

## Developing sustainable management strategies for the Floating Market tourism area in Lembang

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### ABSTRACT

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This research aims to develop strategies for managing the Floating Market tourism area in Lembang, West Bandung Regency (KBB), focusing on sustainable resource management. Utilizing qualitative methods, data were collected through in-depth interviews with key stakeholders, including the Floating Market tourism manager, worker groups, local residents, and the KBB Tourism and Culture Agency. The research employs SWOT analysis integrated with IFAS-EFAS matrices to develop strategies based on critical issues identified, such as employees earning below the minimum wage (UMR), inadequate contributions to public facilities, limited collaboration with local communities and government, insufficient employee training, and non-transparent recruitment processes. The research results propose several strategies, including adjusting wages to competitive levels, implementing regular employee training programs, and enhancing contributions to public facility improvements. Additionally, the research emphasizes the importance of strengthening collaboration with local communities, government, and relevant agencies, as well as increasing local residents' involvement in management and ensuring transparency in recruitment process. This research highlights the significance of sustainable tourism development theory in balancing economic, environmental, and social factors for long-term success. By integrating a comprehensive resource management plan, the floating market can preserve the environment, improve public facilities or infrastructure, enhance food security with local products, and undertake other efforts. These initiatives contribute to a resilient tourism model that aligns with regional development goals. Overall, these findings provide a strategic model for similar attractions, demonstrating how to balance growth and sustainability while fostering positive relationships between tourism and local development.

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### 1. INTRODUCTION

The Floating Market Lembang, West Bandung Regency (KBB), represents a unique and significant tourist destination in West Java, offering both a distinctive culinary experience and substantial economic potential (Amanah et al., 2023; Triandewo et al., 2023). As a key component of the region's tourism landscape, the floating market plays a crucial role in

drawing visitors and contributing to local economic development (Mutiara, 2018; Putri et al., 2024). The market's ability to attract tourists highlights its attractiveness and underscores the importance of implementing strategic management practices (Thomas et al., 2020). Effective management preserves the market's attraction and maximizes its potential to drive sustainable economic growth and development (Li & Yan, 2024).

Tourism has become an increasingly important sector for economic growth and regional development (Kronenberg & Fuchs, 2022), with attractions like the floating market playing a central role. Strategic management is crucial for the floating market's success in maintaining its attraction and optimizing its impact on the local community (Elmia & Pratiwi, 2019). Proper resource management encompasses a range of activities, from ensuring environmental sustainability to enhancing visitor experience and supporting local livelihoods, thus contributing to a comprehensive approach to tourism development (Matiku et al., 2021). Additionally, it helps in mitigating potential negative impacts on the environment and local communities, ensuring that tourism remains a force for positive change (Rabeeu & Ramos, 2023).

In the context of managing the floating market, environmental conservation and social involvement are two complementary aspects that are crucial. Environmental conservation includes efforts to preserve the local ecosystem through effective waste management, sustainable use of natural resources, and educating visitors and the community on the importance of environmental protection (Abidin et al., 2021; Yuliana et al., 2021). This also requires staff and workers to be vigilant in managing the waste they produce, ensuring that their activities do not harm the environment (Nugroho et al., 2019). Meanwhile, social involvement entails active participation from the local community in various aspects of market management, including economic empowerment through job and business opportunities, as well as capacity building through training and education (Wisnumurti et al., 2020). By involving the community in conservation efforts, the floating market maintains its natural attraction and fosters a sense of ownership and shared responsibility, creating a harmonious balance between economic activities, environmental sustainability, and social welfare (Indrianto et al., 2024; Mitasari et al., 2022).

In West Java, tourism development has been a focal point of regional planning. Acknowledging its significance, the 2024 Regional Government Work Plan (RKPD) of West Java Province prioritizes innovation-based economic growth, food security, and tourism development, aiming for high-quality, sustainable development that benefits the entire community. The floating market, with its distinctive setting and offerings, stands out as a prime example of how targeted strategies can drive tourism growth and economic benefits (Fauzi & Fikrurrijal, 2023; Mutiara et al., 2020). However, managing the resources of such a market

involves complex challenges, including balancing economic, environmental, and social factors (Rizal et al., 2020), which requires a nuanced understanding of local dynamics and stakeholder needs (Mekuria et al., 2021). Addressing these challenges is essential for ensuring that the floating market can sustainably contribute to the region's tourism development.

Moreover, it is important to understand the resource-based theory in managing resources in the tourism sector. The resource-based theory is an approach in strategic management that emphasizes the significance of the unique resources and capabilities possessed by an organization as keys to achieving sustainable competitive advantage (Baia et al., 2019; Mahdi & Nassar, 2021; Wang et al., 2021). Introduced by researcher, Jay Barney in the early 1990s, this theory argues that valuable, rare, inimitable, and non-substitutable (VRIN) resources provide companies with advantages in competitive markets (Andjarwati et al., 2023; Burke & Holmes, 2023). In the context of the floating market, applying resource-based theory helps analyze and identify local resources that can be effectively utilized to enhance the market's attraction and sustainability. By focusing on the utilization of existing resources, such as local traditions, the expertise of surrounding communities, local agricultural products, and the natural environment, this strategy supports efforts to maintain the attractiveness of the floating market and promote sustainable economic growth for the local community.

The floating market in Lembang faces significant challenges in managing its resources effectively to balance economic growth, environmental sustainability, and social involvement. Despite its potential as a key tourism asset, current management practices reveal gaps that hinder the market's ability to fully leverage its unique resources, mitigate environmental impacts, and maximize contributions to the local community. These challenges highlight the need for a comprehensive approach that addresses the complex dynamics between economic, environmental, and social factors to ensure the market's long-term sustainability and impact on regional development. Therefore, the objective of this research is to develop a comprehensive strategy for managing the resources of the floating market, focusing on enhancing its sustainability.

Grounded in the theory of resource-based view, which posits that effective management and utilization of resources can lead to sustained competitive advantage (Lubis, 2022), this research examines current management practices and identifies key areas for improvement. This research aims to propose actionable strategies that can be implemented to achieve more effective resource management, thereby ensuring the long-term viability of the market as a tourism asset. This includes evaluating existing frameworks and proposing innovative solutions to overcome identified gaps and challenges.

This research explores various aspects of resource management to preserve the unique characteristics of the floating market while supporting broader regional development goals. Theoretically, the research draws on sustainable tourism development theory, emphasizing the importance of balancing economic, environmental, and social factors for long-term success. The research highlights the need to align tourism practices with sustainable development principles through responsible resources management. Practically, it proposes strategies that integrate infrastructure improvement, environmental preservation, and community engagement to enhance the market's economic impact. These recommendations focus not only on economic growth but also on protecting environmental integrity and improving social welfare, creating a synergistic relationship between tourism and local development. The findings offer a strategic model that can be applied to similar attractions, providing practical insights for managers and contributing to the broader discourse on sustainable tourism management.

## 2. METHODOLOGY

This research adopts a qualitative approach to explore the management and institutional roles within the floating market. This methodology is selected for its ability to deeply examine complex social phenomena, particularly the nuanced relationships and interactions among stakeholders in tourism management (Nguyen et al., 2019). By focusing on qualitative data, the study reveals the underlying dynamics and perceptions that influence decision-making within the market's management. This approach effectively captures participants' subjective experiences and insights, which are crucial for developing a comprehensive resource management strategy. Furthermore, the qualitative method allows for the identification of emerging themes and patterns that may not be immediately apparent through quantitative analysis (Batinoluho, 2022; Castleberry & Nolen, 2018; Clarke & Braun, 2017). This adaptability and depth of understanding are essential in addressing the unique challenges posed by the complex stakeholder environment of the floating market.

### Respondent Profile

The respondents in this research consist of key stakeholders directly involved with the floating market. This group includes the tourism manager of the floating market, who oversees the strategic and operational aspects of the market, five office staff members responsible for daily administrative tasks, and ten boat stall vendors selling food to visitors. Additionally, the research involves ten local residents to ensure that the perspectives of those living near the floating market are also represented. Furthermore, data was obtained from an evaluation coordinator from the KBB Tourism and Culture Agency. In total, the research involves twenty-

seven individuals, providing a comprehensive view of the management of the floating market tourism area and its impacts on the surrounding community. By including diverse voices, this research aims to capture the complexities and nuances of the floating market's operations.

The selection of respondents was conducted purposively to ensure a comprehensive understanding of the management practices and challenges faced by the floating market. Respondents were chosen based on their direct involvement and significant roles within the market ecosystem, allowing for in-depth insights into their experiences and perceptions. The purposive sampling technique was employed to target individuals with relevant knowledge and expertise, thereby enriching the qualitative data collected. By engaging a diverse group of participants, this research aims to capture a wide range of views and experiences, ensuring a comprehensive understanding of the issues at hand while highlighting the interconnectedness of economic, social, and environmental factors. This approach is crucial for developing effective resource management strategies that support sustainable tourism practices and community welfare.

### **Data Collection**

Data for this research were collected through a series of in-depth interviews with the identified key stakeholders. The interview with the floating market tourism manager aimed to understand the current management and operational strategies, identify key management challenges, assess the effectiveness of collaboration with other stakeholders, and understand the steps taken to ensure environmental and social sustainability. The worker groups interviewed included the office staff members and boat stall vendors, providing insights into the working conditions and well-being of the workers, day-to-day operational challenges, perceptions of management and implemented policies, and feedback on capacity building and training.

Interviews with the locals involved residents from the surrounding area, aiming to collect views on the economic and social impact of the floating market on the community. This included understanding their level of involvement in floating market activities, identifying environmental issues, assessing direct and indirect benefits to community welfare, and exploring residents' hopes and suggestions for future market development. The relevant institution interviewed was the KBB Tourism and Culture Agency, specifically the tourism development evaluation section, to understand its role in supporting the management of the floating market, identifying policies to support tourism and local economic development, and evaluating collaboration between the government and market management.

The qualitative data collected from these interviews served as a basis for evaluating the effectiveness of existing management strategies and pinpointing areas that require

enhancement. The comprehensive and detailed information gathered allowed for a thorough analysis that can guide customized recommendations for strategic management. Additionally, the variety of perspectives shed light on the interrelation of economic, environmental, and social factors, underscoring the necessity for a holistic approach to resource management. This multifaceted understanding is vital for fostering collaboration among stakeholders and promoting sustainable practices within the floating market.

### **Analytical Framework**

The primary analytical approach employed in this research is the Strength, Weakness, Opportunity, Threat (SWOT) analysis, complemented by the Internal Factor Analysis Summary (IFAS) and External Factor Analysis Summary (EFAS). The SWOT analysis systematically identifies various factors to formulate strategies that leverage strengths and opportunities while mitigating weaknesses and threats (Bonfante et al., 2021; Kişi, 2019). By integrating SWOT with IFAS and EFAS, the research examines critical issues and develops effective strategies for institutional development, to optimize resource management and enhance community involvement and welfare (Pantiyasa et al., 2024). The rating for each factor is determined based on expert assessments from the field of tourism, drawn from several institutions.

The results of this analysis are expected to provide a clear understanding of the challenges faced and the strategic steps needed to strengthen the institutional role of the floating market in promoting regional development. By identifying and addressing these critical issues, the research aims to create a framework that supports sustainable tourism practices, enhances the market's contribution to the local economy, and fosters a collaborative environment among stakeholders. Special emphasis is placed on resource management, with the goal of ensuring that the utilization of available resources can be maximized efficiently and sustainably. This comprehensive approach ensures that the floating market can continue to be a vital asset for the community, driving economic growth while maintaining environmental and social responsibilities.

### **3. RESULTS AND DISCUSSION**

Success in tourism development depends on the coordinated efforts of government entities, the private sector, local communities, and relevant stakeholders (Roxas et al., 2020; Mkwizu, 2024; Wondirad et al., 2020). This collaborative approach ensures that diverse perspectives and needs can be considered in the planning and execution of tourism initiatives (Graci, 2020). When stakeholders work together, they can effectively share information, resources, responsibilities, and risks, leading to more creative and impactful solutions (Russell

& Smorodinskaya, 2018). For instance, governments provide regulatory oversight and infrastructure, while the private sector brings in capital and business expertise, and local communities contribute knowledge, culture, and labor. Tourists, as the primary consumers, offer feedback that helps refine and improve tourism services (Juandi et al., 2018). This collaborative framework ensures that tourism development is economically secure, socially equitable, and environmentally sustainable, fulfilling current demands while safeguarding the prospects of future generations (Richardson, 2021). In the context of floating market tourism development, collaborative principles are established by first understanding the roles and responsibilities of each stakeholder.

### **Roles and Responsibilities of Stakeholders in Floating Market Management**

Based on interviews conducted with various stakeholders involved, a comprehensive understanding of the roles and responsibilities of each actor was achieved, explaining the collaboration among these parties in tourism development. The floating market management team is central to the organization, overseeing the daily operations, managing human resources, and coordinating the activities of culinary and souvenir vendors. Employees and staff at the floating market fulfill their duties in line with the regulations and roles set by the management. The local communities or residents play a supportive role by participating in the market's activities, including working as employees, investing in boat stalls, and selling products as vendors. Local farmers contribute by supplying agricultural products to the market's culinary vendors.

Moreover, Non-Governmental Organizations (NGOs) advocate for the local community, ensuring that job opportunities are available to residents and addressing issues like traffic congestion caused by the market's popularity. Boat stall vendors, who are often small and medium enterprises (SMEs), offer culinary items and souvenirs, directly serving the tourists. Those who lease boat stalls are responsible for purchasing lease rights, setting up their stalls, and hiring staff for operations. Tourists themselves are crucial to the local economy, spending on goods and providing feedback that influences future market improvements.

On the other hand, the Village Government facilitates the issuance of permits necessary for establishing tourist attractions, while the KBB Tourism and Culture Agency (DISPARBUD) coordinates and oversees tourism-related activities, disseminates information, and provides forums for discussion among tourism entrepreneurs. At the provincial and national levels, the Ministry of Tourism and Creative Economy and the West Java and KBB Environmental Agency (DLH) manage regulations and environmental concerns related to tourism. Business licensing is overseen by the West Java and KBB Investment and Integrated One-Stop Service Agency (DPMPTSP).

In addition to these roles, the KBB Regional Revenue Agency (BAPENDA) manages local tax and retribution matters, while the KBB Regional Disaster Management Agency (BPBD) focuses on disaster preparedness and response. The local police department addresses traffic and other tourism-related impacts, ensuring safety and order. Travel associations and tourism business/owner associations collaborate on tourism business activities, sharing critical information across sectors. Lastly, media outlets, including social, print, and electronic, play a vital role in promoting the floating market to a broader audience, thus supporting its development and expansion.

### **Current Practices of Floating Market Resource Management**

In analyzing the resource management practices at the floating market, several key aspects have been identified, reflecting the current state of operations and the expectations of the involved stakeholders. A significant observation is that 90 percent of the employees and vendors at the floating market are local residents of Lembang, indicating the management's openness to local labor. However, the recruitment of staff and boat vendors is conducted through a closed recruitment system, heavily relying on information from relatives or colleagues who have previously worked at the market. This approach encourages local involvement but may limit the diversity of applicants and the innovation potential, thus posing a risk of hindering the development of new ideas that could enhance the market's competitiveness.

Regarding human resources, the management team is deeply involved in managing human resources. They are responsible for overseeing the entire recruitment process as well as providing initial training and development for staff. This approach aligns with the principles of human capital theory, which emphasizes the importance of investing in employees to enhance productivity and organizational value (Riley et al., 2017). Nevertheless, there is a noticeable gap in sustainability training and capacity development, which is essential according to the continuous learning theory. The absence of such sustainability initiatives could hinder professional growth and long-term effectiveness of the workforce, leading to a potential decline in organizational performance. Therefore, this lack of continuous development represents a critical area for intervention in human resource development (Maheshwari & Vohra, 2018). Without attention to routine training, the organization risks losing employee skills and motivation, which in turn can negatively impact job satisfaction and employee retention (Nguyen & Duong, 2020).

In terms of natural resource management, the floating market's management is responsible for waste handling within the tourism area, including the management of oil and plastic waste around the lake. This demonstrates a commitment to environmental

responsibility and aligns with the principles of sustainable tourism, which emphasize minimizing environmental impact while maximizing economic benefits (Ding et al., 2016; Halati & He, 2018). However, the long-term sustainability and effectiveness of these efforts still require further evaluation. Moreover, attention to environmental damage in the surrounding area, caused by waste generated by visiting tourists, is still minimal. Additionally, air pollution caused by the high volume of vehicles has yet to receive adequate attention for mitigation.

Another finding is that several boat stall vendors have utilized local food products in preparing food for visitors, incorporating some harvests from Cikole, Lembang. The use of local food products is a positive step toward reducing the environmental impact due to food transportation and is a key component of broader sustainability practices (Krishnan et al., 2020). By supporting local agriculture, the floating market helps boost the local economy and plays a crucial role in strengthening food security. This support encourages the development of sustainable farming practices in the region, ensuring that agricultural practices are environmentally friendly. In terms of social sustainability, local food systems can contribute to rural development and a sense of community (Stein & Santini, 2022). Furthermore, this initiative provides opportunities for local farmers to reach a wider market, increasing their income and promoting investment in sustainable agriculture. This focus on local sourcing enhances the community's food security, making the food system more robust and capable of withstanding disruptions, thus contributing significantly to the long-term sustainability of the region (Heck et al., 2020).

To ensure the sustainability of this initiative, it is important for the floating market management to provide training to vendors on efficient resource management and strategies to reduce food waste. This training can empower vendors with the knowledge and skills to implement best practices, fostering a culture of sustainability within the market. Furthermore, clear monitoring and evaluation mechanisms should be established to periodically assess the environmental impact of these practices, allowing for timely adjustments to enhance effectiveness. With these measures in place, the floating market can serve as a model for sustainable tourism development, benefiting visitors while positively impacting the environment and the local community in the long term. Involving the local community in this initiative can strengthen their sense of ownership and commitment to sustainability, creating a ripple effect that encourages environmentally friendly practices beyond the market itself (Nogueira et al., 2024). Ultimately, by prioritizing sustainability in its operations, the floating market can attract environmentally conscious tourists, further solidifying its reputation as a leader in responsible tourism.

The market also utilizes a unique payment system, where transactions are conducted using coins purchased at the cashier with an additional 10 percent tax on the purchase.

Revenue sharing for floating boat vendors is structured, with a value of 28 to 30 percent of daily earnings, deposited in coins and recorded by the cashier for profit calculation. The revenue sharing for boat stall vendors indicates a clear and organized framework for managing income. This is crucial for maintaining fairness among vendors and ensuring that they receive appropriate compensation for the products and services they provide. By recording earnings in the form of coins, market management can conduct more accurate analyses of revenue and expenses, which in turn can assist in planning and developing the market for the future. Overall, this system enhances transparency and accountability in market operations and has the potential to strengthen vendors' commitment to sustainability and better resource management. This could contribute to local economic development and enhance the floating market as a unique and attractive tourist destination.

Although there are several structured systems in the management of the floating market, there is currently minimal government involvement in the welfare, training, or support for the market's employees and vendors. This lack of government support represents a significant gap, especially considering the feedback and expectations from staff and vendors, who have expressed a desire for routine training, income adjustments to meet or exceed the regional minimum wage (UMR), and assistance with health and employment insurance (BPJS). Government involvement is often crucial in ensuring fair labor practices and social welfare (Andalecio et. al., 2022; Maheshwari & Vohra, 2018; Riley et al., 2017). Addressing these issues is essential for enhancing job satisfaction, employee retention, and the overall sustainability of the floating market as a tourism destination. Furthermore, the absence of government support may hinder the floating market's ability to attract and retain skilled workers, ultimately impacting service quality and visitor experience. Collaborative partnerships between the government and the management team can pave the way for enhanced training programs and benefits, supporting a more resilient and thriving community (Musavengane & Kloppers, 2020).

### **Challenges Faced of Floating Market Resource Management**

The impact of the floating market on the social conditions of the surrounding community presents several challenges. Limited collaboration with local communities and external vendors has reduced opportunities to enrich the tourist experience, keeping most economic benefits confined within the market itself. Although management invites local residents to work at the market, the closed and informal recruitment process limits transparency and opportunities for broader local employment, contributing to minimal job creation. This limited employment scope means that the market has not significantly boosted the income of the surrounding community. Additionally, wages for workers at the floating market often fall below

the regional minimum wage (UMR), with employee training being provided only upon initial hiring, which further hinders professional growth and workforce effectiveness. These conditions affect individual economic welfare and diminish the market's potential contribution to broader social and economic development within the community. By enhancing community engagement and improving recruitment and training systems, the floating market could serve as a more effective catalyst for increasing income and quality of life in the surrounding area.

The absence of regular evaluations and limited control over food supply sources also diminishes the floating market's ability to ensure authenticity and quality. The lengthy halal certification process poses significant challenges for vendors, often causing delays that can hamper their ability to operate and meet consumer expectations. Vendors are not actively involved in decision-making, resulting in a lack of representation and understanding of the issues they face, and the dependence on annual permits and complex tax regulations adds to operational uncertainties and costs. Moreover, this lack of involvement hinders the integration of valuable insights from vendors, which could lead to more effective solutions for the operational challenges of developing the floating market. Ultimately, a more inclusive development approach is not achieved and may affect the resilience of the market.

The lack of collaboration with local communities significantly reduces opportunities to enhance the tourist experience, particularly through engagement with existing organizations. By forging partnerships with these local entities, the floating market can leverage their insights and resources to create a more culturally immersive experience for visitors, enriching the tourism offerings while promoting sustainable practices. Furthermore, strong collaboration with the government is crucial, however, this relationship is currently hampered by a lack of support and effective communication, which obstructs the development of initiatives beneficial to both the community and management. Government involvement in formulating and implementing programs that support local initiatives would help create synergy between the public sector and communities, ensuring that tourism development benefits entrepreneurs and has a positive impact on society.

Infrastructure and environmental impacts are also notable concerns. Traffic congestion and noise pollution increase during peak holidays, with heavy traffic also contributing to air pollution and further deteriorating environmental quality, exacerbated by poor road conditions leading to the market. The management's reluctance to address road improvement further compounds the issue. Additionally, the coin system used by the market may hinder visitors from getting refunds, leading to customer dissatisfaction. Waste generated by both tourists and vendors contributes to significant pollution in the lake and surrounding areas, yet the absence of penalties for those who litter exacerbates this environmental problem. These challenges highlight the need for more effective strategies to integrate the floating market into

the broader community framework, ensuring both economic benefits and environmental sustainability.

### **Development Strategies for Managing the Floating Market Resources through Initial Identification of Internal and External Factors**

In the context of developing effective management strategies for the floating market, it is crucial to first identify and understand the internal and external factors that influence its operations and growth. Internal factors pertain to the conditions and dynamics within the floating market itself, including its operational practices, resource management, and stakeholder engagement. These factors help in identifying strengths that can be leveraged and weaknesses that need to be addressed (Muzwardi & Simbolon, 2024). Conversely, external factors involve elements outside the floating market's immediate control, such as economic conditions, regulatory changes, and environmental impacts. These external influences present both opportunities for growth and threats that need to be mitigated (Namugenyi et al., 2019). By systematically analyzing these factors, this research aims to develop comprehensive strategies that enhance resource management, foster sustainable development, and ensure the long-term success of the floating market as a key tourism destination.

The strengths in the management of the floating market derived from interviews and analysis include:

- a. The unique concept of a floating market typical of Kalimantan further increases the attraction for tourists;
- b. Partnerships with tourism businesses broaden the floating market's exposure to a wider audience;
- c. The management team's ability to routinely maintain and organize facilities within the floating market complex ensures a high standard of operations;
- d. Management involving local residents in the internal operations of the floating market increases social responsibility;
- e. Coordination with government bodies and adherence to operational permits demonstrate the floating market's commitment to regulatory compliance.
- f. Consistent contributions to the government reflect the floating market's dedication to following regulations and supporting local development;
- g. Environmental assessments underscore the commitment to sustainability and compliance with environmental regulations;

- h. The majority of vendors at the floating market are local small and medium enterprises (SMEs) from KBB, showcasing the market's contribution to the local economy and SME development;
- i. Sourcing local food products enhances the market's sustainability image and supports the local economy;
- j. Initial training for the management team allows for a better understanding of operational dynamics, enabling a focused approach to address key issues at the floating market;
- k. A large parking area and effective traffic management within the complex demonstrate the floating market's commitment to visitor comfort and safety;
- l. Routine reporting to the KBB Tourism and Culture Agency especially during peak seasons reflects a commitment to regulatory compliance and transparency;
- m. Providing facilities such as stalls, electricity, and security helps vendors operate comfortably and safely;
- n. The coin payment system benefits both vendors and management by increasing visitor spending and simplifying financial management;
- o. Management's attention to drivers, such as providing coffee and parking fees, enhances driver satisfaction and contributes to the local economy.

However, the weaknesses in the management of the floating market are:

- a. Lack of collaboration with local communities reduces opportunities to enrich the tourist experience;
- b. Ignoring coordination with the government to improve public facilities or access roads can decrease public trust and support;
- c. Lack of regular evaluations can cause the floating market to miss opportunities for operational improvements;
- d. Limited control over food supply sources reduces the floating market's ability to ensure authenticity and quality of food;
- e. The halal certification process is considered too lengthy and complicated by floating market vendors;
- f. Dependence on annual permits creates uncertainty;
- g. The absence of penalties for tourists who litter or pollute the environment, as well as for vendors on the floating boats;
- h. The Clean, Health, Safety, and Environment (CHSE) and halal certification requirements add costs and time, especially if the process is inefficient;
- i. Complex tax regulations permitted within the floating market can increase administrative complexity and operational costs, especially if applied excessively;

- j. The closed recruitment process can reduce transparency and opportunities for local residents to join;
- k. The coin system may hinder visitors from getting refunds and lead to customer dissatisfaction;
- l. Lack of protection against price changes and resource access can lead to vendor dissatisfaction and affect business sustainability;
- m. Not involving vendors in decision-making can result in a lack of representation and understanding of the issues faced;
- n. Employee training has not been conducted regularly, only provided when new employees first join the management team;
- o. There are still issues related to employees receiving wages below the regional minimum wage (UMR).

Opportunities identified for the floating market management can significantly enhance its development, including:

- a. Travel associations can assist in marketing the floating market tourism;
- b. Involving local residents in tourism operations or internal work, though limited, can enhance community support;
- c. Publicity through media and tourism business associations reaches a broader market, increasing visitors and revenue;
- d. The village government and related agencies provide support and incentives for the development of floating market tourism;
- e. Collaboration with DLH KBB and West Java Province can bring support for environmental maintenance;
- f. Involvement of local small and medium enterprises (SMEs) can bolster partnerships and efforts to improve local welfare;
- g. Developing strong partnerships with local farmers and producers can expand the supply network, enhance quality, and support the local economy;
- h. Awareness and attraction for tourists concerned with halal compliance, aided by halal training programs;
- i. External perspectives and reputation gained through professionalism in managing floating market products and services;
- j. Through forums held by the KBB Tourism and Culture Agency, the floating market can obtain up-to-date regulatory information and collaborate with stakeholders to improve operational efficiency;

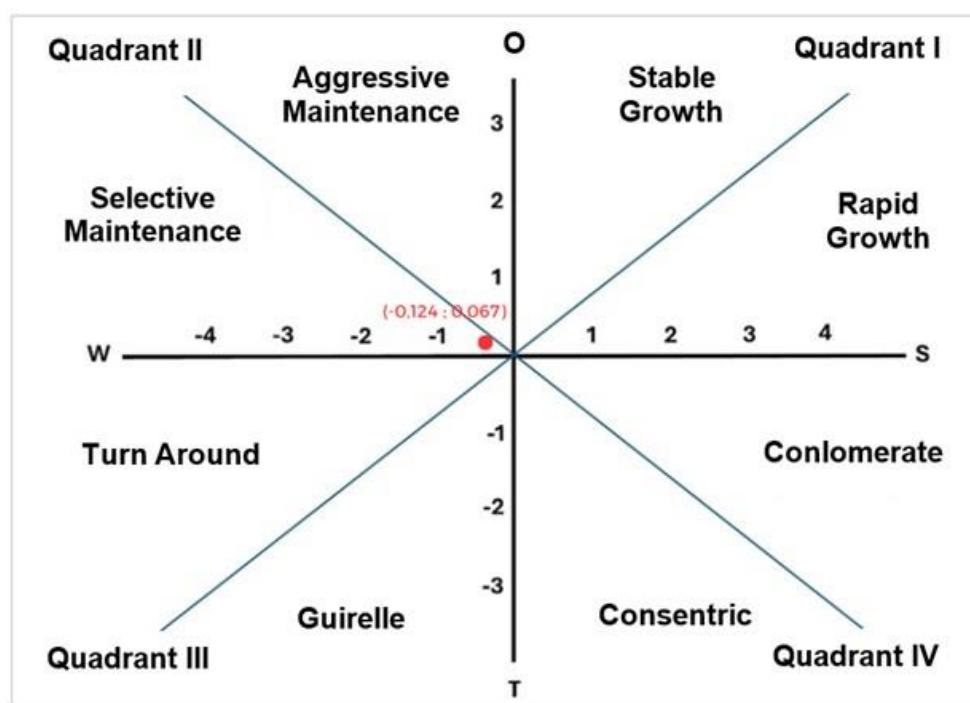
- k. Compliance with tax socialization and traffic regulations strengthens relationships with the government and the community, enhancing the image as a regulatory-compliant partner;
- l. The floating market's contribution by recruiting 90 percent of Lembang's local residents strengthens local involvement and support in the tourism industry;
- m. Visitors and staff purchasing food from vendors outside the floating market complex can increase income for small vendors;
- n. Job opportunities for travel agency drivers can improve livelihoods and enhance the image of the floating market;
- o. The relevant government has previously offered training on quality food presentation and stall layout outside the floating market.

Threats facing the floating market include various challenges that could impact its operations and reputation, including:

- a. Without local collaboration, competitors may leverage their relationships with local resources to attract more tourists;
- b. Tensions and conflicts with local communities and residents due to demands for improvements to public facilities or access roads;
- c. Other tourism operators that engage in extensive collaboration may innovate more effectively, potentially disadvantaging the floating market;
- d. Risks of negative public opinion or changes in policy platforms impacting the floating market;
- e. Rapid changes in media and the tourism industry could result in the floating market falling behind;
- f. Unfriendly tourist behavior and adverse weather conditions could reduce comfort and safety for visitors;
- g. Poorly managed reliance on vendors for food supplies may undermine customer trust, satisfaction, and the floating market's reputation as a quality destination;
- h. Difficulties for vendors in understanding or complying with halal certification processes may create negative perceptions and reduce desirability to some tourists;
- i. Competition from other attractions and ease of transportation could threaten the number of visitors to the floating market;
- j. Limited government involvement in tourist numbers and promotion decreases the floating market's visibility and attractiveness compared to other government-supported attractions;
- k. Traffic congestion and environmental complaints threaten operational sustainability by reducing visitor numbers and increasing external pressure;

- I. Lack of transparency and access in the recruitment process creates dissatisfaction among potential employees and affects perceptions of social fairness;
- m. The proliferation of new tourist destinations increases competition, reducing market share and threatening floating market revenue;
- n. Waste and pollution can harm the floating market's image and reputation as a comfortable tourist destination;
- o. The presence of irresponsible individuals charging illegal parking fees, which can reach up to Rp. 100,000; poses a threat to the floating market's reputation.

Based on the analysis of identified internal and external factors, the next step is to formulate issues and development strategies for the floating market to ensure its viability and sustainability. This formulation is carried out by calculating ratings that assess the impact of each factor based on weightings provided by experts from various institutions. These ratings reflect the importance of each factor in the development of the floating market. Scores for each factor are computed by multiplying the weight by the rating, and the results are used in the IFAS-EFAS and SWOT matrices to develop appropriate strategies for managing the floating market. Figure 1 below illustrates the calculation results for the IFAS-EFAS matrices.



**Figure 1. Graph of IFAS - EFAS Calculation Results**

Source: Author Data Processing (2024)

The analysis reveals that the most pressing issue is employees are still receiving wages below the minimum wage, which does not align with their workload. This situation causes

dissatisfaction among employees and negatively impacts overall productivity and work ethic. Perceived unfairness in wage distribution can significantly decrease motivation and performance among workers (Lee et al., 2017; Rasheed et al., 2020). Additionally, the lack of coordination with the government regarding improvements to public facilities, such as access roads to the floating market area, and environmental pollution management has led to dissatisfaction among the surrounding community or residents. This condition could also damage the positive relationship between the floating market management and the local community, as well as reduce crucial public support for the sustainability of the business (Khalid et al., 2019).

Other issues include the lack of opportunities to explore and utilize local resources due to minimal collaboration with local communities, such as NGOs, tourism awareness groups, youth organizations, or traditional institutions. This hinders the enrichment of visitor experiences and misses' opportunities to strengthen the local economy. The absence of local involvement, as emphasized in community-based tourism approaches, limits the potential benefits for both the community and the market (Da Conceição Walkowski et al., 2019; Giampiccoli & Saayman, 2018). According to collaborative governance, effective collaboration among multiple stakeholders, including local communities, is crucial for achieving shared goals and maximizing resource utilization (Ansell & Gash, 2018; Woldeisenbet, 2020). Non-transparent and limited recruitment processes reduce opportunities for local residents to work and join the floating market internally. Moreover, irregular employee training poses a challenge for human resource development.

Based on the IFAS-EFAS matrices (see Figure 1), the intersection of the two points in quadrant II (-0.124;0.067) indicates the need for strategies to minimize weaknesses by leveraging existing opportunities. This suggests that the priority strategy is to employ a selective maintenance approach by focusing on factors deemed important (Dhari, 2021; Santosa & Rachmansyah, 2014). Subsequently, the scores for weakness factors, which address urgent issues, are crossed with opportunity factors. The resulting values from this intersection will identify suitable and relevant strategies for addressing floating market management issues by taking advantage of available opportunities, as shown in Table 1 below.

**Table 1. Crossing Weaknesses and Opportunities of Issues in Managing the Floating Market Tourism Area**

Priority	SWOT Matrix		
	Weakness	Opportunity	Development Strategy
I.	W <sub>16</sub> : There are still issues with employees receiving wages below the regional minimum wage standards (UMR).	O <sub>4</sub> – O <sub>9</sub> : Support and incentives from local government and relevant agencies, along with a positive reputation through professional management, can enhance tourism development and welfare.	The management should conduct a thorough evaluation of the current wage structure to ensure compliance with regional minimum wage standards (UMR) and consider periodic adjustments based on inflation and living costs. Additionally, management should provide extra incentives for high-performing employees or workers to boost motivation and productivity. Management should also form partnerships with local government and relevant agencies to secure additional support, such as wage subsidies and welfare programs. Enhancing the Floating Market's reputation and professionalism through effective management can attract more visitors and support sustainable business development. This approach will improve employee welfare and contribute to sustainable tourism development.
II.	W <sub>2</sub> : Ignoring co-ordination with the government to improve public facilities or access roads can decrease public trust and support.	O <sub>2</sub> – O <sub>4</sub> – O <sub>5</sub> : Although limited, involving local residents in tourism operations and securing support and incentives from the village government and relevant agencies, such as the Tourism or Environmental Agencies, can boost support for the Floating Market's development.	To address the issue of inadequate coordination with the government, the management should prioritize forming strategic partnerships with local government and relevant agencies. This collaboration can help secure additional support and incentives, including funding and resources, to enhance public infrastructure. Involving local residents in tourism operations can also foster a sense of ownership and community engagement, further bolstering support for the Floating Market's development. Effective resource management, including the efficient allocation and utilization of available resources, is crucial in this process. By integrating these efforts, the Floating Market can improve its infrastructure, gain public trust, and promote sustainable tourism development, ensuring that both environmental and social welfare are prioritized.

Priority	SWOT Matrix		
	Weakness	Opportunity	Development Strategy
III.	W <sub>1</sub> : Lack of collaboration with local communities reduces opportunities to enrich the tourist experience.	O <sub>2</sub> – O <sub>10</sub> – O <sub>12</sub> – O <sub>13</sub> : Involving local residents in tourism operations, recruiting 90 percent of Lembang locals by the Floating Market, engaging staff who frequently interact with the community, and collaborating with the local government for updated regulations can strengthen partnerships, boost community support, and improve operational efficiency.	The management can implement a multifaceted development strategy that includes strengthening community engagement and recruiting a workforce primarily from Lembang, as well as establishing training programs focused on sustainable tourism practices. By collaborating with local organizations such as NGOs, tourism awareness groups, youth organizations and government agencies like the KBB Tourism and Culture Agency, the KBB Regional Development Planning Agency, and other related institutions, the Floating Market can leverage local insights and regulatory support to create an immersive tourism experience that reflects local culture for visitors while promoting sustainable practices. In addition, developing a comprehensive resource management plan in collaboration with local communities, including environmental preservation, supporting improvements to public facilities, enhancing food security with local products, and planning other initiatives, will increase sustainability and positive impacts for the community.
IV.	W <sub>14</sub> : Employee training has not been conducted regularly, only provided when new employees join the team	O <sub>9</sub> – O <sub>15</sub> : Professional management of the Floating Market's products and services, supported by external reputation and government guidance, such as how to maintain food quality and vendor layout, can enhance visitor experience and market image.	In response to the irregularity of employee training, the management of the Floating Market should implement a structured training program that includes opportunities for ongoing professional development for all staff members, not just new employees. This program could include workshops on how to serve visitors, maintain food quality, improve vendor layout, ensure cleanliness, and more, leveraging employee expertise. Collaboration with government agencies could further enhance these efforts by providing resources, guidance, and potentially funding for training initiatives. By ensuring that all employees receive regular training and are updated on best practices, the Floating Market can significantly enhance the visitor experience and strengthen its market image. Establishing a feedback mechanism where staff can share insights and

Priority	SWOT Matrix		
	Weakness	Opportunity	Development Strategy
V. $W_{10}$ : The closed recruitment process can reduce transparency and opportunity for local residents to join.	$O_2 - O_3 - O_6 - O_7 - O_{10}$ : Local community involvement, media promotion, partnerships with local small and medium enterprises (SMEs), local farmers, and collaboration with local government support a broader recruitment process.	suggestions for improvement will promote a culture of learning and sustainable adaptation, ultimately benefiting both employees and the overall success of the Floating Market.	To enhance transparency and expand opportunities for local residents to join the Floating Market, management should implement an open recruitment process. This can be achieved through various strategies, including actively engaging the local community by holding job fairs and informational sessions to promote job opportunities at the Floating Market. This approach will foster a sense of inclusion and support within the community. Additionally, regularly advertising job vacancies through local media, social media platforms, and community bulletin boards will ensure wider reach and greater awareness among potential applicants. Collaborating with small and medium enterprises (SMEs) and local farmers is also crucial for creating sustainable job opportunities. By involving various stakeholders, the Floating Market can boost local economic engagement, thereby supporting economic sustainability by increasing local residents' income. On the social side, active and transparent involvement in recruitment will strengthen the relationship between the market and the community, building greater trust and support.

Source: Author Data Processing (2024)

#### 4. CONCLUSION

This research aims to develop a comprehensive strategy for managing the resources of the Floating Market, focusing on enhancing sustainability. The main findings reveal several pressing issues in the management of the Floating Market, including employees receiving wages below the regional minimum wage, inadequate contributions to the improvement of public facilities, limited collaboration with the community, government, or relevant stakeholders, a lack of regular training for employees, and a non-transparent recruitment process. To address these challenges, this research proposes several strategies for development. First, adjusting wages to competitive levels and implementing regular employee

training programs are fundamental steps to enhance worker satisfaction and productivity. Additionally, it is essential to increase contributions to the improvement of public facilities and encourage collaboration with local governments or related institutions in building supporting infrastructure that benefits both the Floating Market and the surrounding community. A transparent recruitment process and active involvement of local residents in management are also crucial for creating job opportunities and strengthening relationships with the community, thereby contributing to regional welfare.

This research highlights the importance of applying sustainable tourism development theory to balance economic, environmental, and social factors for long-term success. By integrating a comprehensive resource management plan that involves local communities, the Floating Market can ensure environmental preservation, support improvements in public facilities or infrastructure, enhance food security with local products, and undertake other efforts. These collective efforts contribute to a more resilient and sustainable tourism model, aligning market operations with broader regional development goals. Establishing synergistic relationships between tourism and local development is vital for promoting economic growth, protecting environmental integrity, and enhancing social welfare. Collaboration with small and medium enterprises (SMEs), local farmers, and community organizations ensures that tourism development supports the local economy and promotes community welfare, creating a sustainable tourism environment.

Overall, this research provides valuable insights into effective resource management practices, offering a strategic model for similar attractions seeking a balance between growth and sustainability, although this research has some limitations. The generalizability of the findings may be limited due to the specific context of the Floating Market. Furthermore, this research does not explore the long-term impacts of the proposed strategies, which are essential for ensuring sustainability. Other limitations include the lack of data collected over time from the same subjects and the absence of comparisons with other tourist destinations, which could provide a more comprehensive perspective on the development of the Floating Market. Future research should continue to explore and refine these strategies to ensure their effectiveness and adaptability in various regional contexts. Further studies could focus on the long-term impacts of these strategies by collecting data over time and conducting comparative studies with other tourist destinations. By addressing these aspects, future research can contribute to more sustainable and inclusive tourism management practices, ultimately benefiting local communities, governments, and the tourism industry as a whole.

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