tourists. Furthermore, collaboration opportunities with digital platforms, travel influencers, local MSMEs, and cultural practitioners can also enhance the resort's image, expand market segmentation, and strengthen its position as an exclusive and sustainable destination both nationally and globally.
3. The research identified several threats, including increasing competition from luxury resorts, changing traveler preferences particularly among the younger generation, who are more price-sensitive and the market's reliance on international tourists, which is vulnerable to global crises. Digital reputation risks resulting from negative reviews and inconvenient location accessibility are also concerns. Therefore, adaptation strategies such as market diversification, tourism program innovation, human resource capacity building, and strengthening communication with local communities are crucial for maintaining long-term competitiveness and business sustainability.

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