

THESIS BY PROJECT

**DEVELOPMENT OF SADHU LIMA VILLA IN
PERERENAN, BADUNG, BALI**



POLITEKNIK NEGERI BALI

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**POLITEKNIK NEGERI BALI
BADUNG
2025**

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**TOURISM BUSINESS PLANNING STUDY PROGRAM
APPLIED MASTER PROGRAM
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2025**

THESIS BY PROJECT

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PREFACE

Praise and gratitude go to Allah SWT, the author was able to complete the thesis entitled “Development of Sadhu Lima Villa in Pererenan, Badung, Bali” This Thesis Project Proposal was written to meet the final lecture assignment for the Master Degree of Applied Tourism Study Program at Politeknik Negeri Bali.

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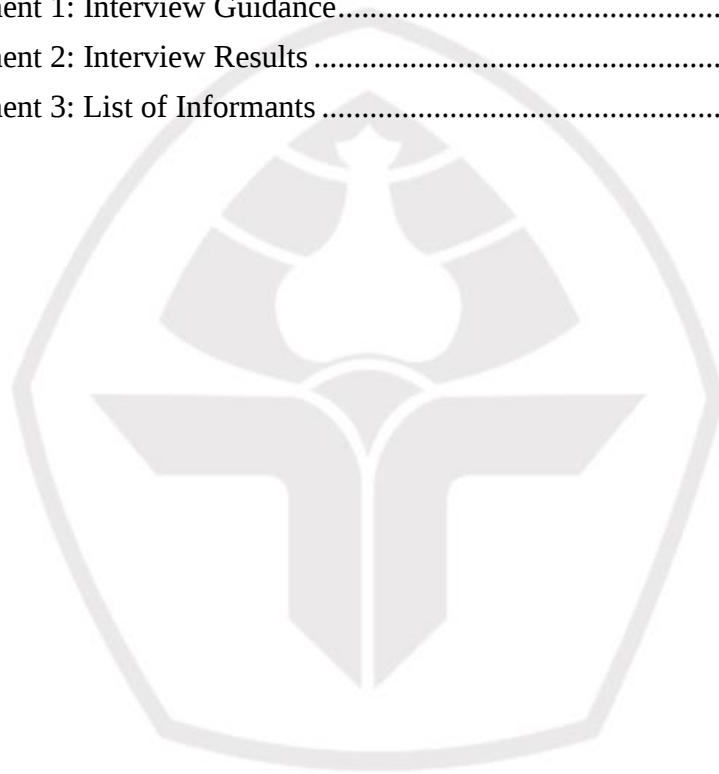
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DEVELOPMENT OF SADHU LIMA VILLA IN PERERENAN, BADUNG, BALI

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ABSTRACT

This study examines the development of Sadhu Lima Villa in Pererenan, Kuta Utara, Badung, Bali, and designs a villa development model that can be applied to similar projects. The research aims to answer two main questions: (a) How is the development of Sadhu Lima Villa in Pererenan, Kuta Utara, Badung Bali? and (b) What model can be designed and applied in the development of Sadhu Lima Villa in Pererenan, Kuta Utara, Badung, Bali? The project aims to provide clear explanation about the development of Sadhu Lima Villa in Pererenan. A qualitative approach was adopted, utilizing observation, interviews with key stakeholders (investor, architect, contractor, and villa manager), focus group discussion (FGDs), and document analysis. The POAC (Planning, Organizing, Actuating, and Controlling) framework was used as the analytical lens to evaluate the development process. The results show that Sadhu Lima Villa was developed with a strong emphasis on tropical-modern architecture, eco-friendly design, and market-driven strategies. Financial feasibility analysis indicates a positive Net Present Value (NPV), a payback period of less than four years, and an annual ROI exceeding 50% proving the project's profitability. Furthermore, a comprehensive development model was designed, comprising three key components: Design, Finance, and Sustainability. This model integrates POAC principles and can serve as a blueprint for future boutique villa developments in Bali, offering both profitability and alignment with sustainable tourism practice. The findings of this study contribute to the development of applied science in tourism business planning, particularly in relation to the actual creation of relatively small-scale accommodation business projects equipped with related business systems.

Keywords: Sadhu Lima Villa, villa development model, POAC framework, sustainable tourism, financial feasibility

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ABSTRAK

Penelitian ini mengkaji pengembangan Sadhu Lima Villa di Pererenan, Kuta Utara, Badung, Bali, serta merancang model pengembangan vila yang dapat diterapkan pada proyek serupa. Penelitian ini bertujuan menjawab dua pertanyaan utama: (a) Bagaimana pengembangan Sadhu Lima Villa di Pererenan, Kuta Utara, Badung, Bali? dan (b) Model apa yang dapat dirancang dan diterapkan dalam pengembangan Sadhu Lima Villa di Pererenan, Kuta Utara, Badung, Bali? Proyek ini bertujuan memberikan penjelasan yang jelas mengenai pengembangan Sadhu Lima Villa di Pererenan. Pendekatan kualitatif digunakan dalam penelitian ini, melalui observasi, wawancara dengan pemangku kepentingan utama (investor, arsitek, kontraktor, dan manajer vila), diskusi kelompok terfokus (Focus Group Discussion/FGD), serta analisis dokumen. Kerangka POAC (Planning, Organizing, Actuating, and Controlling) digunakan sebagai lensa analisis untuk mengevaluasi proses pengembangan. Hasil penelitian menunjukkan bahwa Sadhu Lima Villa dikembangkan dengan penekanan kuat pada arsitektur tropis-modern, desain ramah lingkungan, serta strategi yang berorientasi pada pasar. Analisis kelayakan finansial menunjukkan nilai Net Present Value (NPV) positif, periode pengembalian (payback period) kurang dari empat tahun, serta ROI tahunan melebihi 50%, yang membuktikan profitabilitas proyek. Selain itu, dirancang sebuah model pengembangan komprehensif yang terdiri dari tiga komponen utama: Desain, Keuangan, dan Keberlanjutan. Model ini mengintegrasikan prinsip POAC dan dapat menjadi cetak biru (blueprint) untuk pengembangan vila butik di Bali di masa depan, yang tidak hanya menguntungkan secara finansial, tetapi juga selaras dengan praktik pariwisata berkelanjutan. Temuan penelitian ini memberikan kontribusi pada pengembangan ilmu terapan dalam perencanaan bisnis pariwisata, khususnya terkait penciptaan proyek bisnis akomodasi skala relatif kecil yang dilengkapi dengan sistem bisnis terkait.

Keywords: Sadhu Lima Villa, model pengembangan vila, kerangka POAC, pariwisata berkelanjutan, kelayakan finansial

CHAPTER I

INTRODUCTION

1.1 Background

Tourism plays a critical role in Bali's economy. Over the last few decades, this sector has shown remarkable growth. The tourism industry has enormous and diverse economic potential that can significantly drive regional and national economic development (Haryanto, 2020). Despite this continued growth, the sector faces challenges such as unexpected events and natural disasters that can disrupt the flow of travel.

One of the most impactful events in recent history was the COVID-19 pandemic, which caused a drastic decline in domestic tourist activity in 2020 due to strict mobility restrictions. However, according to the Central Statistics Agency (BPS), the number of domestic tourist visits began to recover in 2021 and 2022, reaching 734.86 million in 2022—an increase of 19.82% from the previous year, though still slightly below pre-pandemic levels in 2019. On the international front, Indonesia welcomed 1.12 million foreign tourists in July 2023, a 74.07% increase from the same month in 2022. In response to these shifts, the hospitality industry adapted by embracing new trends, most notably the rise of the staycation, where people prefer short, local getaways. Google Trends data indicate that interest in staycations peaked in late 2021 and surged again during the 2022 holiday season, reflecting a significant behavioral shift in how people engage with tourism domestically.

Industry leaders have acknowledged this transformation. PHRI Secretary

General, Maulana Yusran, predicted that tourism trends will continue shifting toward staycations. One key reason for its popularity is that people feel bored staying at home, and a staycation helps relieve that monotony. Similarly, Indra Gunawan, CEO of Bobobox, emphasized that the current focus of the hospitality industry lies in serving the millennial generation, for which the staycation trend can be a key development strategy (Hitto, 2023). These shifts not only demonstrate the sector's resilience but also highlight the importance of innovation and adaptation in hospitality offerings.

The COVID-19 pandemic highlighted the vulnerability of global tourism but also underscored the importance of resilience through learning and adaptation. Scholars argue that tourism businesses must review their business models and adapt operations to align with government mandates and evolving consumer expectations (C. M. , & P. G. Hall, 2020). Past crises provide valuable learning opportunities for building resilience. For instance, repeated disruptions in tourist destinations can equip firms with skills to respond effectively to future crises (Jiang & Ritchie, 2017), Experiences mediated by learning may inspire companies to adopt proactive market strategies for future crises (Cioccio & Michael, 2007), Moreover, the right combination of skills and resources strengthens industrial resilience (Faulkner, 2001). Every event influencing the tourism sector-whether natural or human-driven can provide lessons for sustainable and adaptive industry practices (Filimonau & De Coteau, 2020a). Thus, the ongoing evolution of the tourism sector reflects not only recovery but also transformation in response to shifting consumer expectations.

Since the tourism sector plays an indispensable role in Indonesia's economy, accommodation has become an increasingly crucial need. The expansion of tourism has created numerous business opportunities, with accommodation serving as an essential component of tourism infrastructure. The island's tourism industry has rebounded significantly since the pandemic. In 2020, Bali recorded 4,596,157 tourist arrivals, while by August 2023, the number had increased to 6,354,703. Bali's rise as a premier global tourist destination is evident, as it ranked the second most popular global destination in 2023, surpassing London (third) and Paris (fifth) (TEMPO.CO, 2023). This surge underscores the escalating demand for accommodation that aligns with the expectations of modern travelers.

Table 1.1 Bali Tourist Arrival 2018 – 2023

NO	MONTH	2018	2019	2020	2021	2022	2023
1	JANUARY	765,452	843,407	979,717	83,475	280,692	731,577
2	FEBRUARY	849,592	809,783	740,201	77,367	195,494	682,564
3	MARCH	917,714	834,315	417,532	134,757	302,897	753,559
4	APRIL	961,461	910,126	35,030	151,095	311,591	827,165
5	MAY	933,204	811,045	4,779	139,340	504,429	866,331
6	JUNE	1,030,333	1,012,625	6,941	230,292	577,467	974,996
7	JULY	1,144,333	1,049,243	36,905	32,311	655,165	1,065,142
8	AUGUST	1,038,906	1,080,997	86,960	42,623	647,032	992,422
9	SEPTEMBER	1,036,048	992,674	88,729	120,333	635,755	959,463
10	OCTOBER	1,018,790	992,939	122,034	237,056	679,913	934,242
11	NOVEMBER	895,656	919,832	170,492	279,311	650,927	849,601
12	DECEMBER	1,051,650	1,055,203	229,362	354,444	902,349	1,022,563
	TOTAL	11,643,139	11,312,189	2,918,682	1,882,404	6,343,711	10,659,625
	GROWTH RATE	3.42%	-2.84%	-74.20%	-35.50%	237.00%	68.03%

Source : Disparda Bali (2023)

One of the most significant responses to this demand has been the rapid growth of villa accommodations. As tourist numbers increased, so too did the demand for alternative accommodation beyond traditional hotels and resorts. This demand drove the construction of private villas, which became popular for their exclusivity and personalized experiences. Group travelers often prefer villas, as

they provide a cost-effective option and allow more quality time together (Sulaiman, 2019). Additionally, many people opt for villa rentals on weekends, as villas located away from city centers provide an ideal escape from urban routines. During the COVID-19 pandemic, villas became even more attractive, as travelers sought privacy and reduced interaction with crowds (Prasetya, 2021). Consequently, villas with complete facilities became especially desirable, as guests tended to spend more time enjoying on-site amenities.

In 2024, tourism trends continue shifting from mass tourism to individualized experiences, largely due to technological advancements. Sanchez, (2021) observed that the increased use of digital platforms in tourism has spurred innovation in services and products, creating added value for travelers. Social media, in particular, has become a powerful tool for sharing information, promoting destinations, and assessing customer satisfaction. Innovation in tourism can be evaluated through dimensions such as radical versus incremental change, and through differentiation in products, services, processes, management, and marketing (Chen & Chen, 2022). In Bali, the accommodation sector has also shifted from traditional hotels toward villas. This shift reflects both consumer preferences and investor interests. From the investor perspective, building villas presents lower capital and operational costs compared to large hotels, while still achieving rental rates equivalent to star-rated hotels, thereby offering higher profitability.

Trends in Bali's tourism hotspots also continue evolving. Areas once considered prime tourist destinations, such as Kuta and later Seminyak, eventually gave way to new hubs like Canggu. Currently, Pererenan, located in Kuta Utara

District, Badung Regency, is emerging as the next major hotspot (takeustobali.com, 2021). Despite being a relatively quiet Balinese village, Pererenan is increasingly attractive due to its rice field views, serene beaches, and tranquil atmosphere. Its proximity to popular tourist attractions and beach clubs has further enhanced its potential for accommodation investment.

One notable location in Pererenan is Lima Beach, a favorite among tourists due to its rice field views, beautiful beaches, and its calm atmosphere. Various tourist attractions and beach clubs can also be easily accessed from this area. This potential has encouraged more business owners to invest in villa accommodations in the Pererenan area.

Table 1.2 Bali Accommodation Development 2018 -2023

NO	TYPE OF ACCOMODATION	2018		2019		2020		2021		2022		2023	
		UNIT	ROOM	UNIT	ROOM	UNIT	ROOM	UNIT	ROOM	UNIT	ROOM	UNIT	ROOM
1	HOTEL BERBINTANG	248	33,636	265	35,819	266	36,319	406	58,706	319	38,427	435	35,394
2	HOTEL MELATI	1,771	39,175	2,005	39,719	2,097	43,442	1,848	39,239	1,996	39,406	3,157	32,603
3	PONDOK WISATA	2,905	11,603	3,103	12,364	3,247	12,947	444	4,191	699	4,306	597	3,981
TOTAL		4,924	84,414	5,373	87,902	5,610	92,708	2,698	102,136	3,014	82,139	4,189	71,978

Source: Disparda Bali (2023)

Despite the growing demand, Pererenan remains underdeveloped in terms of accommodation, particularly villas. Therefore, villa development is essential to meet the needs of potential tourists who plan to stay in the area. In response to this opportunity and the current market situation, the Sadhu Lima Villa project was initiated. The project envisions creating a residential environment that offers both comfort and safety, serving as a dream home with facilities that meet modern lifestyle needs and desires.

The Sadhu Lima Villa development will consist of five two-bedroom villas, each equipped with a private pool. The project is based on the same core principles- emphasizing premium standards, intelligent design, and exceptional services. Adopting the concept of "great living," Sadhu Lima Villa is committed to building villas with excellent location, competitive pricing, and optimal size. To support this vision, this paper provides a comprehensive description of the Sadhu Lima Villa development project.

1.2 Formulation of Problems

Based on the background, the problem questions are:

- a. How is the development of Sadhu Lima Villa in Pererenan, Kuta Utara, Badung Bali?
- b. What model can be designed and applied in the development of Sadhu Lima Villa in Pererenan, Kuta Utara, Badung, Bali?

1.3 Objectives of the Study

This business project objectives are follows.

1.3.1 General Objectives

The project aims to provide clear explanation about the development of Sadhu Lima Villa in Pererenan.

1.3.2 Specific Objectives

The project is carried out to:

- a. Develop Sadhu Lima Villa in Pererenan, Kuta Utara, Badung Bali.
- b. Design and apply model of Sadhu Lima Villa development in Pererenan, Kuta Utara, Badung Bali.

1.4 Significances of the Study

a. Student/Researcher

This project is carried out to

1. Create development project of Sadhu Lima Villa
2. Design the model from the development of Sadhu Lima Villa

b. For Politeknik Negeri Bali

The project adds to the institution's academic source of information that can leverage the variation of institution data library

c. For Industry/Investor

This project is beneficial for industry and investor of business in Bali in order to:

1. Get an explanation regarding the development of Sadhu Lima Villa
2. Understand the model of Sadhu Lima Villa development

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CHAPTER VI

CLOSING

6.1 Conclusion

The development of Sadhu Lima Villa demonstrates that the systematic application of the POAC framework-Planning, Organizing, Actuating, and Controlling-provides a strong managerial foundation for boutique property development. Through planning, the project integrated comprehensive feasibility studies, financial modeling, and market analysis that aligned with Bali's tourism recovery and the rising demand for eco-luxury accommodations. The selection of Pererenan as the project location was supported by empirical evidence of shifting tourism hotspots, ensuring that the villa was positioned in an emerging destination rather than a saturated market. This careful planning reduced risk exposure and created a coherent roadmap for achieving both lifestyle value and financial profitability.

Organizing translated these conceptual frameworks into operational strategies. The establishment of clear organizational structures and division of responsibilities enabled the project team-comprising investors, architects, contractors, and property managers-to work in synergy. Effective resource allocation, from construction budgets to labor deployment and communication systems, ensured efficiency and minimized redundancies. This stage highlighted the importance of collaboration and specialization, where each stakeholder's expertise was directed toward shared objectives. In turn, organizing provided the

foundation for structured execution and accountability throughout the project cycle.

The actuating phase emphasized the transformation of strategic plans into tangible outcomes. It encompassed construction progress, marketing rollout, and operational preparation, all supported by leadership and teamwork. During this stage, architectural designs were realized into eco-conscious, tropical-modern villas, while marketing strategies simultaneously built brand positioning in the competitive Bali property market. Leadership ensured that deadlines were met, standards were upheld, and quality was consistently delivered. Actuating also reflected adaptability, as the project integrated flexibility to adjust timelines and promotional efforts based on market response and resource availability.

Finally, controlling acted as the safeguard of project integrity. Monitoring and evaluation mechanisms tracked milestones, expenditures, and outcomes against initial plans. This process ensured that deviations could be addressed promptly through corrective measures, such as budget adjustments or supplier renegotiations. In the case of Sadhu Lima Villa, controlling extended beyond the construction phase into long-term sustainability by embedding energy efficiency, guest satisfaction monitoring, and financial reporting systems. Collectively, the four managerial functions not only produced the physical realization of the villas but also reinforced the project's dual objectives: sustained guest satisfaction and measurable investor returns. This validates that managerial theory, when adapted to local tourism dynamics, provides a practical and replicable model for boutique property development.

6.2 Recommendations

To sustain long-term success, it is recommended that Sadhu Lima Villa adopt continuous innovation and market responsiveness. Regular market research should be conducted to anticipate evolving tourist preferences, particularly the increasing demand for wellness, sustainability, and digital nomad lifestyles. This must be supported by ongoing staff training and operational improvements to ensure service consistency and enhance the guest experience. Strengthening digital marketing strategies through social media, influencer collaborations, and global booking platforms will also increase visibility and competitiveness in a saturated villa market.

From an academic and practical standpoint, future villa and boutique property developments in Bali and other emerging destinations can replicate this POAC-based framework to ensure structured and sustainable growth. Future studies may enrich this model by integrating risk management analysis, sustainability metrics, and stakeholder engagement strategies. By doing so, projects can achieve a balance between profitability, guest satisfaction, and ecological responsibility. For Sadhu Lima Villa specifically, the continued application of this model will ensure that it remains not only a profitable investment but also a benchmark for sustainable tourism property development in Bali.

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