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## DIFFERENTIATION STRATEGY IN BANGSRING UNDERWATER BANYUWANGI ECOTOURISM

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**Abstract :** *This research aims to explore the strategies implemented by the management of Bangsring Underwater Banyuwangi Ecotourism through the differentiation strategy model, including content, context, and infrastructure. The approach used in this research is qualitative with a descriptive research type. This research shows that Bangsring Underwater management uses a differentiation model to increase tourist visits post-COVID-19. In the content dimension, Bangsring Underwater actively innovates on conservation-based destination products. Second, in the context dimension, the management implements integrated digital media marketing with the Government's digital platforms and regularly collaborates with various stakeholders. Third, in the infrastructure dimension, the management provides comprehensive services during COVID-19, including reservations, tour package promotions, tours in collaboration with the district government, homestays, Personal Protective Equipment (PPE), Dive Centers, and additional facilities and equipment.*

**Keywords:** Differentiation strategy, Ecotourism, Content, Context and Infrastructure

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### 1. INTRODUCTION

The progress of the tourism sector is often used as a measure of a country's economic stability and security. One tourism model that enhances tourism development in Indonesia is Ecotourism. A well-developed Ecotourism concept improves tourists' experiences by taking into account their interest in the environment (Asmin F, 2018). Thus, the concept of ecotourism is directed towards principles focused on regulating and managing environmental conservation, community development, and the development of

sustainable tourism to enhance economic development in an area. The Covid-19 pandemic has paralyzed the tourism sector globally. This is due to policies restricting international travel to combat the rapid spread of the Covid-19 virus. The government noted that the impact of the paralysis of this sector was an increase in the unemployment rate from 5.18 percent to 7.3 percent and in poverty from 9.15 percent to 9.95 percent (Fortuna, 2020).

Table 1. Number of International Tourist Visits in Indonesia According to Nationality

Information	2018	2019	2020	2021
Asia	5,847,321	5,244,922	1,529,037	904,841
the middle East	267,023	263,923	49,781	5,639
Europe	2,010,911	2,075,864	441,179	55,906
America	568,398	648,903	134,072	25,073
Oceania	1,574,556	1,617,233	297,786	35,504
Africa	88,766	98,919	16,621	2341
ASEAN	5,453,330	6,157,190	1,521,447	528,226
Total	15,810,305	16,106,954	4,052,923	1,557,530

Source: Central Statistics Agency (2023)

The table above shows that there was a very significant decline in 2019, where the number of international tourist visits decreased from 16,106,945 people to 4,052,923 people per year.

Furthermore, in 2022, the Ministry of Tourism and Creative Economy recorded a significant increase in the first semester, with a rise of 926 percent or 743 thousand visits. The presence of a national tourism calendar as part of tourism branding has heightened the attraction for tourists. Digitalization also plays a crucial role in the recovery of national tourism. The success of the tourism sector is closely linked to the strategies implemented by various stakeholders. These strategies are aimed at achieving the government's 2023 target of US\$5.95 billion. To reach this target, innovations are necessary, as the uniqueness of tourist attractions provides added value.

Banyuwangi Regency is a district with many interesting natural tourist destinations. Located at the eastern tip of Java Island and directly bordering the island of Bali, its proximity to Bali makes Banyuwangi a new magnet for tourists visiting the island. The proximity to the island of Bali makes Banyuwangi a new magnet for tourists visiting the island of Bali. Banyuwangi boasts a coastline of 175.8 km stretching from north to south. This extensive coastline gives Banyuwangi significant potential in the maritime sector. The favorable natural geographical conditions have motivated the Regional Government of Banyuwangi Regency to actively develop tourism as a key regional attraction. Among the various types of tourism promoted are ecotourism and conservation-based ecotourism.

Table 2. Conservation-based ecotourism in Banyuwangi

No.	Name	Address
1.	Bangsring Underwater	Bangsring Village, Wongsorejo District
2.	Kawang Mangrove Tourism	Wringinputih Village, Muncar District
3.	Grajagan Beach	Grajagan Village, Purwoharjo District
4.	Pondok Nongko Tourism Village	Pondok Nongko Village, Kabat District
5.	Bedul Mangrove Ecotourism	Alas Purwo, Tegaldlimo District

Source: (Data processed, 2023)

The large number of tourist attractions in Banyuwangi has caused regional income from the tourism sector to increase. Original Regional Income from total levies reached 20.67 billion in

2020 (Central Statistics Agency, 2021). These levies include levies for the tourism sector and Micro, Small, and Medium Enterprises (UMKM).

Table 3. Number of Domestic and International Tourist Visits in Banyuwangi Regency

No	Year	Domestic Tourists	Foreign Tourists
1	2016	4,022,449 people	77,139 people
2.	2017	4,832,999 people	98,970 people
3.	2018	5,200,000 people	127,420 people

4.	2019	5,307,074 people	101,622 people
5.	2020	2,579,460 people	15,517 people

Source: Banyuwangi Regency Culture and Tourism Office (2021)

The data above shows that the number of domestic and international tourists in Banyuwangi Regency is quite high, with an average of 4 million domestic tourists, even though during the COVID-19 pandemic it decreased to 2 million tourists. This high number makes Banyuwangi one of the main destinations in East Java Province.

Bangsring Underwater is one of the conservation-based sustainable tourism attractions that is growing rapidly in Banyuwangi Regency. Bangsring Underwater (Bunder) is a manifestation of the success of community groups in developing marine natural attractions as

tourism that supports the income of fishing communities in Bangsring Village, Wongsorejo District, Banyuwangi Regency. Bangsring Underwater was founded by the Samudera Bakti Fishermen Group in 2014 to provide educational facilities about marine conservation and increase the income of the community around Bangsring Village. Over time, Bangsring Underwater has won many awards at the international, national, and regional levels. One notable award was the ASEAN Tourism Standard Award in 2018, where Bangsring Underwater (Bunder) representing Banyuwangi Regency, won the Clean Tourist City category.



**Figure 1. Bangsring Underwater Floating House**

Source: (<https://sikidang.co>)

Bangsring Underwater was initially founded due to minimal public awareness about the importance of preserving nature. The practices of bomb fishing, overfishing ornamental fish, fish poisoning, and trawling by local fishermen caused significant damage to the marine ecosystem. This problem prompted the community to establish the Samudra Bakti Ornamental Fish Fishermen's Group (KNIH-SB), initiated by a local youth group. Over time, Ikhwan Arif, as chairman of KNIH-SB, has carried out positive activities to preserve the coastal environment and marine ecosystem (Efsianto, 2022).

The comprehensive package offered by Bangsring Underwater gives this destination a

unique value. This success is largely due to management policies and the support of the regional government in developing Bangsring Underwater. The innovation driven by the Regional Government of Banyuwangi Regency in accelerating tourism sector development has been crucial for local communities to innovate and develop potential attractions in their regions.

Since its founding, Bangsring Underwater has continued to thrive and remains a popular choice for both local and international tourists. This resilience is attributed to the effective management of the tourist site, which has withstood the challenges posed by the COVID-19 pandemic that reduced tourist visits.

**Table 4. Bangsring Underwater Tourism Visitor Data 2015-2022**

No	Year	Number of Tourists
1.	2015	156,940
2.	2016	366,630
3.	2017	616,781
4.	2018	147,799
5.	2019	103,933
6.	2020	59,182
7.	2021	50,463
8.	2022	65,845

Source: (Bangsring Underwater Tourism Manager, 2023)

The Banyuwangi Regional Government is endeavoring to revive the tourism sector by intensifying the vaccination program so that tourist visits increase again. One of the successes of Bangsring Underwater, undertaken by the Regional Government of Banyuwangi Regency during the COVID-19 pandemic, was positioning it as one of the top 10 destinations that can be visited during the COVID-19 pandemic. The New Style Traveling Program in Banyuwangi inspired the Ministry of Tourism and Creative Economy to produce innovative Cleanliness, Health, Safety, and Environment Sustainability (CHSE) policies.

Bangsring Underwater in carrying out its activities prioritizes sustainability in all its activities. As a conservation area, Bangsring Underwater remains committed to restoring coral reefs and underwater ecosystems to ensure their sustainability and prevent damage. This commitment continues despite a decline in tourist visits.

Every tourism industry faces challenges in developing its business to remain viable and sustainable. Proper management is essential for the tourism industry to anticipate potential risks that could lead to its downfall. Bangsring Underwater has not yet specifically implemented a strategic management model. Thus far, it has relied solely on social media and its website to enhance its marketing.

To enhance its service and bargaining value compared to competitors, Bangsring Underwater management needs a specific model so that Bangsring Underwater can increase the number of tourist visits, both local and foreign. One strategic management model that can be applied is a differentiation strategy.

Differentiation strategy is an effort by the tourism industry to distinguish its offerings from competitors through the dimensions of content, context, and infrastructure (Kartajaya, 2020). In simple terms, content can be understood as a way for the tourism industry to make its tourist attractions different from their competitors in terms of the value offered to visitors. The context can be understood as how the tourism industry offers the value of its services. Meanwhile, infrastructure is the industry's way of making tourism different based on human resource capabilities, technology, and facility ownership.

Differentiation strategy is one of the nine pillars of marketing, namely segmentation, positioning, targeting, brand, differentiation, marketing mix, process, selling, and service (Kertajaya: 2020). The tourism industry needs to implement marketing strategies in order to anticipate the possibility of competitors or other factors causing the tourism industry to fall. According to Assauri (2018), marketing strategy is a comprehensive, integrated, and unified plan in the marketing field that provides guidelines on activities to be carried out in achieving company goals through advertising, product programs, and distribution.

Based on the above phenomenon, the tourism industry is currently improving by implementing various strategies to remain competitive. There is a need for improvement from various perspectives and parties to create sustainable tourist attractions. This research focuses on the strategy implemented by Bangsring Underwater through the dimensions of differentiation strategy, namely content, context, and infrastructure.

## 2. LITERATURE REVIEW

### 2.1. Definition of Strategic Management

Ahmad (2020) defines strategic management as a series of repeated and continuous managerial decisions and actions which include comprehensive strategic formulation, implementation and evaluation activities both short and long term in an organization to achieve the desired goals.

### 2.2. Stages of Strategic Management

There are three stages of the strategic management process according to David (in Ahmad, 2020: 6), namely strategy formulation, strategy implementation, and strategy evaluation. Strategy formulation includes activities to develop the organization's vision and mission, identify the organization's external opportunities and threats, finding the organization's internal strengths and weaknesses, establishing the organization's long-term goals, creating a number of alternative strategies for the organization and selecting certain strategies to use. Strategy implementation includes developing a culture that supports the strategy, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance. Strategy evaluation includes reviewing external and internal factors that are the basis for formulating the currently implemented strategy, measuring performance and taking corrective actions.

### 2.3. Benefits of Strategic Management

According to David (in Ahmad, 2020: 16), strategic management makes organizations more proactive rather than reactive in shaping their future. Strategic management allows organizations to initiate and influence (not just respond) to various activities and thereby control their own destiny.

### 2.4. Marketing strategy

Marketing strategy is a guideline or basis for creating a marketing plan for a product and marketing tactics. This marketing strategy is also used as a guide for selling and distributing products (Wijayanti, 2017). *Strategy marketing* is an important part of the system *marketing*

regularly overall and is the first step to making a plan *marketing*. *Strategy marketing* consists of 3 main components, including segmentation, *targeting*, and *positioning*. *Strategy marketing* often abbreviated to the symbol STP.

### 2.5. Competitive Strategy

Competitive strategy according to Porter (in Noor, 2020: 19) is to create and maintain competitive advantage through a unique and distinctive function or combination of functions. For example, if product and service diversity increases, the structure tends to center on divisions referred to as strategic business units (SBU). There are three generic strategic approaches according to Porter (in Noor, 2020: 83) that will potentially be successful in outperforming other companies in an industry, including low cost advantages, differentiation and focus.

### 2.6. Differentiation Strategy

Differentiation strategy according to Porter (in Noor, 2020: 83) can be interpreted as the company's ability to provide unique and superior value to buyers in terms of product quality, special features, or after-sales service). According to Kotler and Keller (2016), company or market offerings can be differentiated into five aspects: product, service, personnel, channels and image. Kartajaya (2020:198) formulates differentiation based on three dimensions of differentiation: content (*what to offer*), context (*how to offer*), and infrastructure (*enabler*). Companies can rely on the power of differentiation in their content, context, infrastructure, or even all three at once. Content is a differentiation dimension that refers to "what" value is offered to customers. The second element is context, which is related to "how" we offer products or value. Third, infrastructure is the enabling factor for the realization of the above content and context differentiation.

### 2.7. Tourism

Tourism is all activities related to tourism and is multidimensional and multidisciplinary in nature which emerges as a manifestation of the needs of each person and country as well as interactions between tourists and local communities, fellow tourists, local governments and

entrepreneurs. Meanwhile, tourists are people who carry out tourism activities (Indrajaya, 2024). The tourism industry can be interpreted as a collection of business fields that produce various services and goods needed by those who travel on tour (Indrajaya, 2024). Ecotourism is a

diversification of tourism related to natural or environmentally friendly activities where tourists will directly enjoy the beauty and authenticity of nature so that a feeling of love for nature arises (Anwariningsih, 2021).

**2.8.Method**

This research utilizes a qualitative approach with a descriptive research type. Descriptive research is a method employed to depict and analyze the outcomes of a study, albeit without drawing broad conclusions (Sugiyono, 2018). The procedures used to gather data in this study include observation, documentation, interviews, and tests, which yield data in the form of written words and descriptions rather than numerical

figures or statistics. This study focuses on describing the differentiation strategy implemented by the Bangsring Underwater tourist destination in Banyuwangi Regency to enhance tourist visitation. The information determination technique employed is purposive, where, as per Sugiyono (2018), engineering *purposive* carried out with various considerations to obtain the necessary information.

**Table 5. Bangsring Underwater Research Framework**

<b>Content</b>	<b>Context</b>	<b>Infrastructure</b>
1. Tourist boat	1. Reservation via website	1. The Bangsring Underwater manager's website is integrated with the Regional Government website
2. Floating House	2. Coral reef conservation education	2. Experienced management of the "Nusa Bahari Fishermen's Group".
3. Snorkeling	3. Partners with various types of institutions	3. Tour guide at each ride
4. Diving		4. Social Media Accounts (Instagram)
5. Coral reef planting		5. Experienced and accomplished owner
6. Banana boats		6. Good managerial in maintenance and cleanliness.

**3. DISCUSSION**

**3.1. Content Dimensions**

Bangsring Underwater, which was established in 2014 as an ecotourism destination, has always adhered to its initial goal, namely creating a conservation area that can improve the damaged physical conditions of nature, particularly in the marine sector. As a Marine Protected Area, the Samudera Bhakti Ornamental Fish Fishermen

Group is the pioneer and driving force of Bangsring Underwater Ecotourism to this day. Even though it has become a tourist destination, Bangsring Underwater Management is always careful in providing services so as not to damage the coral reef areas planted along Bangsring Beach. The leading tourism products owned by Bangsring Underwater are Coral Reef Planting, Snorkeling and Diving Packages with licensed

tour guides, Floating Houses, Tabuhan and Menjangan Island Tour Boats, Speedboats, Banana Boats, Jets Sky, and Shark Clinics. The tourism product that differentiates it from other destinations in Bangsring Underwater is the Coral Reef Planting Package in collaboration with various stakeholders and the Fish Apartment. A fish apartment is a building made of plastic, shelter, and weights that are placed at the bottom of the waters by adapting to the shape of the coral reef and functions as a place for adult fish to spawn (spawning ground), a place to attach eggs and a nursery for young fish (nursery ground). (M. Arif Zainul Fuad, 2016).

### 3.2. Context Dimensions

Since its founding, Bangsring Underwater has experienced great development in terms of information technology. One of them is the use of social media as a promotional and reservation space. Apart from that, the Regional Government of Banyuwangi Regency also facilitates reservations for tourists via an integrated website, namely Banyuwangitourism.com and BanyuwangiTourism Apps which can be downloaded on Playstore. Apart from that, the Banyuwangi Disbudpar launched a New Style Traveling program in Banyuwangi. Initially, this program was an answer to the problem of decreasing tourist visits due to restriction policies from the central government. This program, which was initiated three months ago by the government announcing social distancing, has proven to alleviate problems in the tourism sector in Banyuwangi. Another unique value of Bangsring Underwater is that it is widely known by both local and foreign people as a maritime destination that offers underwater beauty. This is because Bangsring Underwater is often featured on national television and YouTube broadcasts belonging to national media. Apart from using the media as a promotional channel, Bangsring Underwater also partners with various multi-sector institutions in developing underwater conservation areas at Bangsring Beach.

### 3.3. Infrastructure Dimensions

Bangsring Underwater is one of the maritime destinations that has a private website for reservations and transactions. This website is

useful for local and foreign tourists who want to get information about Bangsring Underwater, especially for those who want to book destinations or accommodations. Apart from that, Bangsring also has Wi-Fi points which can be used for free by tourists. Bangsring Underwater also has electricity sources scattered around the destination, which allows visitors to charge their electronic devices. The existence of a Homestay also means that Bangsring Underwater can be enjoyed 24 hours for tourists who want to stay overnight. Bangsring Underwater in terms of Human Resources (HR) is quite measurable. This is proven by managerial activities in management organizations which are reformed every five years. Bangsring Underwater recruits managers through the Samudera Bhakti Ornamental Fish Fishermen Group, which develops and educates fishermen to be more sensitive to marine conservation. These managerial activities bore fruit with the birth of the Dive Center which can provide licenses to agencies that require diving qualifications. Bangsring Underwater is the only Dive Center in Banyuwangi that has trained instructors. Since its establishment as a tourist destination in 2014, Bangsring Underwater has had quite complete facilities ranging from a parking area, locket hall, pavilion, homestay, canteen, gazebo, tourist boat dock, floating house, fish clinic, reading park, amphitheater, prayer room, rubbish monument, rubbish ATM, diving and snorkeling equipment, turtle breeding, briquette processing, and tourist guard post.

### 3.4. Implementation Strategies Based on Community Empowerment Differentiation on Community Empowerment

Bangsring *Underwater* as a tourism destination, it carries out community empowerment well. Since its inception until now, Bangsring has been managed *Underwater* carried out by the Samudera Bhakti Ornamental Fish Fishermen Group, which consists of local fishermen who continuously develop their tourism industry so that it provides benefits to the community while preserving the marine ecosystem along Bangsring Beach. The courage of the Ornamental Fish Fishermen Group (KNIH) Samudera Bhakti to open a tourist destination was carried out after Ornamental Fish Fishermen became aware of the

environmental damage caused by their practice. *illegal fishing* so far. This makes the Ornamental Fish Fishermen Group (KNIH) Samudera Bhakti focus on improving the underwater ecosystem first as a form of responsibility for the damage that occurs.

Management continuously improves and differentiates tourism products to attract tourists to visit Bangsring *Underwater*. This also cannot be separated from the manager's ability to develop tourist destinations in a sustainable manner. Apart from that, this success cannot be separated from the role of various interested parties in developing the conservation-based tourism sector, both government and non-government sectors, to accelerate the realization of sustainable and sustainable Marine Ecotourism.

### **3.5. Analysis of Differentiation Strategy Implementation Through the Dimensions of Content, Context and Infrastructure**

Bangsring *Underwater* as the tourism industry creates a competitive advantage strategy. This can be seen from the management's efforts in developing tourism destinations. This ability to

create a competitive advantage cannot be separated from the challenges of the times where growth is fast, besides that the existence of similar competitors is also a challenge in itself. Bangsring *Underwater* chose to implement a differentiation strategy by continuously making improvements both in terms of adding unique and different tourism products (content), effective use of digital marketing channels (context) and increasing Human Resources (HR) capacity as well as adding infrastructure. This effort is carried out continuously from year to year, especially during the Covid-19 pandemic, even though the Bangsring management *Underwater* does not carry out specific strategic management.

The differentiation strategy is more effective in Bangsring *Underwater* rather than creating a competitive advantage based on low cost competition. This is evidenced by the fact that there is no change in entry fees but rather by creating rental fees for several new tourism products such as tourist boats, equipment rental and *guide*. According to the author, this method is more effective even though there are similar competitors around Bangsring Beach, namely Mutiara Tabuhan Beach which offers similarities to Bangsring *Underwater*.

## **4. CONCLUSION**

In conclusion, the stages carried out are inductive in answering the problem formulation and research objectives. The conclusions of the thesis research are as follows: 1) Bangsring *Underwater* can survive amidst COVID-19 by implementing a differentiation strategy including the dimensions of content, context, and infrastructure. Currently, Bangsring *Underwater* Management has been able to restore tourist visits, both domestic and foreign. 2) Bangsring *Underwater* has a distinctive value and is ready to run tours by meeting the standards and procedures determined by the Regional Government of Banyuwangi Regency, namely the New Style of Traveling in Banyuwangi and has been selected as 10 Featured Destinations that can be visited during Covid-19. 3) In the content dimension, Bangsring *Underwater* is intensively innovating destinations based on maritime area conservation in tourism products including Fish

Apartments, Snorkeling and Diving Packages with licensed guides, Floating Houses and Shark Clinics, Tabuhan Island and Menjangan Island Tour Boats and other Tourism Products including spots reading park, turtle breeding spot, rubbish monument spot and rubbish ATM, boat dock, Jetsky, banana boat and Speedboat. 4) In the context dimension, Bangsring *Underwater* Management implements marketing through integrated and independent digital media including the Website Banyuwangitourism.com, Bangsringunderwater.com, Banyuwangi Tourism Application, Official Instagram Social Media Account, and National Media including Trans Corp, Metro TV, MNC's Media Group and Radio Republik Indonesia (RRI). Apart from that, Bangsring *Underwater* is intensively collaborating with partners to accelerate coral reef planting and facility development through the Corporate Social Responsibility (CSR)

program with various stakeholders and other social programs. 5) In the Infrastructure dimension, Bangsring Underwater Management provides full services during COVID-19 including reservations, tour package promos, tours in collaboration with the Regional Government of Banyuwangi Regency, Homestays, Provision of Personal Protective Equipment (PPE) and preparation of Human Resources through training and Dive licenses

Center. Apart from that, Bangsring Underwater Management also continues to add existing facilities and equipments to provide the best quality service for tourists visiting Bangsring Underwater. 6) Bangsring Underwater involving the role of the surrounding community as actors implementing the destination so that community empowerment occurs which runs well in accordance with the tourism objectives themselves.

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