MEDIA WISATA
ISSN 16935969 - EISSN 26858436
Volume 24, Number 2, 2026
http://jurnal.ampta.ac.id/index.php/MWS
Lembaga Penelitian dan Pengabdian Masyarakat
Sekolah Tinggi Pariwisata AMPTA, Yogyakarta, Indonesia

ANALYSIS OF THE MANAGEMENT CHALLENGES OF SNORKELING TOURISM AT BLUE LAGOON BEACH, KARANGASEM REGENCY, BALI

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Article History

Submitted:
05 August 2026
Reviewed:
20 October 2026
Accepted:
04 November 2026
Published:
15 November 2026

ABSTRACT

Blue Lagoon Beach in Padangbai Village, Karangasem Regency, Bali, is a marine tourism destination whose snorkeling activities are operated mainly by local businesses. Despite effective day to day operations, destination level management remains fragmented. This study analyzes snorkeling tourism management through the Planning, Organizing, Actuating, and Controlling (POAC) framework, identifies management challenges, and examines existing management efforts. A descriptive qualitative case study was conducted using purposive sampling with four snorkeling operators/guides. Data were collected through semi-structured interviews, observation, and documentation and analyzed using the interactive model of Miles, Huberman, and Saldaña with source and method triangulation. The findings show that individual operators can maintain daily service and safety through experience based practices, but these practices do not substitute for destination level governance. The main weaknesses are the absence of shared planning, carrying capacity assessment, a formal coordinating institution, standardized operating procedures, and integrated environmental monitoring. The principal contribution of this study is the finding that individual operational effectiveness can coexist with institutional fragmentation: without collective governance, locally effective practices remain uneven and are insufficient to secure consistent service standards and long-term marine tourism sustainability. The study recommends a collaborative management forum, destination wide SOPs, evidence-based visitor management, and integrated environmental monitoring. The findings offer a practical basis for strengthening community based marine tourism governance at Blue Lagoon Beach.

Keywords: Tourism Management; Snorkeling Tourism; POAC; Destination Governance; Blue Lagoon

INTRODUCTION

Marine tourism has become one of the fastest growing tourism sectors because it offers recreational experiences while contributing to local economic development. Among various marine tourism activities, snorkeling is increasingly popular due to its accessibility, relatively low cost, and opportunity for tourists to directly experience underwater ecosystems (Sa'adah et al., 2025). However, the sustainability of snorkeling tourism

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depends not only on the attractiveness of marine resources but also on effective destination management that balances environmental conservation, visitor satisfaction, and community welfare (Akbar et al., 2025).

Blue Lagoon Beach, located in Padangbai Village, Karangasem Regency, Bali, is one of the marine tourism destinations recognized for its white sandy beach, clear seawater, and diverse coral reef ecosystem. These natural characteristics make the destination attractive for both domestic and international tourists seeking snorkeling experiences (Pradnyani et al., 2026). The growth of snorkeling tourism has also created economic opportunities for local communities through snorkeling services, boat transportation, equipment rental, accommodation, and other tourism-related businesses (Putra, 2023).

Despite its tourism potential, the management system of snorkeling tourism at Blue Lagoon differs from that of more established marine tourism destinations in Bali. Previous studies have shown that destinations such as Nusa Penida have developed stronger collaboration among government, local communities, and tourism businesses to support sustainable destination management (Nirmala et al., 2020; Rahman et al., 2025). In contrast, snorkeling tourism at Blue Lagoon is managed independently by individual local operators without a formal destination management institution responsible for coordinating service standards, environmental monitoring, or long term destination planning (Paramitha, 2022). As a result, operational practices vary among operators, while destination level management remains fragmented.

Effective tourism management requires the implementation of management functions consisting of planning, organizing, actuating, and controlling (POAC) to ensure that tourism activities are conducted efficiently and sustainably (Akbar et al., 2025). In marine tourism destinations, these management functions should also include environmental protection, institutional coordination, human resource development, and stakeholder collaboration to maintain the quality of tourism resources (Paramitha, 2022). However, preliminary observations conducted by the researcher indicate several management challenges at Blue Lagoon, including the absence of a formal management institution, inconsistent service standards among operators, limited integrated monitoring of coral reef conditions, price competition among operators through digital platforms, seasonal marine debris, and the impacts of coastal infrastructure development on tourism activities. These issues indicate that both internal and external factors influence the sustainability of snorkeling tourism in the destination.

Previous studies have reported that coastal tourism destinations commonly face challenges related to weak institutional coordination, limited infrastructure, inadequate human resource capacity, and environmental management (Harefa et al., 2025). Furthermore, increasing tourism activities without proper environmental management may accelerate coral reef degradation and reduce marine ecosystem quality, ultimately threatening the sustainability of snorkeling tourism (Hanif & Sarjan, 2025). Since coral reefs represent the primary attraction of Blue Lagoon, improving destination management has become an urgent issue to ensure environmental conservation while maintaining tourism competitiveness and community livelihoods.

Beyond identifying management weaknesses, this study contributes a destination-level explanation of how snorkeling tourism can remain operationally functional while institutionally fragmented. The study shows that individual operators' experience and adaptive practices are sufficient to sustain routine service delivery, but they cannot replace shared planning, formal coordination, standardized service procedures, and integrated environmental control. This distinction between individual operational effectiveness and destination level governance provides a more specific understanding of the management gap in community based marine tourism and extends the application of the POAC framework from individual business operations to collective destination management.

Although several studies have examined Blue Lagoon, most have focused on tourism potential and destination development strategies (Paramitha, 2022). Limited attention has been given to the actual management practices of snorkeling tourism, particularly regarding the implementation of the Planning, Organizing, Actuating, and Controlling (POAC) management functions and the challenges experienced by local operators in their daily operations. This research addresses that gap by analyzing snorkeling tourism management from an operational management perspective while identifying both internal and external challenges affecting destination sustainability.

Therefore, this study aims to analyze the management of snorkeling tourism at Blue Lagoon Beach based on the Planning, Organizing, Actuating, and Controlling (POAC) management functions, identify the internal and external challenges encountered in destination management, and formulate recommendations to improve management effectiveness and sustainability. The study specifically contributes by distinguishing the effectiveness of individual operational practices from the adequacy of destination level governance.

LITERATURE REVIEW

Marine Tourism and Snorkeling

Marine tourism is a form of tourism that utilizes marine and coastal resources as its primary attractions, including marine ecosystems, biodiversity, and various water-based recreational activities (Abdul & Mokodompit, 2024). One of the most popular marine tourism activities is snorkeling because it is relatively affordable, easy to access, and suitable for a wide range of tourists (Sa'adah et al., 2025). The attractiveness of snorkeling tourism is strongly influenced by the diversity of coral reefs and marine life, which constitute the main tourism resources of coastal destinations (Putri et al., 2026).

Unlike other tourism products, snorkeling tourism depends directly on living marine ecosystems that are highly sensitive to human activities. Consequently, environmental management becomes an inseparable component of marine tourism operations. Winanti and Sari (2025) found that tourism activities conducted without adequate environmental monitoring may gradually degrade marine ecosystems. Previous studies in marine tourism destinations also emphasize that carrying capacity assessment and continuous coral reef monitoring are essential to support sustainable snorkeling tourism (Hadiyanti et al., 2024; Widiastiti et al., 2021). Therefore, effective marine tourism management should balance tourism development, environmental conservation, and the sustainability of coastal resources.

POAC Management Theory

This study applies George R. Terry's Planning, Organizing, Actuating, and Controlling (POAC) management theory as the primary analytical framework (Jeka et al., 2024). Planning refers to the preparation of structured plans, including tourism zoning, carrying capacity, and long-term destination development. Organizing concerns institutional arrangements, stakeholder coordination, and the distribution of responsibilities among tourism actors. Actuating focuses on the implementation of tourism operations, including guide services, safety standards, and human resource management, while controlling involves monitoring tourism activities, enforcing regulations, and supervising environmental conditions.

Considering that snorkeling tourism at Blue Lagoon Beach is part of a broader marine tourism destination, this study complements the POAC framework with the concept of marine tourism destination management. Said et al. (2023) emphasize that successful community-based marine tourism management depends on collaboration among government, local communities, and tourism businesses in establishing service standards

and maintaining coastal ecosystems. Accordingly, the POAC framework is used not only to evaluate the management practices of individual snorkeling operators but also to assess destination level coordination and identify management challenges affecting the sustainability of snorkeling tourism at Blue Lagoon Beach.

METHOD

This study employed a descriptive qualitative approach using a case study design to examine the management of snorkeling tourism at Blue Lagoon Beach, Padangbai Village, Karangasem Regency, Bali. The research was conducted from May to June 2026. A qualitative approach was selected to obtain an in depth understanding of management practices, operational challenges, and improvement efforts from the perspectives of stakeholders directly involved in snorkeling tourism management.

The research population consisted of stakeholders involved in snorkeling tourism management at Blue Lagoon Beach. Informants were selected using a purposive sampling technique based on their knowledge, experience, and direct involvement in snorkeling operations. Four key informants participated in this study, comprising snorkeling operators and guides with experience in managing snorkeling activities and interacting directly with tourists. The four-informant design was intended to obtain in-depth operational information within the scope of a qualitative case study; therefore, the findings primarily represent the perspectives of actors directly involved in daily snorkeling operations and should not be interpreted as a complete representation of all destination stakeholders.

Data were collected through in depth semi structured interviews, direct observation, and documentation. Interviews were conducted using interview guidelines developed according to the research objectives, while observations focused on operational management practices, tourism activities, and environmental conditions at the destination. Documentation, including photographs and relevant supporting documents, was used to strengthen the research findings through data triangulation.

The collected data were analyzed using the interactive analysis model proposed by Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing or verification. To ensure the credibility of the findings, source triangulation and method triangulation were applied by comparing information obtained from different informants and data collection techniques. The analysis was guided by George R. Terry's Planning, Organizing, Actuating, and Controlling (POAC) management framework to evaluate snorkeling tourism management and identify internal and external management challenges.

RESULTS AND DISCUSSION

Planning

The findings indicate that the planning process for snorkeling tourism management at Blue Lagoon Beach is still conducted informally and relies primarily on the experience of individual operators rather than on an integrated management plan. All informants recognized the two main snorkeling sites, Blue Lagoon and Tanjung Jepun, based on long-established operational practices. However, no formal assessment of the area's carrying capacity has been conducted to determine the appropriate number of visitors that the ecosystem can sustainably accommodate. As a result, operators have different perceptions regarding visitor capacity. Some determine the number of tourists based on the availability of boats, while others adjust it according to group size and daily operational conditions. In addition, future management planning is currently influenced more by the implementation of the Candidasa Beach Conservation Project (CBCP) Phase II than by a specific development

plan for snorkeling tourism. These findings demonstrate that planning activities remain focused on daily operational needs rather than on comprehensive destination management.

These findings suggest that the planning function of management has not yet been implemented optimally. According to the POAC management framework, planning serves as the foundation for determining organizational objectives, strategies, and operational standards that guide subsequent management activities. In the absence of a structured planning process, tourism operators tend to make decisions independently based on personal experience, resulting in inconsistent management practices across the destination. The absence of a carrying capacity assessment in Blue Lagoon further indicates that visitor management is not yet supported by scientific evidence regarding the ecological limits of the marine environment. This finding is consistent with previous studies emphasizing that snorkeling tourism management should be based on environmental suitability and carrying capacity analyses to prevent excessive pressure on coral reef ecosystems. Furthermore, effective tourism planning requires collaboration among government agencies, local communities, and tourism businesses to ensure that destination development is coordinated and oriented toward long term sustainability.

More specifically, the findings reveal that although the experience of local tourism operators enables daily snorkeling activities to run efficiently, it is insufficient to establish a sustainable destination management system. The absence of a shared planning document, standardized visitor capacity guidelines, and an integrated development strategy has resulted in fragmented decision making, with each operator managing tourism activities according to individual business interests. Consequently, snorkeling tourism management at Blue Lagoon Beach remains operationally functional but strategically fragmented, creating potential risks for environmental sustainability and service consistency as visitor numbers continue to increase. These findings highlight the importance of strengthening the planning function through integrated management policies and evidence-based decision-making to support the long-term sustainability of snorkeling tourism in Blue Lagoon Beach.

Organizing

The findings reveal that the organizational structure of snorkeling tourism management at Blue Lagoon Beach exists only within individual tourism businesses and has not been integrated at the destination level. Each operator independently manages business activities, including tourist reservations, guide assignments, boat operations, and equipment preparation. Although communication among operators occurs informally through personal relationships and mutual understanding, there is no formal institution responsible for coordinating all snorkeling activities. Likewise, no official management body has established standardized operational procedures or clearly defined responsibilities for destination-wide management. These findings indicate that organizational coordination remains fragmented despite the presence of cooperation among tourism operators.

These findings suggest that the organizing function has not been fully implemented in accordance with management principles. According to the POAC framework, organizing involves establishing an organizational structure, defining responsibilities, allocating resources, and coordinating stakeholders to achieve common objectives. In Blue Lagoon Beach, the absence of a unified management organization has resulted in each operator developing independent operational systems, which limits collective decision-making and reduces management efficiency. Previous studies have emphasized that effective destination management requires institutional collaboration among tourism businesses, local communities, and government agencies to ensure coordinated planning, resource allocation, and policy implementation. Without a formal organizational framework, collaboration tends to rely on personal relationships rather than institutional

commitments, making destination governance less effective in responding to emerging management challenges.

More specifically, the fragmented organizational structure has both positive and negative implications. On one hand, individual operators can respond quickly to daily operational needs because decision making is decentralized. On the other hand, the absence of destination-level coordination creates inconsistencies in operational standards, limits information sharing, and reduces the capacity to develop collective strategies for sustainable tourism management. Consequently, while snorkeling tourism continues to operate successfully on a daily basis, the overall governance of Blue Lagoon Beach remains institutionally weak and highly dependent on informal coordination among individual operators.

Actuating

The findings indicate that the implementation of snorkeling tourism management at Blue Lagoon Beach generally follows operational practices developed by each tourism operator. Tourist activities begin with equipment preparation, safety briefings, and the use of life jackets before entering the water. Snorkeling guides accompany visitors throughout the activity to ensure safety and provide assistance when necessary. However, recruitment procedures and competency standards vary among operators. Some operators prioritize practical experience and swimming ability, whereas others additionally require communication skills in English to serve international tourists. Furthermore, not all snorkeling guides possess formal certifications in first aid or water rescue, although they have extensive practical experience in conducting snorkeling activities. These findings demonstrate that service implementation is primarily based on operational experience rather than standardized professional competency requirements.

These findings indicate that the actuating function has been implemented operationally but has not yet been supported by standardized human resource management. According to the POAC framework, actuating involves directing, motivating, and developing employees to achieve organizational objectives effectively. In tourism management, this process also includes ensuring that employees possess adequate competencies to deliver safe and high quality services. The differences in recruitment standards among operators indicate that each business independently determines guide qualifications according to its own operational needs. Previous studies have shown that standardized competency requirements and continuous training are essential components of sustainable marine tourism because they improve service quality, visitor satisfaction, and tourist safety. Therefore, the absence of standardized certification among snorkeling guides represents a limitation in the current management system.

More specifically, the findings suggest that practical experience has become the primary determinant of guide competence in Blue Lagoon Beach. Although experienced guides are capable of providing satisfactory services under normal operating conditions, differences in recruitment criteria and professional qualifications may lead to inconsistent service quality among operators. As snorkeling tourism continues to attract increasing numbers of domestic and international visitors, establishing standardized competency requirements and regular training programs would strengthen visitor safety while improving the overall quality and competitiveness of the destination.

Controlling

The findings indicate that the controlling process in snorkeling tourism management at Blue Lagoon Beach is still limited and has not been implemented through an integrated monitoring system. Environmental supervision is generally carried out through the awareness and experience of individual operators, particularly by reminding tourists not to step on coral reefs and by encouraging responsible snorkeling practices. However, there is

no formal mechanism to monitor coral reef conditions, visitor behavior, or the environmental impacts of tourism activities on a regular basis. In addition, no standardized system exists for recording visitor numbers or evaluating whether the number of tourists exceeds the ecological capacity of the snorkeling sites. These findings demonstrate that control activities remain reactive and operational rather than preventive and evidence based.

These findings suggest that the controlling function has not yet been fully implemented according to management principles. Within the POAC framework, controlling involves monitoring organizational performance, comparing actual conditions with predetermined standards, and taking corrective actions whenever deviations occur. In the context of marine tourism, effective control also requires continuous environmental monitoring, visitor management, and performance evaluation to ensure that tourism development remains sustainable. The absence of systematic monitoring in Blue Lagoon Beach indicates that management decisions are rarely supported by measurable environmental or operational indicators. Previous studies have emphasized that sustainable marine tourism depends on continuous monitoring of environmental conditions and visitor impacts in order to prevent ecosystem degradation and maintain destination quality. Therefore, strengthening monitoring and evaluation mechanisms is essential for improving management effectiveness.

More specifically, the findings indicate that although local operators have developed practical methods to supervise tourists during snorkeling activities, these efforts remain insufficient to support long-term destination sustainability. The lack of standardized monitoring procedures and environmental assessment limits the ability of stakeholders to identify emerging problems and formulate evidence-based management strategies. Consequently, the controlling function at Blue Lagoon Beach still relies heavily on individual responsibility rather than on an integrated destination management system.

Management Challenges

The findings reveal that snorkeling tourism management at Blue Lagoon Beach faces a combination of internal and external challenges that influence the effectiveness of destination management. Internal challenges primarily include the absence of an integrated management institution, the lack of a scientific carrying capacity assessment, differences in operational standards among tourism operators, and the absence of standardized competency requirements for snorkeling guides. These conditions result in fragmented management practices and limit the ability of stakeholders to formulate coordinated development strategies. At the same time, external challenges arise from increasing competition among tourism businesses, fluctuating tourist arrivals, environmental pressures associated with marine tourism activities, and the implementation of the Candidasa Beach Conservation Project (CBCP) Phase II, which has shifted management priorities toward coastal infrastructure development.

These findings indicate that the identified challenges are closely associated with weaknesses in destination governance. Sustainable tourism management requires effective collaboration among stakeholders, clear institutional arrangements, and evidence-based planning to balance economic development with environmental conservation. The absence of formal coordination among tourism operators reduces management efficiency and makes it difficult to establish common operational standards. Likewise, the lack of carrying capacity analysis limits the ability of managers to regulate visitor numbers based on ecological considerations. Previous studies have consistently emphasized that institutional collaboration and integrated governance are fundamental requirements for achieving sustainable marine tourism management. Without these elements, tourism destinations become more vulnerable to environmental degradation, inconsistent service quality, and conflicts among stakeholders.

More specifically, the situation at Blue Lagoon Beach demonstrates that the destination possesses strong natural attractions and experienced tourism operators; however, these strengths have not yet been fully supported by an effective governance system. Consequently, the main challenge is not the availability of tourism resources but rather the need to strengthen institutional capacity, stakeholder coordination, and strategic planning. Addressing these governance issues would enhance the destination's ability to maintain environmental sustainability while improving service quality and long term competitiveness.

Management Efforts

The findings indicate that tourism operators at Blue Lagoon Beach have undertaken several initiatives to maintain the continuity of snorkeling tourism despite the absence of an integrated destination management system. These efforts include organizing snorkeling trips based on daily operational capacity, conducting safety briefings before each activity, ensuring the mandatory use of life jackets, assigning guides to accompany tourists throughout the snorkeling experience, and encouraging environmentally responsible behavior by reminding visitors not to touch or step on coral reefs. Some operators have also implemented internal recruitment standards by prioritizing guides with strong swimming abilities, practical experience, and English communication skills to improve service quality for international tourists. In addition, operators participate in environmental conservation activities, such as maintaining beach cleanliness and supporting coastal conservation initiatives whenever possible. These findings demonstrate that management efforts are largely initiated by individual operators rather than coordinated through a collective destination management framework.

These findings suggest that local tourism operators have demonstrated adaptive management practices despite institutional limitations. From the perspective of the POAC management framework, these initiatives reflect the implementation of actuating and controlling functions at the operational level. However, because these efforts are implemented independently by individual businesses, they have not yet developed into standardized management practices applicable across the entire destination. Sustainable marine tourism management requires not only operational commitment from tourism businesses but also institutional collaboration, standardized operational procedures, continuous capacity building, and government support. Previous studies have highlighted that collaborative governance strengthens the ability of tourism destinations to improve service quality, protect natural resources, and respond effectively to changing environmental and market conditions. Therefore, while the existing initiatives represent positive management practices, their effectiveness remains limited without stronger coordination among stakeholders.

More specifically, the findings reveal that the sustainability of snorkeling tourism at Blue Lagoon Beach currently depends largely on the experience, commitment, and individual responsibility of local tourism operators. Their practical knowledge enables tourism activities to continue safely and efficiently on a daily basis; however, the absence of integrated governance limits opportunities to improve destination-wide management performance. Strengthening cooperation among tourism operators, local communities, government agencies, and other stakeholders would facilitate the development of standardized management policies, scientific visitor management, environmental monitoring, and professional human resource development. Such collaborative efforts would not only enhance visitor satisfaction and environmental conservation but also improve the long term competitiveness and sustainability of Blue Lagoon Beach as a marine tourism destination.

CONCLUSIONS

This study concludes that snorkeling tourism at Blue Lagoon Beach is operationally functional but destination level management remains fragmented. Through the POAC framework, planning and organizing were found to be the weakest functions because there is no shared destination plan, carrying-capacity assessment, formal coordinating institution, or common allocation of responsibilities. Actuating is relatively effective through operator experience, safety briefings, guide accompaniment, and internal recruitment practices, while controlling remains largely reactive because environmental and visitor monitoring is not integrated.

The principal contribution of this study is the identification of a distinction between individual operational effectiveness and destination-level governance. Local operators can maintain daily snorkeling services through experience, informal coordination, and adaptive practices, but these strengths do not automatically produce consistent standards or long-term destination sustainability. This finding extends the use of the POAC framework by showing that management functions need to be assessed not only within individual businesses but also in terms of collective destination governance. Practically, the findings support the establishment of a collaborative management forum, destination wide SOPs, evidence based visitor capacity management, standardized guide competency requirements, and integrated environmental monitoring involving relevant stakeholders.

This study has a limitation in that it involved only four informants from the operator and guide groups, so it does not fully represent the perspectives of other key stakeholders such as government representatives, local community organizations, visitors, and other tourism businesses. The findings therefore provide an in-depth operational perspective rather than a comprehensive stakeholder assessment. Future research should involve a broader and more diverse range of stakeholders and, where possible, combine qualitative perspectives with environmental monitoring and carrying-capacity data to strengthen the assessment of destination-level snorkeling tourism management at Blue Lagoon Beach.

LIMITATIONS AND IMPLICATIONS

This study has several limitations that should be considered when interpreting the findings. First, the study involved only four informants consisting of snorkeling operators and guides who were directly involved in the daily operation of snorkeling tourism at Blue Lagoon Beach. Although these informants were selected purposively based on their knowledge, experience, and direct involvement, their perspectives do not fully represent the views of all stakeholders involved in destination management. In particular, the perspectives of local government authorities, local community representatives, tourists, accommodation providers, and other tourism related businesses were not comprehensively examined. Therefore, the findings primarily reflect the operational perspective of snorkeling tourism management rather than providing a complete representation of destination-wide stakeholder perspectives.

Second, the qualitative nature of the study and its focus on a single destination limit the generalizability of the findings to other marine tourism destinations. The findings should therefore be understood within the specific social, institutional, environmental, and operational context of Blue Lagoon Beach. Nevertheless, the study provides an important analytical insight into how effective individual level operations may coexist with weak destination-level institutional coordination.

The findings have practical implications for snorkeling tourism management at Blue Lagoon Beach. The main implication is that improving the performance of individual operators alone is insufficient to establish sustainable destination management. A collaborative management forum involving snorkeling operators, local communities, government authorities, tourism businesses, and other relevant stakeholders is needed to coordinate

planning, establish common operational standards, and strengthen environmental monitoring. The development of standardized standard operating procedures (SOPs), visitor management guidelines, guide competency standards, and regular environmental monitoring mechanisms may further improve consistency, safety, and sustainability.

From a policy perspective, the findings indicate the importance of strengthening destination-level institutional arrangements rather than relying primarily on informal coordination among individual operators. Carrying capacity assessment, environmental monitoring, and stakeholder coordination should be incorporated into future management policies for Blue Lagoon Beach. Collaboration with academic institutions may also support evidence based planning through research, environmental assessment, capacity building programs, and monitoring activities.

Methodologically, future studies should involve a broader range of stakeholders and use additional data sources to obtain a more comprehensive understanding of snorkeling tourism management. Future research could include local government representatives, community organizations, tourists, accommodation providers, and other tourism businesses, as well as quantitative assessments of visitor capacity and environmental conditions. Such research would help validate and extend the present findings and provide a more comprehensive basis for sustainable marine tourism management.

ACKNOWLEDGEMENTS

The authors would like to express their gratitude to the informants who participated in this study and provided valuable information regarding snorkeling tourism management at Blue Lagoon Beach. The authors also extend their appreciation to Pradita University and the academic supervisors for their support and guidance throughout the research process.

DECLARATIONS

Funding

This research did not receive any specific grant from funding agencies in the public, commercial, or not for profit sectors.

Conflict of Interest

The authors declare that there is no conflict of interest regarding the publication of this article.

Author Contributions

Roels Ni Made Sri Puspadewi contributed to the conceptualization, supervision, interpretation of findings, and revision of the manuscript. Elyshia contributed to data collection, data analysis, investigation, and manuscript preparation. Both authors contributed to the review and approval of the final manuscript.

Data Availability

The data supporting the findings of this study are not publicly available due to the nature of the qualitative interviews and the protection of informant confidentiality. Relevant information is presented within the article.

Ethical Considerations

The study involved interviews with individuals directly engaged in snorkeling tourism operations. Participation was voluntary, and information obtained from the informants was used solely for academic research purposes. The identities of the informants were not disclosed in order to maintain confidentiality.

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