



ANALYSIS OF COMMUNITY AND STAKEHOLDER RELATIONSHIPS IN THE DEVELOPMENT OF CIGADUNG CREATIVE TOURISM URBAN VILLAGE

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ABSTRACT

This study examines local communities and stakeholders in the establishment of Cigadung Creative Tourism Urban Village in Bandung City. The success of Cigadung Creative Tourism Urban Village depends on effective cooperation between the local population, government, and tourism sector. This study uses qualitative descriptive research method included observation, interviews, and document analysis. The results demonstrated that local communities, especially Pokdarwis, are essential to tourism planning, management, and destination marketing. Government assistance and partnership with academics and businesses have helped this tourism urban community succeed. However, party coordination issues must be resolved by open communication and collaboration. This research sheds light on sustainable tourism development dynamics that can be used to benefit local welfare and culture.

Keywords: Local Community, Stakeholder, Cigondewah Creative Tourism Urban Village

INTRODUCTION

Tourism sector is one of the sectors that has the potential to be developed and cultivated in order to increase regional income sources (Dr. Romi Saputra, 2018). In addition to increasing regional income, the tourism sector can also improve the economy, regional development, and create jobs for its people (Putri M. E., 2020).

Community-based tourism, also known as village tourism, is one of the rapidly growing forms of tourism today. Village tourism offers authentic and unique travel experiences for tourists, allowing them to observe the local community's culture. As a creative tourism destination city, Bandung City is developing village tourism with unique attraction potential (Peraturan Walikota (PERWALI) Kota Bandung, 2018).

Cigadung Creative Tourism Urban Village is one example of a successful tourism village in Bandung City. Established in 2020, this tourism village offers a variety of attractive tourism potentials, ranging from the fashion sector, handicrafts, cultural arts, to comprehensive tourism facilities (Dinas Kebudayaan dan Pariwisata Kota Bandung, 2020).

The presence of the Cigadung Creative Tourism Urban Village is expected to make Cigadung sub-district an attractive tourism destination with a variety of creative business and cultural attractions that are globally competitive (David & Rosanto, 2023). This is expected to enhance the welfare and self-sufficiency of the local community through job creation, income growth, and the preservation of local culture (Raras & Widjaja, 2018).

In this case, it can be said that a tourism urban village is the result of collaboration among various parties, such as the local community, the government, and the tourism sector. This collaboration

is key to the successful development of the tourism urban village (Khaerul Rahman et al., 2021). Understanding the relationships between these parties is crucial for recognizing their patterns of interaction, collaboration, and synergy in the process of developing a tourism urban village. This allows for the identification of potential conflicts, information gaps, and other obstacles that may hinder the progress of development (Permatasari, 2022).

The development of Cigadung Creative Tourism Urban Village certainly requires a large contribution from various parties, both local communities and stakeholders. This contribution is realized through various efforts, such as the creation of tour packages, tour guides, social media management, marketing content production, and vigorous promotion carried out by local communities and assisted by the government and the tourism sector (Kampung Wisata Kreatif Cigadung, 2022).

Cigadung Creative Tourism Urban Village shows the dynamics of rapid development. This certainly brings various opportunities and potential for the progress of the tourism urban village (Dinas Kebudayaan dan Pariwisata Kota Bandung, 2020). However, on the other hand, there are several challenges that need to be faced in optimizing its development.

One of the main challenges is coordination between parties, namely the local community, the government, and the tourism sector (David & Rosanto, 2023). The coordination between parties that has not been optimal sometimes results in miscommunication and overlap in the implementation of development programs (Khaerul Rahman et al., 2021). This is a significant obstacle in achieving the successful development of Cigadung Creative Tourism Urban Village.

To achieve success in the development of Cigadung Creative Tourism Urban Village, synergy and close collaboration are needed between all parties, namely the local community, government, and tourism sector. This synergy and collaboration can be achieved through open and transparent communication, clear division of roles, and mutual support in the implementation of the development program (Permatasari, 2022). Therefore, understanding the dynamics of developing the Cigadung Creative Tourism Urban Village is crucial through an analysis of community and stakeholders' relationships.

The importance of this research lies in its significant impact on various aspects. This research is relevant to the context of culture-based tourism development, which is the main focus of many global tourism destinations today. The Cigadung Creative Tourism Urban Village serves as a tangible example, where the tourism sector's contributions can provide sustainable economic benefits to the local community while preserving traditional culture and arts.

By discussing the community and stakeholders' relationships in the development of the Cigadung Creative Tourism Urban Village, this research will provide valuable insights for sustainable tourism development. This can serve as an inspiring example for other regions in preserving culture and supporting sustainable local economies through community-based tourism.

LITERATURE REVIEW

1. Social Interaction

Patterns of social interaction between individuals and groups tend to be dynamic and take place in consistent patterns, forming long-lasting relative social relationships. Interaction is a process in which people influence each other in thought and action, inseparable from everyday life (Ninawati &

Setiawan, 2023). Social interaction occurs repeatedly and is an inseparable part of human life (Pritantia et al., 2021).

Ninawati & Setiawan (2023) states that social interaction involves two or more individuals, where the behavior of one individual can affect, change, or improve the behavior of another individual. This can affect the mindset and behavior of individuals, both towards positive behavior and in accordance with community rules. There are several types of interaction patterns: between individuals, between groups, and between individuals and groups (Pritantia et al., 2021).

2. Collaboration

Collaboration is a pattern of cooperation between several parties with the principles of togetherness, sharing tasks, and shared responsibilities to achieve common goals and address common problems (Khaerul Rahman et al., 2021). In general, collaboration involves participation, information exchange, and joint decision-making between organizations or institutions (Hairida et al., 2021).

Although the terms collaboration and cooperation are often used interchangeably, there is no clear agreement on their differences and depth of meaning (Dorisman et al., 2021). Collaboration can be understood in two senses: as an institutional process where different parties engage based on established trust, and as a philosophical aspiration or goal for governments to interact with their partners (Maria et al., 2023)

3. Stakeholder

Stakeholders play a vital role in the survival of the company as they have control over the resources required for operations (Analia, 2020). Companies must maintain relationships with them by paying attention to their wants and needs,

especially those that have influence over resources, such as labor, customers, and owners. Stakeholder analysis is important to assess stakeholder interests (Fedora & Hudiyono, 2019).

Power, urgency, and legitimacy are the main characteristics that determine the importance of a stakeholder to the company (Prasetya, 2019). Stakeholders are considered to have power if they can impose their will, urgency indicates how quickly the company should act towards them, and legitimacy reflects the conformity of the stakeholder's actions with the norms, values, and beliefs of society (Analia, 2020).

4. Community

Communities are sharing platforms formed by individuals with common interests, with the market shifting towards division into communities (David & Rosanto, 2023). Brand communities are a major concern, consisting of geographically boundless fans of a product or service who are bonded through social relationships (Hermawan et al., 2023). The main requirements to be considered a community are shared consciousness, shared rituals, and moral responsibility towards members and the community (Planoearth & Ummat, 2021).

A community is a group of individuals who care about each other more than usual, where there are close personal relationships due to common interests or values (Hermawan et al., 2023). In the context of a human community, individuals may share common intentions, resources, beliefs, needs, goals and conditions. This creates identification and social interactions that fulfill various functional needs (Pecheck, 2016).

5. Strategy

Strategy is the conceptualization of thoughts that lead to realistic and

comprehensive steps to achieve the goals set by an organization (Arifin, 2017). It involves the formulation of long-term goals, the allocation of resources, and the actions required to achieve those targets. Chandler in Rizkia & Aslami (2022) Strategy also includes determining a company's mission, establishing organizational goals, developing policies, and formulating specific strategies to achieve specific objectives. According to George A. Steiner & John B. Miner (2011) in Safitri dan Fajrin (2019), strategy involves the process of formulating, implementing, and evaluating strategic decisions among the various functions of an organization, all with the aim of achieving predetermined future goals.

6. Business Development

Business development is an activity that aims to increase scale, product innovation, market expansion, and market innovation (Mihani & Robert Hutaaruk, 2020). This effort is carried out in a conscious, planned, directed, and responsible manner to achieve an increase in company revenue. Business development includes the development of activities, products, sales, consumers, profits, and product value (Permatasari, 2022).

METHODS

This research uses a qualitative approach with descriptive research methods. Sugiono (2022) stated that qualitative is a research method that has a postpositivism thinking base to examine a natural object condition. In addition, in qualitative research methods, researchers act as key instruments.

Data collection techniques are carried out in triangulation (combined), with inductive/qualitative data analysis, and qualitative research results emphasize meaning rather than generalisation. Not only that, by using descriptive methods, researchers can analyse the data collected

in the form of text, or images (Sugiyono, 2022). According to Sekaran & Bougie (2016), the data may come from interview scripts, field notes, photographs, video recordings, notes or memos, personal documents, and other official documents.

The data used in this study consisted of primary and secondary data derived from observational studies, document analysis, and interview results. In this study, researchers used observation, questionnaire, and document methods as methods to collect data needed for ongoing research. Not only that, researchers also used the triangulation method to test the credibility of the research results, checking the consistency of information obtained from various sources and methods used (Sekaran & Bougie, 2016).

This research was conducted in Cigadung Creative Tourism Urban Village which is located in Cigadung Urban Village, Cibeunying Kaler District, Bandung City 40191. The researcher conducted a direct observation study at Cigadung Creative Tourism Urban Village by acting as an active observer without being too directly involved, thus enabling more objective data collection.

The purpose of this observation was to seek information and observe in depth about the relationship between communities and stakeholders in the development of Cigadung Creative Tourism Urban Village.

In this study, researchers used an interview technique with a general guided interview method. The researcher prepared a framework of interview topics so that the interview remained directed in accordance with the established framework (Sekaran & Bougie, 2016).

Meanwhile, the documentation method was applied as a complement to collect data that could not be obtained through field observations or interviews. The data in this documentation method

comes from various media, such as the internet, related articles, and so on (Sugiyono, 2022).

RESULTS

1. The Role of Community in the Development of Cigadung Creative Tourism Urban Village

Local communities such as Tourism Awareness Group (Pokdarwis) play a central role in the development of Cigadung Creative Tourism Urban Village. Observations and interviews show that they are directly involved in the planning and implementation of various tourism activities, ranging from the management of tourism destinations to the development of local tourism attractions.

Their tasks include creating tour packages, collaborating with academicians, and promotion through the website. The active participation of Pokdarwis not only connects tourists, local businesses, and the government, but also ensures that tourism development remains rooted in local culture and values.

Pokdarwis also plays an important role in the management and marketing of Cigadung Creative Tourism Urban Village. They focus on building strong social relationships between various stakeholders.

Through their activities, the local community can improve their own welfare in a sustainable and quality of life-oriented way. Tourism development undertaken by Pokdarwis aims not only to attract tourists, but also to strengthen local cultural identity and ensure that the economic benefits of tourism are felt by the entire local community.

2. Development of Cigadung Creative Tourism Urban Village

The development of Cigadung Creative Tourism Urban Village is highly dependent on the active participation and support of the local community who have

a deep knowledge of their cultural heritage and environment. The main objective of this development is to empower the local community to be active in advancing tourism in the Cigadung area by introducing products that characterize Cigadung.

a. Local Community Participation

The involvement of the local community is the main key in the development of Cigadung Creative Tourism Urban Village. They not only act as friendly hosts, but also as the main actors who introduce the uniqueness of the culture and environment to tourists. With their in-depth knowledge of cultural heritage and local wisdom, the community can provide tourists with an authentic experience.

b. Community Empowerment

One of the main objectives of Cigadung Creative Tourism Urban Village development is community empowerment. Through various trainings and mentoring, the community is invited to develop their skills in tourism, such as tour guiding, homestay management, handicrafts, and local culinary. This empowerment aims to give the community the ability and independence to manage the tourism potential in Cigadung.

c. Improvement of the Local Economy

With the development of tourism in Cigadung Creative Tourism Urban Village, it is expected to improve the local economy. Typical Cigadung products, such as handicrafts, traditional food, and cultural arts, can be marketed to tourists. This will open up new business opportunities for the

community and create jobs, thus improving their standard of living.

d. Cultural and Environmental Preservation

In addition to the economic aspect, the development of Cigadung Creative Tourism Urban Village also aims to preserve the local culture and environment. The community is invited to maintain and care for the cultural heritage and natural environment in Cigadung. Thus, tourists not only enjoy the beauty of nature and culture, but also participate in the preservation efforts.

e. Improving Tourism Experience

Tourism experience is an important focus in the development of Cigadung Creative Tourism Urban Village. With distinctive products and active community involvement, tourists can have a richer and deeper experience. They can learn firsthand about the local culture, participate in the daily activities of the community, and enjoy the natural beauty of Cigadung firsthand.

f. Sustainable Tourism Ecosystem

The development of Cigadung Creative Tourism Urban Village is expected to create a sustainable tourism ecosystem. The active involvement of the community in cultural and environmental preservation efforts and the improvement of the local economy are the main keys in creating such sustainability. Thus, tourism in Cigadung can continue to grow without sacrificing cultural and environmental sustainability.

3. Community and Stakeholder Relationships in the Development of the Cigadung Creative Tourism Urban Village

Based on interviews, observations, and documentation conducted in this study, it is evident that

the success currently achieved by the Cigadung Creative Tourism Urban Village is a result of the good cooperative relationships between the community and stakeholders in the Cigadung Creative Tourism Urban Village.

Full support from the local community, community leaders, and cooperation with various parties such as the government and academicians, are key factors in the development of this area. In this case, it is clear that collaboration with various parties in Cigadung Creative Tourism Urban Village demonstrates a pattern of mutually beneficial interactions between different stakeholders.

a. City Government of Bandung

The cooperative relationship between Cigadung Creative Tourism Urban Village and the local government serves as the main pillar in advancing this initiative. This is evidenced by various forms of support provided, ranging from training, planning, to promotion. This significant relationship with the government has helped turn Cigadung Creative Tourism Urban Village from an idea into reality.

This relationship has not only brought Cigadung Creative Tourism Urban Village to the implementation stage but also built mutual trust and synergy between the local community and the government. This is a crucial factor in maintaining momentum and ensuring the growth of Cigadung Creative Tourism Urban Village in the future. The success achieved by Cigadung Creative Tourism Urban Village is tangible proof that collaboration between the local community and the government can produce positive and sustainable impacts.

The cooperation between Cigadung Creative Tourism Urban Village and the government does not

stop there. Cigadung Creative Tourism Urban Village continues to collaborate with the government to receive support and policies that ensure sustainable growth. Multidisciplinary activities that combine business, culture, and technology expertise are characteristic of Cigadung Creative Tourism Urban Village.

This shows their commitment to achieving a larger shared goal, which is sustainable development. Effective interactions in these activities promote local economic growth while preserving the Cigadung culture. In the future, it is hoped that this synergy can continue to be strengthened to drive the progress of Cigadung Creative Tourism Urban Village and inspire replication in other areas.

b. Academicians

The involvement of academicians in the development of the Cigadung Creative Tourism Urban Village has a significant positive impact. Students and academicians not only assist in technical aspects such as creating social media content and websites but also provide new perspectives and ideas for the development of Cigadung Creative Tourism Urban Village.

Their participation not only paves the way for broader collaboration, bringing knowledge and skills beneficial to the local community. Academicians can provide much-needed technical assistance to the local community. For instance, they help create and manage effective social media content and websites to promote Cigadung Creative Tourism Urban Village.

The relationship between the community and academicians benefits not only Cigadung Creative Tourism

Urban Village but also the academicians themselves. Academicians and students have the opportunity to apply theoretical knowledge in real contexts, enriching students' experiences and developing research relevant to community needs.

Meanwhile, the local community benefits from the knowledge and skills brought by academicians and can keep up with the ever-changing technology. This collaboration creates a mutually beneficial and sustainable synergy for both parties.

c. Business Sector

The good relationship between Pokdarwis as the local community and local entrepreneurs or the business sector in Cigadung is also key to the sustainable development of the Cigadung Creative Tourism Urban Village. This collaboration results in a significant positive impact, including stable local economic growth. With around 69 potential tourism attractions and 76 destinations covering the fashion, crafts (*kriya*), culinary, accommodation, and cultural arts sectors, the area has become a dynamic economic activity center.

Revenue from the tourism sector has successfully improved the community's living standards, opened new job opportunities, and encouraged local entrepreneurs to continue innovating in their products and services. Moreover, Cigadung Creative Tourism Urban Village has experienced a significant increase in the number of visitors as a result of promotion and improved tourism services.

The close relationship between the local community and the business sector helps preserve local culture while strengthening Cigadung Creative Tourism Urban Village's

position as an attractive and sustainable tourism destination. The strong commitment to managing and developing tourism potential demonstrates how synergy between the community and local entrepreneurs can effectively develop tourism areas for the benefit of the local community, strengthen the local economy, and promote rich cultural heritage.

DISCUSSIONS AND CONCLUSIONS

Cigadung Creative Tourism Urban Village faces significant challenges in its development, stemming from both internal and external factors. One major issue is the lack of response from some business actors invited to collaborate, hindering the effective integration of local businesses into the tourism ecosystem. At the community level, there are difficulties in building chemistry among Pokdarwis members, who often have diverse opinions and visions, along with limitations in human resources and technical skills, particularly in IT and digital marketing.

Additionally, the readiness of Pokdarwis to face challenges and seize opportunities is a key concern. Limited solidarity and cooperation among members can hinder the coordination and implementation of tourism programs. Challenges also arise in organizational and management systems, including insufficient communication and coordination with local government, and conflicts and disagreements among business actors regarding resource management and profit sharing. These issues require an inclusive and participatory approach to find solutions acceptable to all parties, ensuring initiatives run balanced and sustainable,

and providing equitable benefits to the entire community.

From all the research findings, it can be concluded that the development of Cigadung Creative Tourism Urban Village indicates that the participation of the local community, especially through the role of Pokdarwis, is crucial. This community is actively involved in the planning, implementation of tourism activities, and destination marketing, which not only connect tourists, local businesses, and the government but also ensure the development of tourism rooted in local culture.

The success of Cigadung Creative Tourism Urban Village is largely due to the good synergy between the community, government, academicians, and the business sector. The local community not only acts as friendly hosts but also actively introduces the uniqueness of their culture and environment to tourists. Through training and mentoring, the community is empowered to manage tourism potentials independently, thus enhancing the local economy by marketing Cigadung's distinctive products and opening up new business opportunities.

The good relationship between Cigadung Creative Tourism Urban Village and the local government is a key pillar in advancing this initiative. The government provides support in the form of training, planning, and promotion. Collaboration with academicians assists in the development of social media content and websites and provides new ideas for the development of Cigadung Creative Tourism Urban Village.

The close relationship between the local community and the business sector also yields positive impacts, including stable economic growth and the preservation of local culture. This synergy demonstrates how the involvement of various stakeholders can effectively

develop tourism areas for the benefit of the local community.

The main challenges faced are ensuring the sustainability of programs and maintaining the quality of tourism destinations. To address these challenges, sustainable strategies such as continuous training for the community, improving service quality, and diversifying tourism products are needed. It is also important to continually strengthen cooperation between the local community, government, and relevant stakeholders. Continuous monitoring of the social, economic, and environmental impacts of this program is crucial.

Regular evaluations and feedback from the community and tourists can help identify areas that need improvement. With the right strategies and strong commitment from all parties, it is expected that Cigadung Creative Tourism Urban Village can continue to grow sustainably, providing benefits to the local community and visitors, and serving as an inspirational example for sustainable tourism development in other areas.

LIMITATIONS

This study aims to analyze the relationship between the local community of Cigadung Creative Tourism Urban Village and relevant stakeholders who have partnered in the development of the tourism urban village. The object of this research is the local community of Cigadung Creative Tourism Urban Village and related stakeholders such as local government, academicians, entrepreneurs, non-governmental organizations (NGOs), and tourists. The researcher collected data through interviews and observations to obtain the results. One of the limitations of this study is its focus on the relationship between the local community and stakeholders, without considering other factors that

might influence the development of a tourism urban village.

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