

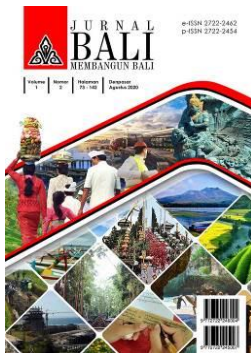


Developing Sadhu Lima Villa in Pererenan, Badung, Bali

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Abstract

Purpose: This study examines the development of Sadhu Lima Villa in Pererenan, North Kuta, Badung, Bali, and designs a villa development model applicable to similar boutique property projects.

Research methods: A qualitative case study approach was employed, utilizing observation, semi-structured interviews with key stakeholders (investor, architect, contractor, and villa manager), focus group discussions (FGDs), and document analysis. The POAC (planning, organizing, actuating, and controlling) framework served as the analytical lens to evaluate the managerial process.

Results and discussion: Sadhu Lima Villa was developed with a strong emphasis on tropical-modern architecture, eco-conscious design, and market-oriented strategies. Financial feasibility analysis confirmed its profitability, with a positive Net Present Value (NPV), a payback period of less than four years, and an annual Return on Investment (ROI) exceeding 50%. Furthermore, a comprehensive development model was designed, comprising three key components: design, finance, and sustainability.

Implication: The study contributes to applied tourism business planning by providing insights into the creation of small-scale accommodation projects equipped with systematic business models.

Keywords: villa, POAC framework, sustainable tourism, financial feasibility

Abstrak

Tujuan: Studi ini meneliti pengembangan Vila Sadhu Lima di Pererenan, Kuta Utara, Badung, Bali, dan merancang model pengembangan vila yang dapat diterapkan pada proyek properti butik serupa.

Metode penelitian: Pendekatan studi kasus kualitatif digunakan, dengan memanfaatkan observasi, wawancara semi-terstruktur dengan pemangku kepentingan utama (investor, arsitek, kontraktor, dan manajer vila), diskusi kelompok fokus (FGD), dan analisis dokumen. Kerangka kerja POAC (perencanaan, pengorganisasian, pelaksanaan, dan pengendalian) berfungsi sebagai lensa analitis untuk mengevaluasi proses manajerial.

Hasil dan pembahasan: Vila Sadhu Lima dikembangkan dengan penekanan kuat pada arsitektur tropis-modern, desain ramah lingkungan, dan strategi berorientasi pasar. Analisis kelayakan finansial mengkonfirmasi profitabilitasnya, dengan Nilai Sekarang Bersih (NPV) positif, periode pengembalian kurang dari empat tahun, dan Pengembalian Investasi (ROI) tahunan melebihi 50%. Lebih lanjut, model pengembangan komprehensif dirancang, yang terdiri atas tiga komponen utama: desain, keuangan, dan keberlanjutan.

Implikasi: Studi ini berkontribusi pada perencanaan bisnis pariwisata terapan dengan memberikan wawasan tentang penciptaan proyek akomodasi skala kecil yang dilengkapi dengan model bisnis sistematis.

Kata kunci: vila, kerangka kerja POAC, pariwisata berkelanjutan, kelayakan finansial

INTRODUCTION

Tourism has long served as a cornerstone of Bali's economy, contributing significantly to both regional and national development. The island's unique combination of natural landscapes, cultural richness, and hospitality (Mudana *et al.*, 2018; Mudana *et al.*, 2023a; Mudana *et al.*, 2023b; Mudana *et al.*, 2024) has positioned it as one of the world's most prominent destinations (Wijaya *et al.*, 2021). Recognition from international bodies such as Trip Advisor and the World Travel Awards has consistently reinforced Bali's global reputation. According to the Central Statistics Agency (BPS), Indonesia welcomed 1.12 million foreign tourists in July 2023 alone, reflecting a 74.07% increase from the previous year and highlighting Bali's resilience in recovering from the Covid-19 pandemic (Disparda Bali, 2023).

The pandemic, however, underscored the vulnerability of global tourism. Mobility restrictions in 2020 triggered a dramatic decline in tourist arrivals, with Bali among the most affected regions. By 2021 and 2022, recovery trends began to emerge, driven by new consumer behaviors such as staycations and short-term domestic getaways (Astawa *et al.*, 2021). Data from Google Trends revealed that interest in staycations surged in late 2021 and again during the 2022 holiday season, signaling a structural shift in travel patterns. Scholars argue that crises not only disrupt but also catalyze innovation, prompting tourism operators to diversify and adapt their offerings (Putri, 2023).

Parallel to this recovery, evolving tourist preferences have reshaped Bali's accommodation landscape. Modern travelers increasingly value privacy, wellness, and personalized experiences over traditional mass-tourism products. Villas have emerged as a preferred accommodation model, offering exclusivity, flexibility, and cost-effectiveness, particularly for groups and families. During the pandemic, villas gained further traction as travelers sought socially distanced and self-contained spaces (Anggarini, 2021). From an investor's perspective, villas present competitive advantages: relatively lower capital and operational costs compared to large-scale hotels, while delivering rental yields equivalent to star-rated properties.

Bali's tourism geography has also experienced a northward shift. Once concentrated in Kuta and Seminyak, demand has expanded toward Canggu, and more recently, to Pererenan in North Kuta, Badung Regency. Known for its rice fields, serene beaches, and tranquil environment, Pererenan offers a balance between natural charm and proximity to Bali's tourism hubs (Suamba & Dwijendra, 2016). Despite its growing appeal, accommodation development in Pererenan remains relatively limited, particularly in boutique-scale properties, making it a promising investment destination (Oktapiani & Mahyuni, 2025).

Responding to this opportunity, the Sadhu Lima Villa project was conceptualized as a boutique eco-luxury development comprising five two-bedroom villas, each equipped with modern facilities and private pools. Strategically located just 500 meters from Lima Beach and within reach of Canggu, the project combines intelligent design, exclusivity, and financial feasibility. By integrating tropical-modern architecture with market-driven strategies, Sadhu Lima Villa addresses unmet demand in Pererenan and positions itself as both a premium hospitality product and an attractive investment asset.

RESEARCH METHODS

This research adopts a mixed-methods approach, integrating both quantitative and qualitative methods to evaluate the development and implementation of the Sadhu Lima Villa project in Pererenan, Bali. The rationale for using a mixed-methods approach lies in its ability to provide a comprehensive understanding by combining measurable indicators such as financial performance and occupancy projections with experiential insights derived from stakeholders' perspective (Creswell, 2012). By employing both methods, this study aims to generate a holistic view of how the villa project aligns with market demand, investment feasibility, and managerial effectiveness in boutique property development.

The study applies a case study design, which is particularly suitable for exploring managerial processes and investment feasibility within real-world contexts. This approach allows in-depth analysis of the application of the POAC framework while simultaneously assessing financial feasibility and competitiveness in the tourism market (Yeni *et al.*, 2023).

Data collection methods combined both quantitative and qualitative sources. On the quantitative side, financial documents, investment appraisals, and market feasibility reports were analyzed to assess project viability. These included calculations of Net Present Value (NPV), Return on Investment (ROI), and Payback Period, as well as occupancy rate projections derived from comparative benchmarks with villas in Canggu and Pererenan. These indicators provided empirical validation of the project's profitability, resilience, and long-term sustainability (Firdaus, 2021).

On the qualitative side, data collection was structured into primary and secondary sources. Primary data included semi-structured interviews with four key stakeholder groups: the architect, the investor, villa management, and the contractor, supported by direct field observations of construction and operational processes, as well as Focus Group Discussions (FGDs) (Afiyanti, 2008). Secondary data consisted of feasibility reports, project timelines, and marketing materials, which were used to triangulate evidence and ensure validity (Priadana & Sunarsi, 2021).

The collected data were analyzed using two complementary methods. Descriptive statistics were employed to summarize quantitative outcomes such as occupancy averages, revenue projections, and ROI benchmarks, including sales trend analysis to evaluate demand patterns. Thematic analysis was applied to interpret qualitative findings, categorizing them under the POAC framework to identify managerial strengths, challenges, and implications (Darma, 2021). Integrating these methods provided both empirical measurement and contextual interpretation, ensuring robustness of the findings.

In sum, the methodological framework adopted in this study captures not only financial feasibility but also the managerial processes and stakeholder perspectives that shaped the Sadhu Lima Villa project. This dual emphasis provides practical insights for developers, investors, and policymakers in advancing boutique villa developments that combine profitability with strategic tourism growth (Adhinata & Sawitri, 2022).

RESULTS AND DISCUSSION

This section presents the main findings of the Sadhu Lima Villa project, derived from the comprehensive planning, implementation, and evaluation stages discussed in the previous chapters. The results reflect both tangible outputs such as the physical construction of the villa units and intangible outcomes, including financial feasibility, investment attractiveness, and strategic alignment with Bali's tourism development. By systematically applying the POAC framework as the analytical lens, the project illustrates how managerial theory can be translated into practical outcomes in boutique property development.

The outcomes of the project are structured into several key areas, beginning with the villa development and design results, followed by construction progress, financial analysis, and investment scheme implementation. Together, these findings provide evidence of the project's dual value creation: delivering eco-luxury accommodations that enhance guest experience while ensuring profitability for investors.

Villa Development and Design Outcomes

The Sadhu Lima Villa project successfully delivered five boutique villa units, each designed under the Tropical Modern architectural style, which emphasizes simplicity, functionality, energy efficiency, and integration with nature. This architectural concept incorporates large windows, open-plan layouts, and eco-friendly building materials, ensuring that the villas achieve both modern aesthetics and environmental sensitivity (Utama et al., 2024).

Each unit occupies approximately 200 m² of land, with a building area ranging from 160–202 m². The villas feature premium amenities, including two bedrooms, two bathrooms, a powder room, a private swimming pool, landscaped gardens, open-plan living and dining spaces, and balconies on the second floor. These features were deliberately designed to align with the post-pandemic preferences of digital nomads, wellness travelers, and small families seeking comfort, privacy, and exclusivity.



Figure 1: The Design Planning of Sadhu Lima Villa
[Source: Research Results, 2025]

This figure presents the original architectural design of Sadhu Lima Villa, showcasing the modern façade from the front perspective and private balconies with landscaped views from the rear perspective. The blueprint emphasizes the villa's conceptual focus on exclusivity, functionality, and harmony with its surrounding environment.

The final realization of Sadhu Lima Villa closely mirrors the original design, reinforcing both design fidelity and construction quality. Key hallmarks such as natural lighting, landscaped exteriors, and high-quality furnishings translate the blueprint into a tangible premium product in Bali's villa market.



Figure 2: Final Realization of Sadhu Lima Villa
[Source: Research Results, 2025]

Construction and Implementation Progress

The development was executed over a 12-month project timeline from October 2023 to October 2024. The project was divided into six overlapping phases: pre-construction, structural works, superstructure, finishing, interior and landscaping, and final inspection. Overlapping phases, such as running marketing preparations alongside mid-construction, maximized efficiency and market readiness.

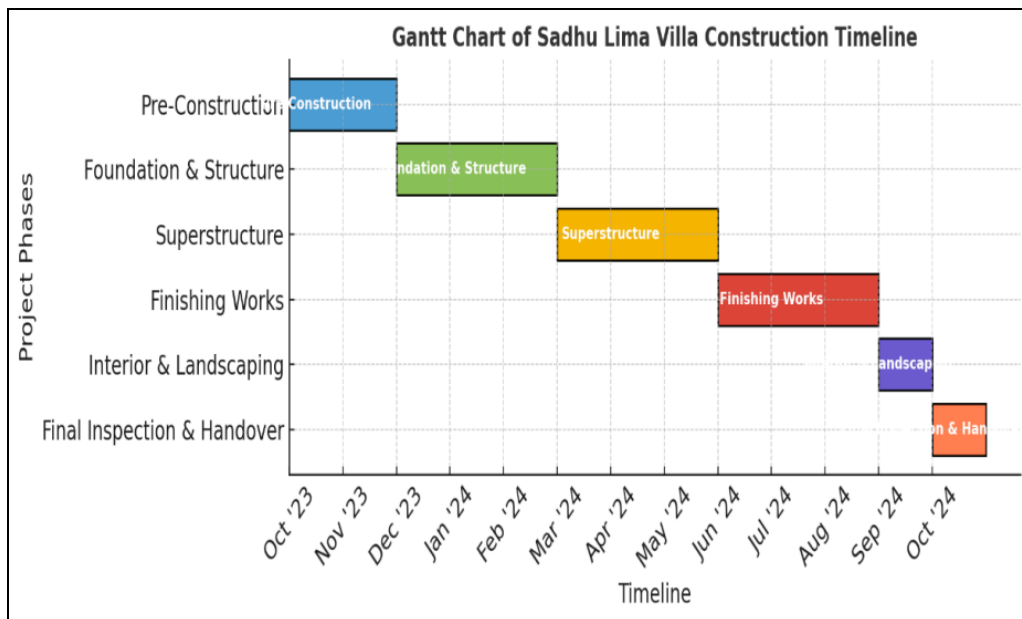


Figure 2: Gantt Chart of Sadhu Lima Villa Construction Timeline [Source: Research Results, 2025]

As shown in Figure 3, the structured scheduling ensured that critical-path activities were prioritized, minimizing delays and cost overruns. Despite minor logistical challenges, the project was completed on time and within budget. This success reflects disciplined management, effective stakeholder coordination, and adaptive decision-making throughout construction.

Financial allocation was managed tightly, as presented in Table 1, which outlines the total investment of IDR 14.15 billion, covering construction, furnishing, professional fees, permits, marketing, and developer margin.

Cost Component	Amount (IDR)
Construction Cost per Unit	2,106,258,250
Total for 5 Villas	10,531,291,250
Furniture & Interior (5 Units)	1,250,000,000
Architect & Consultant Fees	625,000,000
Permit & Legal Fees	200,000,000
Developer Margin	1,250,000,000
Marketing & Branding	300,000,000
Total Investment	14,156,291,250

[Source: Research Results, 2025]

A critical analysis of the Sadhu Lima Villa project could be interpreted through the POAC (Planning, Organizing, Actuating, and Controlling) framework (Terry, 1972; Dakhi, 2016; Faiz *et al.*, 2024; Pratama, 2020). Unlike the previous chapter that presented tangible outputs, here the focus lies on examining how managerial processes translated into concrete achievements and how these outcomes generate value for both investors and guests within Bali’s dynamic tourism landscape.

Project Implementation in the POAC Framework

The implementation of the Sadhu Lima Villa project demonstrates the structured application of classical management principles through the POAC framework (Yeni oet *al.*, 2023). This approach ensured that strategic vision was consistently aligned with operational realities, while also building resilience against uncertainties in Bali's dynamic tourism market (Syahputra & Aslami, 2023).

Planning served as the cornerstone of the project. This stage involved feasibility studies, financial modeling, risk assessments, and market analysis that validated Pererenan's potential as an emerging hotspot. The decision to invest in Pererenan was guided by its quieter environment compared to saturated areas like Canggu, and its rising demand among eco-luxury travelers. Financial projections of ROI, NPV, and payback period confirmed the project's viability. In addition, human resource planning was emphasized-identifying both the construction workforce (architects, engineers, contractors) and operational staff (managers, marketing, housekeeping)-which minimized risks of bottlenecks.

The organizing stage translated strategies into structured systems of action. Clear allocation of responsibilities was established among architects (design), contractors (execution), marketers (promotion), and management (coordination). Financial, material, and labor resources were mobilized through coordinated supply chains. This division of roles created accountability and reduced redundancy, ensuring efficiency across construction and marketing activities.

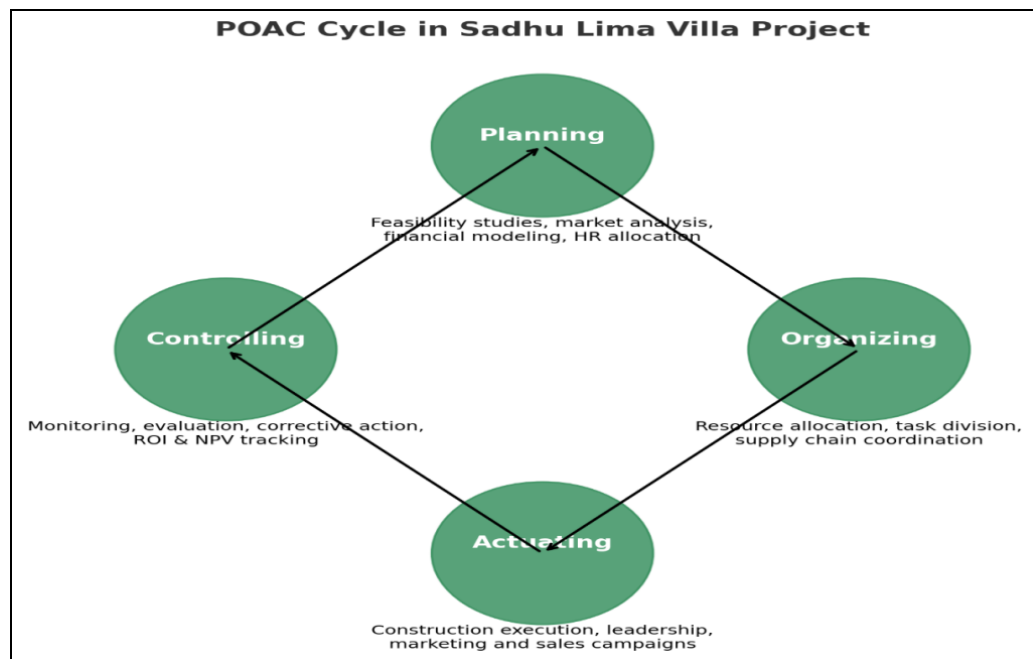


Figure 3: POAC Framework Applied in Sadhu Lima Villa Project
 [Source: Research Results, 2025]

Actuating represented the execution stage, where leadership and motivation were crucial in driving progress. This phase involved transforming blueprints into physical structures, from foundations to interiors, while running pre-sales campaigns in parallel. Digital marketing and real estate promotions were launched early to secure investor interest. Effective actuating also required conflict resolution and cross-team

collaboration, ensuring construction teams, marketers, and managers remained synchronized toward milestones.

The final stage established systems of monitoring and corrective action. Regular site inspections, budget tracking, and quality controls were implemented to prevent deviations. Corrective actions—such as renegotiating contracts or reallocating funds—were applied when challenges arose. Importantly, controlling extended beyond construction into financial monitoring, ensuring ROI, NPV, and payback assumptions remained valid despite market shifts.

In sum, the POAC cycle in Sadhu Lima Villa demonstrates how theoretical frameworks can be operationalized effectively in boutique property development, producing results that balanced efficiency, adaptability, and profitability (Utami *et al.*, 2024).

Value Creation for Guests and Investors

The project's outcomes highlight its dual value proposition. For guests, Sadhu Lima Villa delivers exclusivity, privacy, and a tropical-modern design—features that resonate strongly with post-pandemic preferences for wellness-oriented and boutique-style accommodations. Premium facilities such as private pools, landscaped gardens, and proximity to Lima Beach position the villas as a lifestyle product capable of competing in Bali's high-end hospitality market. This guest-centered value ensures that the project is not only an investment but also a contributor to Bali's evolving image as a destination for experiential and eco-luxury tourism.

Equally important is the financial value generated for investors. As presented in Figure 3, the Sadhu Lima Villa project demonstrates robust financial feasibility, achieving a positive Net Present Value (NPV) of IDR 9.19 billion, a payback period of 3.7 years, and a Return on Investment (ROI) of 61.8%.

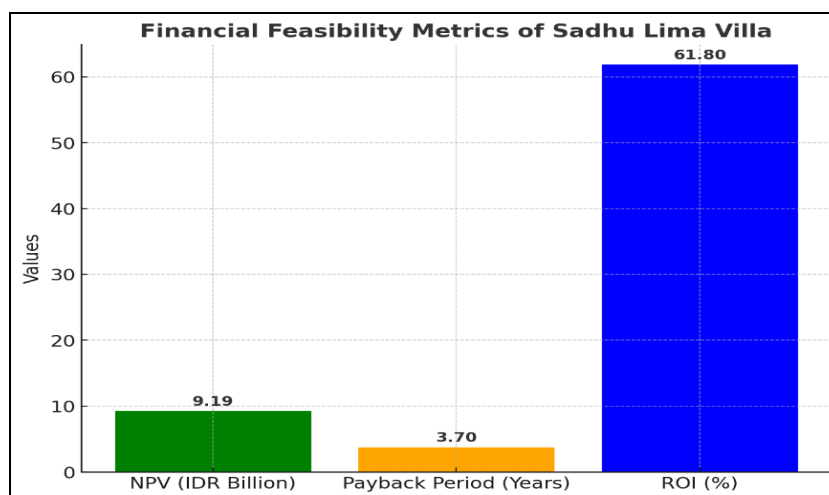


Figure 4: Financial Feasibility Metrics of Sadhu Lima Villa (NPV, ROI, Payback Period)
[Source: Research Results, 2025]

These results, calculated under conservative assumptions of 70% occupancy and moderate inflation, underscore the resilience of the project. The 24-year leasehold scheme further boosts investor confidence by providing predictable ownership horizons and steady cash flow.

Strategic Relevance to Bali's Tourism Development

Beyond financial returns, Sadhu Lima Villa plays a role in diversifying Bali's tourism geography. With Seminyak and Canggu reaching saturation, Pererenan emerges as a quieter alternative, offering rice-field views, cultural authenticity, and accessibility.

The boutique scale of the villas supports Bali's strategic shift from mass tourism to high-value, low-impact experiences. This aligns with Bali's master plan for tourism, which emphasizes sustainable growth, cultural preservation, and spatial balance. By situating in Pererenan, the project not only eases pressure on crowded destinations but also stimulates local economic activity, job creation, and infrastructure improvement.

Implications and Replication Potential

The success of the Sadhu Lima Villa project underscores its potential as a replicable model for boutique property development in Bali and other emerging tourism destinations. By integrating the POAC framework with market responsiveness and strong financial feasibility, the project provides developers with a tested roadmap for reducing risk and enhancing returns. For investors, it sets a benchmark for assessing villa project viability by combining lifestyle value with measurable profitability (Rahmawati *et al.*, 2025). For policymakers and academics, it offers a practical case study of how managerial theory can be localized and operationalized to strengthen tourism-led economic growth.

To complement these managerial and financial insights, a SWOT framework was employed. The analysis (Figure 5) highlights Strengths such as strategic location, tropical-modern design, and strong financial performance (ROI and NPV). Weaknesses include the project's relatively small scale and dependence on Bali's tourism cycles. Opportunities lie in the rising demand for boutique accommodations, growing digital nomad trends, and Pererenan's emergence as a premium yet less saturated destination. Meanwhile, Threats involve market competition, economic fluctuations, and potential regulatory changes.

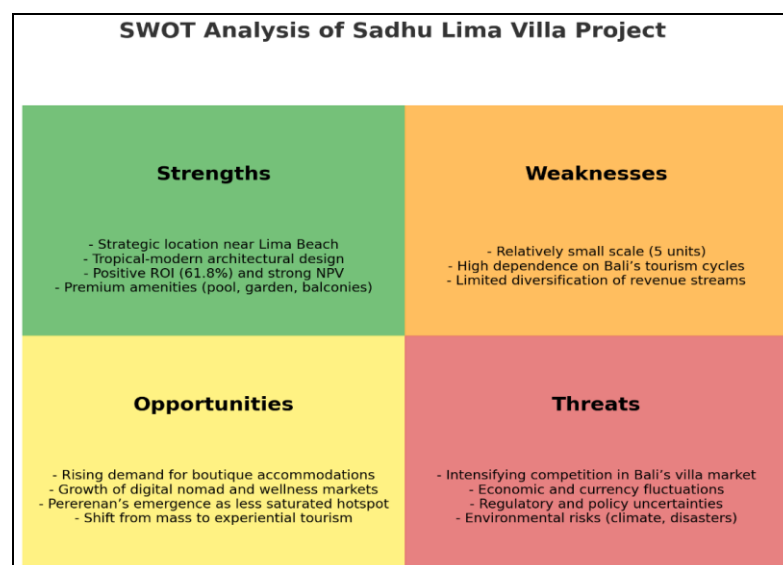


Figure 5: SWOT Analysis of Sadhu Lima Villa Project
[Source: Research Results, 2025]

This SWOT perspective reinforces the project's replicability: by leveraging strengths and opportunities while addressing weaknesses and anticipating threats, similar developments can be successfully realized in Bali and beyond. In conclusion, Sadhu Lima Villa not only demonstrates profitability and market appeal but also establishes itself as a strategic model for boutique villa development delivering dual value: exceptional guest experiences and sustainable investor confidence.

CONCLUSION

The Sadhu Lima Villa project demonstrates how the application of the POAC (Planning, Organizing, Actuating, and Controlling) framework can effectively guide boutique property development in Bali. Careful planning, supported by financial feasibility studies, market analysis, and strategic location selection in Pererenan, laid a solid foundation for the project. Organizing then translated these plans into clear operational structures, aligning roles among architects, contractors, managers, and marketers to ensure efficiency and accountability.

Through strong leadership and collaboration, the actuating stage successfully transformed strategic blueprints into tangible outcomes, from construction progress to early-stage marketing campaigns that positioned the villa as a competitive eco-luxury product. Meanwhile, the controlling stage safeguarded quality and timelines through rigorous monitoring and financial tracking, validating the project's profitability with positive NPV, ROI above 60%, and a payback period of less than four years.

Sadhu Lima Villa stands as a replicable model for boutique hospitality investments, offering dual value for both guests and investors. Its success underscores that disciplined management, market responsiveness, and financial resilience are key drivers in creating sustainable and profitable property developments in Bali's evolving tourism landscape.

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