

THE ROLE OF LOCAL COMMUNITIES IN PLANNING AND MANAGEMENT WALUNGAN CIKA-CIKA MARKET AS A CREATIVE TOURISM DESTINATION

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Abstract

Cika-Cika River Market is a community-based creative tourism destination developed through the initiative of local residents along the Cikapundung River in Bandung City. This destination emphasizes active community participation in tourism planning and management to achieve social, economic, and environmental sustainability. This study aims to analyze the role and level of local community participation, identify supporting and constraining factors, and formulate strategies to strengthen the community's role in developing Cika-Cika River Market. The research employs a descriptive qualitative approach, with data collected through interviews, questionnaires, field observations, and literature review. Data analysis is conducted using SWOT analysis, supported by IFAS and EFAS matrices. The findings indicate that the local community plays a dominant role as the initiator and main manager of the destination, supported by strong social capital and a culture of mutual cooperation. However, challenges remain in terms of legal status, managerial capacity, and limited supporting facilities. Therefore, development strategies should focus on strengthening institutional capacity, improving MSME competencies, and enhancing community-based infrastructure to ensure the sustainability of the destination.

Keywords: Cika-Cika River Market, Community Based Tourism, Community Participation, SWOT Analysis (IFAS/EFAS)

A. INTRODUCTION

Tourism is a sector that plays a crucial role in driving economic growth at the regional, national, and even international levels. In addition to being a source of foreign exchange for a country, the tourism sector also contributes to job creation, strengthening the creative economy, and improving public welfare. The Indonesian government emphasizes that tourism has a significant impact on the economy. According to a press release from the Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2025), the tourism sector's contribution to Gross Domestic Product (GDP) in 2024 reached approximately 4%, up from 3.9% the previous year. This growth is projected to continue to support the national economic growth target of 8% by 2029. This data demonstrates that tourism is not only an economic driver but also plays a role in strengthening social resilience and increasing opportunities for community welfare in various regions.

The current perspective on tourism development has changed. While management was previously largely determined by the government or investors, a new approach is now emerging that involves more communities. This approach is known as community-based tourism (CBT). According to Juliana et al. (2021), community-based tourism is a form of tourism that places local communities as key actors in planning, managing, and enjoying the benefits of tourism activities. The goal is not only to increase income but also to preserve the

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environment, culture, and local identity. In the CBT concept, communities are involved from the initial planning stage through implementation. This ensures that the economic and social benefits of tourism activities are directly felt by local residents. The success of tourism development is no longer measured by the number of tourists visiting, but by the extent of its positive impact on the community, such as increased community participation and independence in managing tourist destinations.

Bandung is known as one of the centers of the creative economy in Indonesia and has received international recognition since joining the UNESCO Creative Cities Network in 2015 in the Design category (UNESCO, 2015). With a population of approximately 2.5 million, Bandung is a hub for creativity and entrepreneurship. Approximately 56% of economic activity in the city is related to design, encompassing the sub-sectors of fashion, graphic design, and digital media, which are key drivers of the creative economy. Furthermore, Bandung also has eight creative villages that serve as a platform for local communities to create. According to data from the Bandung City Central Statistics Agency (2023), the number of tourists visiting Bandung reached 7,752,507 people, consisting of 38,570 international tourists and 7,713,937 domestic tourists. This figure demonstrates Bandung's status as a leading national tourist destination. Its diverse creative economy potential and high tourism activity make Bandung a model for urban tourism development that combines creativity, local culture, and community participation.

One example of good practice in community-based creative tourism in Bandung is the Walungan Cika-Cika Market. Based on initial interviews with a member of the Walungan Cika-Cika Market management community, this market was initiated by a local community located on the banks of the Cikapundung River. The market was established as a community effort to revitalize the riverbank area into a productive and environmentally friendly public space. According to a report by Visual Republika (2024), this area is now known as a new tourist destination, offering a market atmosphere, local culinary delights, and arts activities held along the banks of the Cikapundung River. The Bandung City Government, through its official website bandung.go.id (2024), calls the Walungan Cika-Cika Market a "hidden gem" that combines green space, creative economic activities, and social interaction with residents. Detik Jabar (2024) also reported that this riverside culinary area is increasingly popular with the public, especially on weekends, due to its relaxed atmosphere and the natural beauty of the Cikapundung River. Based on documentation from the Cika Cika Bandung Community Instagram account, regular activities such as MSME bazaars, music performances, and community art exhibitions are characteristic of this area. These activities demonstrate how the results of citizen creativity can transform a simple public space into a sustainable community-based tourist destination.

Despite its potential as a community-based tourism destination, the management of Walungan Cika-Cika Market still faces several challenges. Initial observations indicate that the market area is poorly organized, particularly at the entrance, which is quite steep and directly adjacent to residents' homes. The sales area and seating for visitors are also untidy, compromising visitor comfort and safety. This situation highlights the importance of improving spatial management and the arrangement of tourism facilities. In theory, Goodwin (2006, cited in Goodwin & Santilli, 2009) questioned whether community-based tourism can truly deliver the expected benefits. Santilli also emphasized that many CBT initiatives fail due to lack of financial sustainability and over-reliance on external support. Furthermore, the Potensi Network (2024) report highlighted that in Bandung City in general, community-based tourism development is still hampered by minimal local government ownership of tourism assets and weak coordination between stakeholders.

Given these conditions, research into the role of local communities in the planning and management of Walungan Cika-Cika Market is crucial. Various findings in the field and literature indicate that the success of community-based tourism depends not only on the physical potential of the destination, but also on the extent to which the community is actively involved and has the opportunity to manage tourism activities independently. In the context of Walungan Cika-Cika Market, community participation has been a key driver in maintaining creative tourism activities, but it has not been supported by strong planning and institutional frameworks. Therefore, this research is needed to identify forms of community participation, analyze supporting and inhibiting factors in market management, and formulate strategies to strengthen the community's role in realizing a sustainable creative tourism destination. The results of this study are expected to contribute to the development of community-based tourism at the local level and can inform more open and community-inclusive tourism policies.

Based on the background description, the main problem in this research can be formulated as the suboptimal role of the local community in the planning and management of Walungan Cika-Cika Market as a creative tourism destination. Although this area was created through community initiatives and has the potential to be developed as a form of community-based tourism, its management is still hampered by a lack of structured planning. Therefore, this study aims to analyze the form and level of local community participation in the management of Walungan Cika-Cika Market, identify factors that support and hinder community involvement in tourism activities, and formulate strategies to strengthen the role of local communities in order to create a creative tourism destination that is more open and involves the community.

B. LITERATURE REVIEW

The Concept of Local Communities in Tourism

The concept of local communities in tourism refers to groups of people residing in a destination area and having close social, cultural, economic, and ecological ties to the area. Local communities are viewed as key actors in maintaining the sustainability of destinations, particularly in community-based tourism. Raihan et al. (Winata & Idajati, 2020) define Community-Based Tourism as a tourism approach in which the community is positioned as the primary actor through community empowerment in various tourism activities, thereby prioritizing the benefits of tourism for the community. The concept of Community-Based Tourism emphasizes a dominant role for the community in tourism, protection of local culture, attention to environmental aspects, and the benefits felt by the local community.

According to Murphy (Sukmana et al., 2019), the dimensions of Community-Based Tourism include community involvement, environmental conservation, protection of local culture, equitable benefits, partnerships, and sound tourism management. CBT emphasizes three principles: empowerment, control, and benefit sharing, whereby the community becomes the owner and manager of the destination, not simply the object of development. However, many studies have criticized the implementation of CBT, which is often symbolic (tokenism), especially when government or investor intervention is too dominant (Tosun, 2006). Walungan Cika-Cika Market represents a tourism model that relies on local community creativity, revitalization of public spaces, and integration of economic, cultural, and environmental conservation activities.

SWOT Analysis and EFAS/IFAS Matrix

SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is a method commonly used in strategy development, taking into account both internal and external environmental conditions (Noorcahyo and Ali, 2025). With this analysis, companies can identify their strengths and weaknesses (internal factors), as well as the opportunities and threats emanating

from the external environment. SWOT analysis itself is an acronym for Strengths, Weaknesses, Opportunities, and Threats, all of which form the basis for a company's strategic decision-making. This analysis is crucial in helping businesses understand their competitive position and design strategies based on their potential strengths and opportunities, while mitigating the impact of their weaknesses and threats (Noorcahyo and Ali, 2025).

The IFAS and EFAS strategies are advanced quantitative analysis tools derived from SWOT analysis. IFAS (Internal Factor Analysis Summary) is used to summarize and assess a company's internal strengths and weaknesses. Each factor is weighted according to its importance and then scored based on actual conditions, resulting in a weighted score that reflects the dominant strengths or weaknesses of a business (Rangkuti, 2019). Meanwhile, EFAS analyzes external factors, namely opportunities and threats, that impact business continuity. Like IFAS, each external factor is also assessed based on weight and score, so that it can be seen how much influence the external environment has on the strategy that the company must take (David, 2011)Partisipasi Masyarakat dalam Pengembangan Destinasi

Community participation is a core concept in sustainable tourism development (Tosun, 2006). In some urban destinations, including tourism markets, participation often occurs at an induced level, where communities actively contribute but lack full sovereignty in the decision-making process. According to Tosun (2006), there are three main categories of participation: (1) spontaneous participation, meaning communities independently initiate, manage, and control destinations; (2) induced participation, meaning the government facilitates and communities act as partners; and (3) pseudo-participation, meaning communities are merely used as symbols in the development process. Tosun (2006) identified major obstacles affecting participation, including operational constraints (access to information, managerial skills), structural constraints (government or investor dominance), and cultural constraints (norms, beliefs, social relations). High participation impacts the quality of tourism services, increases visitor satisfaction, equitable distribution of economic benefits, and the preservation of local values (Ridho et al., 2021).

Tourism Markets and Urban Ecotourism Development

In urban spaces, tourism markets serve as a medium for regenerating public space and empowering the creative economy. Urban tourism markets are characterized by being community-based, emphasizing local identity, combining education and recreation, and being sustainability-oriented. Tourism markets possess the following characteristics: (1) multisensory experiences, meaning they offer experiences that engage the senses of smell, sound, sight, and texture. (2) Through products, culinary delights, art, and vendor interactions, these markets serve as a medium for cultural heritage, enriching the tourist experience and strengthening local cultural identity. (3) local economic circulation, where tourism markets contribute to the local multiplier effect, meaning revenue from the tourism sector flows back into the surrounding community (Mitchell & Ashley, 2006). (4) as a platform for community empowerment, where, within the CBT model, tourism markets serve as a strategic space for vulnerable groups such as women, MSMEs, and creative communities to strengthen their independent economies (Manyara & Jones, 2007).

Urban ecotourism is a new development in the ecotourism discourse that focuses on environmental conservation, public education, and nature-based recreation in urban areas (Higham & Luck, 2002). The main objectives of urban ecotourism are to restore urban ecosystems, raise awareness among urban communities, provide sustainable recreational spaces, and encourage a community-based local green economy. Tourist markets have the potential to become a strategic part of urban ecotourism if they are located in urban ecological spaces, promote sustainable local products, involve local communities in their management, and serve as public education spaces. The Walungan Cika-Cika Market integrates river

conservation, local culinary arts, urban community education, and local economic development. Maulida et al. (2024) demonstrated that community-based creative markets can act as catalysts for economic empowerment and cultural production spaces.

C. RESEARCH METHODOLOGY

This research design uses a qualitative descriptive method. Qualitative descriptive methods focus on answering research questions related to the what, who, where, and how of an event or experience, ultimately leading to an in-depth study to identify emerging patterns. Descriptive research is conducted by seeking information related to existing phenomena, clearly explaining the objectives to be achieved, planning the approach, and collecting various types of data for reporting. This approach is used to provide an in-depth and comprehensive description of the active role of local communities in designing, managing, and developing tourism activities with local potential. This research was conducted at the Walungan Cika-Cika Market, located on Jl. Dago Pojok, Dago, Coblong District, Bandung City, West Java 40135.

Data collection was conducted to obtain primary and secondary data. Primary data was obtained from research subjects through in-depth and structured interviews, questionnaires (using Google Forms), field observations, and documentation. In-depth and structured interviews were conducted with the Cika-Cika Community's advisors and public relations staff. The questionnaire was aimed at local residents who are members of the Cika-Cika Community and traders in the Walungan Cika-Cika Market area. Secondary data collection utilized literature studies from journals and books relevant to the research.

The data analysis techniques used were qualitative descriptive analysis and SWOT (strengths, weaknesses, opportunities, and threats) analysis. Data from interviews were analyzed descriptively. The SWOT analysis was used to identify potential, constraints, and challenges faced, as well as to determine internal and external factors influencing the community's role in planning and managing Walungan Cika-Cika Market as a creative tourism destination. The SWOT method was chosen because it is considered effective in providing a comprehensive understanding of the community's strategic position within the context of community-based tourism development. The results of the SWOT analysis were used to formulate a tourism destination development strategy oriented toward sustainability, local community empowerment, and increased local tourism competitiveness.

D. RESULT AND DISCUSSION

Overview of Walungan Cika-Cika Market

Walungan Cika-Cika Market is a community-based ecotourism destination that grew out of the initiative and concern of residents living along the Cikapundung River for the environmental conditions surrounding their homes. The market began with a community-based community cleanup activity every weekend as an effort to preserve the water flow and restore the ecological function of the riverbank area. This activity fostered the belief that a clean and well-maintained river has the potential to be developed as a community-based economic space. This idea led to the emergence of the Walungan Market as a public space that combines nature tourism, local culinary delights, social interaction, and environmental education. Geographically, the market is located on a riverbank with a sloping contour and access via asphalt and steep dirt roads. Although the route is challenging, this physical condition is part of the market's appeal, offering an authentic adventure experience and creating a unique natural river atmosphere rarely found in urban environments.

The Walungan Cika-Cika Market is entirely managed by the Cika-Cika Community, consisting of residents from several neighborhood associations (RTs) who work collectively based on a naturally formed division of roles. The community structure is not formal, but rather organized through the residents' daily roles, such as cleaning, public relations, and managing tourism activities. Women also play a dominant role, particularly in managing market operations and managing daily needs. Market operations take place every weekend, with

Sundays being the peak of activity when residents open their stalls selling traditional culinary delights and local products. After trading, the community cleans the riverbank area as part of their commitment to environmental sustainability. Market activities are also accompanied by various educational activities such as walking routes, clean-ups, the release of eco-enzymes, and the dissemination of local values to visitors.

The existence of the Walungan Cika-Cika Market has brought significant changes to the community's social interaction patterns. Before the market's establishment, residents rarely met and interacted. Now, market activities strengthen social connectivity, foster solidarity, and create a space for intensive interaction between residents. In addition to its economic function, the market also serves as a space for social interaction, a platform for creativity, and a platform for community empowerment at the local level. Challenges to developing this destination include steep, downhill access, limited infrastructure, and the need for synergy with the surrounding area to ensure equitable economic and social benefits. Nevertheless, the community views the area's physical characteristics not as a weakness, but rather as a strength that lends a unique identity to the destination. Supported by routine community activities, informal collaboration among residents, and social media support from visitors, Walungan Cika-Cika Market has developed into a model for community-based tourism practices that emphasizes a balance between the environment, local culture, and socio-economic sustainability.

The Role of Local Communities in Destination Planning

Research results indicate that local communities play a very dominant role in the Walungan Cika-Cika Market destination planning process. Since its inception, the market's establishment has been initiated through collective community activities that later evolved into informal deliberation forums. Community involvement in planning does not take the form of formal meetings, as is the case with government organizations, but rather through village deliberation forums, neighborhood association (RT/RW) meetings, and regular discussions at the activity location. The pattern of community participation in tourism planning demonstrates diverse forms of community participation, with each level of participation determining the extent to which the community is actively involved in decision-making and destination management (Wirawan & Putra, 2020). The planning process is based on the daily needs and experiences of residents, so strategic decisions such as determining stall locations, assigning community roles, organizing tourism activities, and managing access and river cleanliness are based on mutual agreement. This process demonstrates that the community is not merely an implementer but also a decision-maker. This approach demonstrates the active role of local communities, who are the primary subjects in tourism destination planning, encompassing initiative holders, implementers, and policy controllers (Pratiwi & Sumarmi, 2021). Development ideas such as walking routes, environmental education, changes to food product variants, and cultural activities also emerged from community initiatives. This reinforces the fact that innovations originating from local community participation are not only relevant but also a new force for sustainable, inclusive, and well-being-oriented tourism development (SENADIMAS Proceedings, 2025).

The communication relationship between the community, the community, and the government is collaborative yet remains community-centered as the primary driver. The government is present not as a dominant planner but as a partner that responds to community needs when needed, for example through support from relevant agencies (the Tourism Office, the Water Resources Office, and other agencies that occasionally participate in the field). This government role (as a facilitator and policy supporter) is crucial in creating a conducive ecosystem, as the effectiveness of tourism planning is greater when local stakeholders are given space to participate, while the government focuses on providing the necessary

infrastructure and regulations (Rahmawati & Nurcahyo, 2021). The community assessed that the planning process was relatively transparent because all decisions were discussed through open deliberations involving residents who were active in river cleanup activities and market operations. Transparency was not realized through formal documents or reports, but rather through open information in daily conversations, so that all residents involved were aware of the dynamics, needs, and direction of market development. This planning mechanism demonstrated a community-based participatory planning model, where local knowledge, village deliberations, and social relations were the main pillars. This is supported by findings that the effectiveness of community-based tourism development is highly dependent on social capital (trust, networks, and norms), which is realized through deliberation and communication that ensure transparency at the community level (Nugraha, 2021). This model is relevant to the principles of participatory planning in community-based destinations, where the community is not merely involved in implementation but holds control from the initial planning stage to strategic decision-making.

The Role of Local Communities in Destination Management

Research results indicate that the management of Walungan Cika-Cika Market relies entirely on the capacity and active participation of the local community through the Cika-Cika Community, which acts as the primary manager without a formal management structure. This management model aligns with the principles of Community-Based Tourism (CBT), which emphasizes self-reliance, where the success of a destination depends on the capacity of local organizations and human resources, rather than the formality of bureaucratic structures (Ngazizah, 2023). Facilities management and cleanliness are carried out through mutual cooperation (*gotong royong*), with residents routinely cleaning the market area and riverbanks after each activity and on certain days, especially weekends. This activity is a key agenda for the community, demonstrating their commitment to maintaining the quality of the river environment, which is the destination's primary attraction. Local culture-based management models, such as *gotong royong*, indicate strong community social capital, which plays a crucial role in facilitating active community participation in achieving the destination's conservation and environmental sustainability goals (Wahyuningsih & Sumarmi, 2024). Simple facilities such as access routes, trading stalls, and seating areas are also managed independently by residents through discussions and participatory field implementation.

In culinary activities, arts, and river utilization, local communities play a significant role as product providers and event organizers. Culinary management is carried out by local MSMEs, who adapt their products to market needs and visitor trends. Interviewees explained that product innovation (e.g., low-sugar foods or steamed dishes made with local ingredients) tailored to visitor preferences is an adaptive strategy to changing tourist tastes. Product innovation, such as modifying flavors and ingredients, is a crucial strategy that enables local MSMEs in tourist areas to adapt quickly to market dynamics and visitor preferences, and is key to maintaining the destination's competitiveness (Suranta & Da Silva, 2025). Meanwhile, environment-based activities such as walking routes, river ecology education, eco-enzyme releases, and routine clean-ups are directed and facilitated directly by the community. On occasion, residents also organize arts and cultural activities such as musical performances, although these have not been held consistently due to limited resources and support staff. Community participation is also evident in promotional activities and the organization of local events. Although the community has not yet intensively managed social media, the market's existence is heavily promoted by visitors and influencers. Residents rely more on experience-based promotion, while the community's official account is only active on Instagram, which has limited management capacity. This limitation of digital promotion can be offset by experience-based promotion, as word of mouth (WOM) often has a more significant

influence on tourist visit decisions than promotion through formal social media, especially for destinations that prioritize uniqueness and authenticity (Jefriana & Hendar, 2022). Local events such as Water Day commemorations, river clean-ups, or other educational activities are part of the community's strategy to maintain attractiveness and strengthen visitor engagement. This management approach demonstrates the community's high level of independence, particularly in managing market operations, maintaining environmental quality, and ensuring the sustainability of tourism activities without relying on formal structures or intensive external support. A high level of community independence, manifested through self-help operational initiatives and environmental maintenance, is a key determinant of the long-term sustainability of community-based tourism destinations (Singgalen, 2025).

From the analysis of the findings, the management mechanisms implemented by the Cika-Cika Community demonstrate significant internal strengths, particularly in the form of independence, social cohesion, flexibility, and adaptability to field dynamics. This internal strength is an important indicator of the Socio-Ecological Resilience of community-based tourism, where operational independence and social cohesion serve as the main capital for adapting to disruptions or changes, while ensuring the sustainability of the destination (Adnyana et al., 2025). This strength allows the market to grow and be relevant to the needs of the community and visitors. However, weaknesses are also evident in the absence of a formal management structure, a lack of systematic financial bookkeeping, and limited capacity for digital promotion and development of supporting facilities. This condition aligns with the challenges faced by many community-based destinations, where the lack of legality and formal managerial structures (including systematic bookkeeping) are crucial obstacles to obtaining government support, building partnerships, and ensuring financial sustainability for long-term development (Noor, 2025). Nevertheless, the community's strength in maintaining a balance between nature, society, and tourism activities is the main foundation for the sustainability of Walungan Cika-Cika Market as a community-based ecotourism destination. In the context of community-based ecotourism, the strength and active participation of local communities are key determinants in ensuring the achievement of a multidimensional balance encompassing ecological sustainability, economic benefits, and social justice, which are prerequisites for destination sustainability (Sumardani & Wiramatika, 2024).

SWOT Analysis of Walungan Cika-Cika Market

A SWOT analysis was used to understand the strategic position of Walungan Cika-Cika Market in its development as a community-based creative tourism destination. This analysis was formulated based on field findings and interviews with community managers.

Strengths

Walungan Cika-Cika Market possesses several strengths that contribute to its development as a community-based creative tourism destination. The market's main strength lies in the high level of local community participation, particularly through the Cika-Cika community, PASIWA (Walungan Cika-Cika Market), which focuses on MSMEs, and IMB (Imah Maggot Bantaran), which plays an active role in managing tourism activities, river cleanliness, and local culinary production. PASIWA (Walungan Cika-Cika Market) and IMB (Imah Maggot Bantaran) serve as cultural assets that are difficult to replicate by other destinations. Furthermore, the market's unique location on the banks of the Cika-Cika River is a strong tourist attraction. Several elements influence tourist appeal: uniqueness, accessibility, service quality, and destination reputation. The uniqueness of a destination or tourist attraction is a key factor in distinguishing one place from another (Daud et al. 2024). Furthermore, the clean river environment, the result of community mutual cooperation, strengthens the market's image as a tourism space based on nature and local culture. Another strength lies in the diverse range of MSME products, creative activities, and environmental education offered at the market, such as

traditional culinary delights, art performances, and maggot management activities to educate about organic waste reduction. These activities provide a unique tourism experience while also supporting the local economy. The market's positive image as a friendly and inclusive community space has built a high level of trust among the community and tourists, which has a direct impact on consistent visits and the sustainability of tourism activities.

Weaknesses

Walungan Cika-Cika Market still faces several internal weaknesses that could potentially hinder the continued development of the destination. The main weakness is the incomplete formal legal framework, where destination permits are only issued at the sub-district level and have not yet received official recognition from the city government. This situation limits potential funding, public facility support, and legal protection for market operations. Furthermore, community tourism management capacity remains limited, particularly in terms of destination management, marketing, financial governance, and the development of long-term development plans..

Walungan Cika-Cika Market's MSME products do not yet have a Halal Product Guarantee (PIRT) permit or halal certification. Licensing can be crucial from a food safety perspective, but the products sold at Walungan Cika-Cika Market are ready-to-eat foods and therefore do not require a PIRT permit. However, vendors are still required to comply with food safety regulations as stipulated in Government Regulation No. 86 of 2019 concerning food safety and BPOM Regulation No. 22 of 2018 concerning hygiene, facility sanitation, and safe processing. Halal certification is also a crucial component of market legality, as stipulated in Law No. 33 of 2014 concerning Halal Product Assurance and Government Regulation No. 39 of 2021 concerning the implementation of Halal Product Assurance (JPH). Vendors' lack of understanding of critical ingredients, halal processing procedures, and certification requirements has the potential to lead to regulatory violations and undermine consumer confidence.

Other weaknesses include the lack of supporting destination facilities, such as information boards, road access, visitor seating, and proper sanitation facilities. The less-than-friendly access creates uniqueness and a sense of adventure that distinguishes this market from other tourist destinations. Adipati et al. (2022) added that difficult access becomes an attraction, enhancing the sense of adventure and authenticity, offering a unique tourism experience difficult to find elsewhere.

Furthermore, weaknesses include the financial recording system, which is still conventional, and some describe it as "based on gut feelings," without a standardized recording mechanism. The lack of accurate financial data can also hinder the community's efforts to plan long-term economic strategies. Lack of systematic financial planning and recording among tourism businesses can limit the community's ability to plan long-term economic strategies, impacting the performance and sustainability of local tourism businesses (Ratnaningtyas et al., 2023). Lack of coordination among local tourism stakeholders and insufficient training in management, food safety, and tourism services are also internal challenges that need to be addressed so the destination can develop professionally.

Opportunities

Walungan Cika-Cika Market offers various opportunities that can be utilized to strengthen its position as a community tourism destination. The growing demand for nature-based, cultural, and community-based tourism offers significant opportunities for the market to attract a wider tourist segment. Furthermore, the market's location in the center of Bandung offers strategic value due to its proximity to transportation access, creative communities, universities, and MSME networks, which can be potential partners in various collaborative activities.

Another opportunity arises from the development of digital media, which facilitates the market's low-cost and effective promotion efforts and its ability to reach out to tourists from outside the region. The use of technology in the development of Walungan Cika-Cika Market is evident in the use of social media as a promotional and public communication tool. This social media presence allows audiences to easily interact with people from all over the world at a lower cost than using telephones or other communication devices (Tisa, 2019). Social media utilization at Cika-Cika Market includes optimizing the Cika-Cika Community Instagram account (@komunitascikacikabandung) to showcase weekly activities, highlight vendors, disseminate environmental education, and document creative activities taking place within the market area. This account provides an opportunity to build the market's digital image while expanding its reach to both local and international audiences. Furthermore, Walungan Cika-Cika Market frequently receives reviews from TikTok influencers, further enhancing the market's visibility through short video content with viral potential. The use of digital technologies such as digital marketing, information apps, and social media has been shown to increase the visibility and accessibility of tourist destinations, helping to attract more tourists and support the destination's economic sustainability (Komalasari et al., 2020).

Furthermore, Walungan Cika-Cika Market can also expand collaboration with academics, government, and the private sector, provide institutional assistance, and develop MSMEs. Strengthening environmental activities, the use of digital media, and river education can create new attractions aligned with community-based tourism, enabling Walungan Cika-Cika Market to secure funding support from environmental and tourism organizations.

Threats

Walungan Cika-Cika Market faces several external threats that could impact the sustainability of community tourism destination management. Based on interviews with Walungan Cika-Cika Market managers and questionnaire results, the main threats arise from regulatory uncertainty and potential changes in local government policy regarding the use of riverbank space. Because market licensing status remains at the sub-district level, the community faces the risk of regulatory action or activity restrictions if there are adjustments to spatial planning, city infrastructure development, or changes in tourism policy priorities. This legal uncertainty can slow the development process and reduce opportunities to obtain public facilities and government program funding.

From an environmental perspective, the natural conditions around the Cika-Cika Riverbanks are an external factor vulnerable to change. Threats stem from the potential for extreme weather, flooding, or the accumulation of waste from upstream areas, which could degrade the market's environmental quality and disrupt tourism activities. Questionnaire findings indicate that some visitors perceive the cleanliness of the river and market area to be variable at certain times, potentially impacting perceptions of comfort and interest in visiting if not managed sustainably. Environmental cleanliness is a crucial factor in the success of tourism, influencing the drive for tourist visits (Sidabutar & Hidayat, 2023).

Competition with other urban tourist destinations also poses a significant threat. Bandung boasts numerous creative markets and community-based public spaces that already have more comprehensive facilities and stronger digital promotions, such as the creation of an official website for the Walungan Cika-Cika Market management. If the Walungan Cika-Cika Market's marketing strategy is inconsistent, the market's visibility could lag, complicating efforts to attract new tourists. Furthermore, the increasing number of similar MSMEs in the city could create product competition, requiring the market to continuously improve service quality, food hygiene, and activity innovation.

Another threat arises from the potential for traders' lack of consistency in their commitment to food safety standards and halal processing practices. Based on interviews, some

vendors still do not understand the limitations of critical materials and the hygiene standards that must be met. Complaints or incidents related to food safety can directly impact the market's image. Questionnaire findings indicate that the cleanliness of supporting facilities, such as dining areas and sanitation, is still considered suboptimal by some respondents. This condition can affect visitor confidence and reduce the frequency of visits if not immediately addressed.

IFAS and EFAS Matrix Analysis

A SWOT analysis is a crucial step in analyzing the condition of Walungan Cika-Cika Market (PASIWA), as it is in its early stages as a community ecotourism destination, still vulnerable to institutional issues, infrastructure, and management sustainability. Walungan Cika-Cika Market has the potential for significant growth, but also risks facing slowdowns if internal weaknesses are not immediately addressed. Therefore, a SWOT analysis using the IFAS and EFAS matrices was conducted to provide a more measurable, systematic mapping of internal and external factors based on actual conditions on the ground. This quantitative analysis serves to refine the qualitative findings and determine the strategic position of Walungan Cika-Cika Market in the SWOT quadrant, so that the resulting development strategy can be directed more precisely, effectively, and sustainably.

Tabel 1. Matriks Faktor Internal (IFAS) Pasar Walungan Cika-Cika

<i>Internal Factors (IFAS)</i>	<i>Weight</i>	<i>Rating</i>	<i>Score</i>
Strengths			
S1. Strong community participation (Cika-Cika Community, PASIWA, IMB)	0.10	4	0.40
S2. PASIWA & IMB as unique cultural assets	0.09	4	0.36
S3. Unique location along the banks of the Cika-Cika River	0.08	4	0.32
S4. Clean river resulting from mutual cooperation	0.08	3	0.24
S5. Diversity of MSME products	0.10	4	0.40
S6. Creative and educational activities boost the local economy	0.10	4	0.40
S7. Positive image as an inclusive community space	0.08	4	0.32
Total Strength	0.63		2.44
Weaknesses			
W1. Destination legality is incomplete	0.10	4	0.40
W2. Limited community management capacity	0.09	4	0.36
W3. MSMEs do not yet have PIRT/halal certification	0.10	4	0.40
W4. Low understanding of hygiene and critical materials	0.09	4	0.36
W5. Minimal supporting facilities	0.09	4	0.36
W6. Conventional financial system	0.10	3	0.30
W7. Lack of coordination and training	0.10	3	0.30
Total Weaknesses	0.67		2.48
IFAS S-W Difference	1.30		0.04

Source: Processed by Researchers (2025)

Table 2. External Factor Matrix (EFAS) of Walungan Cika-Cika Market

<i>External Factors (EFAS)</i>	<i>Weight</i>	<i>Rating</i>	<i>Score</i>
Opportunities			
O1. Growing trend of nature-community tourism	0.12	4	0.48
O2. Strategic location in the city center	0.11	4	0.44
O3. Effective digital promotion and influencers	0.12	4	0.48
O4. Academic/government/private partnerships	0.12	4	0.48
O5. Opportunities for environmental and tourism funding	0.11	4	0.44
O6. Digitalization increases visibility	0.10	4	0.40
Total Opportunities	0.68		2.72
Threats			
T1. Uncertainty regarding riverbank regulations	0.12	4	0.48
T2. Risk of flooding, extreme weather, and waste shipments	0.11	4	0.44
T3. Competition with other community destinations	0.10	3	0.30
T4. Risk of food safety violations	0.11	4	0.44
T5. Negative perceptions of cleanliness and sanitation	0.11	4	0.44
T6. Vendor inconsistency with halal standards	0.10	4	0.40
Total Threats	0.65		2.50
EFAS O-T Difference	1.33		0.22

Source: Processed by Researchers (2025)

Based on the results of the SWOT analysis using the IFAS and EFAS matrices, the position of Walungan Cika-Cika Market is in quadrant III (W-O Strategy), which indicates that the destination has strong external opportunities but is still limited by a number of internal weaknesses. The IFAS value of 0.04 (the difference in the total score of the external factors on the X axis = $2.44 - 2.48 = -0.04$) indicates that internal weaknesses are slightly more dominant than strengths, especially in legality, management capacity, incomplete MSME permits, and the lack of supporting facilities and food safety standards. On the other hand, the EFAS value of +0.22 (the difference in the total score of the external factors on the Y axis = $2.72 - 2.50 = +0.22$) indicates that external opportunities are very large, ranging from community-based tourism trends, digital promotion support, collaboration opportunities with various stakeholders (private institutions, academics, and environmental communities), to potential funding for Walungan Cika-Cika Market. Therefore, the development strategy for Walungan Cika-Cika Market requires institutional strengthening, capacity building for tourism operators, compliance with food safety legal standards (PIRT and halal product certification), and development of basic facilities to optimize available opportunities and sustainably enhance the destination's competitiveness.

Sustainable Development Strategy for Walungan Cika-Cika Market

Based on the SWOT data analysis and mapping of internal and external factors, Walungan Cika-Cika Market falls into the Weakness-Opportunity (W-O) position in the SWOT diagram (quadrant III). This situation indicates that destination development needs to focus on addressing internal weaknesses to maximize available external opportunities, particularly those in the high interest in river tourism, local community support, and the growing trend of

environmentally-based creative tourism. Therefore, the W-O strategy is a top priority in planning the sustainable development of Walungan Cika-Cika Market.

Accelerating Destination Legality and Improving Governance

Accelerating the legality of Walungan Cika-Cika Market is a strategic step to strengthen the operational foundation of the destination and ensure the long-term sustainability of its management. Legality, currently only at the sub-district level, needs to be improved through coordination with the city government, regional tourism agencies, and agencies authorized to utilize riverbank space. This improved permit status will enable the market to receive public facilities, legal protection, and access to government program funding. Furthermore, the legalization process must be accompanied by the development of standard operating procedures (SOPs), strengthening the organizational structure, and establishing a professional yet community-based management unit, ensuring more measurable, accountable, and capable of supporting the sustainability of river-based tourism destinations.

Enhancing the Capacity of MSMEs through Food Safety and Halal Certification Training

Enhancing the capacity of MSMEs in Walungan Cika-Cika Market is an urgent need, given that most businesses lack PIRT permits or halal certification and still have limited understanding of food hygiene and sanitation. Good hygiene and sanitation practices in tourist areas strengthen consumer confidence in food quality and enhance business sustainability in the area (Cholis, 2022). Through collaboration with the Health Office, the Food and Drug Monitoring Agency (BPOM), and the Food and Drug Monitoring Agency (BPJPH), food safety training can be conducted to strengthen processing practices in accordance with Government Regulation No. 86 of 2019 and BPOM Regulation No. 22 of 2018, thus ensuring food safety for visitors. Halal certification assistance is also necessary, referring to Law No. 33 of 2014 and Government Regulation No. 39 of 2021, to increase consumer confidence and expand the MSME market. This program not only improves product quality but also strengthens the competitiveness of MSMEs and supports the image of Walungan Cika-Cika Market as a safe, hygienic, and tourist-friendly destination.

Strengthening Community-Based Tourism Infrastructure

Strengthening infrastructure is a crucial factor in improving the comfort and tourist experience at Walungan Cika-Cika Market, especially considering that current facilities are limited and do not meet the standards of city tourism destinations. All of these services and facilities will influence tourist interest. If a beautiful and attractive tourist attraction is not optimally managed, its development will be slowed (Samitho et al., 2020). The availability of basic facilities such as proper sanitation, hygienic dining areas, information boards, visitor seating, and area accessibility need to be improved through local government support and collaboration with educational institutions (which can strengthen Walungan Cika-Cika Market as an environmental education tourism destination). The development of these facilities will not only improve visitor comfort but also strengthen the market's image as a community tourism destination with well-organized infrastructure. Local community participation can strengthen the sense of mutual cooperation and encourage community involvement in maintaining the cleanliness, safety, and sustainability of the Walungan Cika-Cika Market tourist area.

E. CONCLUSION

This research demonstrates that Walungan Cika-Cika Market is a concrete example of community-based creative tourism practices that grew from the initiative and active participation of local communities. From the initial planning stages through the operational management of the destination, the community plays a key role through deliberation mechanisms, role-sharing based on mutual cooperation, and the utilization of local knowledge

and experience. The emerging participation model is dominant and relatively independent, with the community serving not only as implementers but also as decision-makers in destination development.

The analysis reveals that Walungan Cika-Cika Market's primary strengths lie in its community social capital, high levels of community involvement, its unique riverside location, and its integration of creative economic activities, environmental education, and ecological preservation. However, this destination still faces various internal weaknesses, particularly related to suboptimal destination legality, limited management capacity and financial governance, minimal supporting facilities, and the failure to meet food safety standards and MSME product certification. Based on a SWOT analysis using the IFAS and EFAS matrices, Walungan Cika-Cika Market falls into the Weakness–Opportunity (W–O) quadrant, indicating that external opportunities for destination development are substantial, but cannot be optimally utilized due to internal limitations. Therefore, the recommended development strategy focuses on accelerating legalization and strengthening community institutions, increasing the capacity of MSMEs through food safety training and halal certification, and developing basic community-based tourism infrastructure.

Overall, this study confirms that the success of community-based tourism is not solely determined by the physical potential of the destination but is highly dependent on the quality of community participation, the strength of local institutions, and adaptive policy support. The findings of this study are expected to serve as a reference in developing community-based tourism policies in urban areas, particularly in optimizing the role of local communities as the primary drivers of sustainable tourism development.

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