

Analysis of the Strategy of the Development of the Old City Administration with the Concept Of Marketing Strategy: A Case Study in the Local Trade Area of Bandung City, West Java

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Abstract---Structurally, cities can be seen as an area which administratively has boundaries and in which there are components of the population, economic systems, social systems, facilities and infrastructure. Functionally the city is the center of activity (economic and socio-cultural) as well as the center of settlements and functions as a center for the physical development of the area. This study examines the strategy of developing Old Town / Cultural Heritage (Chinatown) in the integrity of developing the potential of the region by developing the potential of non-Kota Tua areas / Cultural Heritage areas in order to have a significant economic value (sustainable development). not yet to highlight the potential of the region optimally. This is because many investors are less interested in developing the region due to the regulation of Cultural Heritage. Besides that, the financial capacity of the Bandung City government is limited to financing cultural heritage areas while the ability of the community as owners is very limited, so that all parties need participation in the preservation of cultural heritage buildings (the Chinatown area). In this study, the SWOT method was used with the IFAS-EFAS model, the results showed stability so that synergy was needed with the concept of the overall sustainable development.

Keywords---Strategy Management, Heritage (old city), Old City Development Strategy and Old City Arrangement and Marketing Strategy

I. INTRODUCTION

Cities in terms of geography can be interpreted as a system of human life networks characterized by high population density and colored by heterogeneous socio-economic strata and materialistic features, or can also be interpreted as a cultural landscape caused by natural and non-natural elements with the symptoms of a large population concentration with a life style that is heterogeneous and materialistic compared to the area behind it. The geographical location of the city is not an essential consideration at the beginning of its location determination, but affects its function and physical form.

The city of Bandung, including a large city with a population in 2013, was 2.4 million. The city of Bandung recognizes two city calcifications, namely the Old / Old City namely the Dutch / Japanese Age relics and has a high historical value. Whereas other cities are new cities as development of existing residential areas.

Kota Tua is a city that has been established for a long time. The old city arrangement can be done in several ways including the concept of conservation or conservation, maintenance, utilization, restoration, revitalization, restoration or rehabilitation, reconstruction, adaptation, recovery. The current phenomenon, the old city in the city of Bandung has experienced a decrease in environmental quality, such as the death of the economy, a decline in socio-cultural values, poor building conditions, the lack of infrastructure supporting activities so that the city dies and is not optimal compared to the development of non-urban areas old. This condition must be immediately anticipated through several program activities.

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Cultural heritage areas and buildings are technically bound by Cultural Heritage rules. This is one of the reasons why Kota Tua / Heritage area is difficult to develop and lacks optimal investment attractiveness because most of their developer images will not be free to get recommendations regarding their development plans. Even though in the mandate of the Law on Cultural Heritage and the Regional Heritage Regulations of the City of Bandung, it is possible for the City Government to provide incentives for the implementation of Cultural Heritage Areas and Buildings.

The existence of the old city still does not optimally value the potential of the region. This is because many investors are less interested in developing the area due to considerations of cultural preservation rules. Besides that, the financial capacity of the Bandung city government is limited to financing cultural heritage areas while the ability of the community as owners of heritage buildings is limited, making it difficult to manage in a self-managed manner. If this problem continues to be allowed, the existence of cultural heritage areas and buildings will get worse and be defeated by the development of the economic potential of the non-cultural area.

One of the things that must be achieved in each activity is the use of cultural heritage objects that are conservation-minded. Preservation efforts carried out must have an impact on increasing public awareness of the importance of the existence of cultural heritage buildings so that the community will later play a more active role, the government only protects and supervises so that it does not come out of the corridor of applicable law on conservation.

Based on the description of the background of the above problems, the researcher is interested in conducting research with the title: Strategic Development of Old Town Arrangement with the Concept of Marketing Strategy in Bandung, West Java (case study in Chinatown / Trade in Bandung)

II. FRAMEWORK FOR THINKING

Cultural heritage is a cultural heritage of material nature, where the general provisions include cultural heritage objects, cultural heritage buildings, cultural heritage structures, cultural heritage sites and cultural heritage areas. Cultural heritage areas or old cities need to be preserved because they have important values for history, science, education, religion and culture.

In the development and existence of cities, buildings and cultural heritage areas are elements of the city's physical environment which consists of old elements of the city with high historical and visual values. The preservation of old buildings and parts of the old city is a strategic approach in urban development because it guarantees the continuity of the values of life in the old city or historic area has several criteria, which in the number 11 of the cultural preservation law concerning cultural heritage mentions , that the area:

- a. contains Cultural Heritage Objects, Cultural Heritage Buildings, and / or Cultural Heritage structures to
- b. store information on human activities in the past
- c. containing 2 (two) Cultural Heritage Sites or more adjacent to them
- d. in the form of human-shaped cultural landscapes of at least 50 (fifty) years.
- e. has a pattern that shows the function of space in the past at least 50 (fifty) years
- f. showing the influence of past humans on the process of wide-scale space utilization
- g. shows evidence of the formation of cultural landscapes
- h. with submerged soil layers containing evidence of human activity or fossil deposits of

Chinatown a mixture consisting of tall and modern buildings, as well as small-scale historic buildings. The developments that have caused the structure of the original region are no longer visible. Pasar Baru had become the pride of Bandung in the past as a historical regional market that became a tourist destination, especially with its special fried tempeh and oncom food. Specifically, the old Pasar Baru with its only two tower doors in West Java, at this time only has the spirit of trade. There is no more comfort traveling around the area. The Kelenteng complex still leaves original buildings, but in the vicinity there are many new buildings which do not show a good context with old temple buildings. The original temple building must be well protected, while the renovation of new buildings around it must be done with due regard to the values of Old Chinese architecture, so that it becomes a valuable cultural tourist attraction asset (Jabarullah et al., 2019).

From the results of a survey conducted in the area it was found that the problems of this area were: The

- condition of the exclusion of cultural heritage buildings and suspected Chinatown cultural heritage traded almost 90% in a condition that was not maintained, damaged and dismantled.
- In this region 81.82% of the infrastructure condition of the area is very bad, where there is very limited parking area, chaotic traffic and the existence of street vendors that are very disruptive to pedestrian lines

Location of the Chinatown Region when viewed from the position of City Sub-Region within Cibeunying and Bojonegara . Where this area in Perda No. 18 of 2010 concerning the Regional Spatial Planning Recana of the City of Bandung is an area zone with a trade function. This potential has a negative impact especially on the existence of cultural heritage buildings. If the control of development is not directed, the remaining cultural heritage buildings in the Chinatown area will be replaced by modernization. The situation of traditional markets in the Chinatown area has an impact on the existence of unkempt conditions in the surrounding cultural heritage buildings. This relates to article 52 which is stated in regional regulation number 18 of 2011 which states that the plan for developing traditional markets consists of the rebuilding of the Andir market area and the Ciroyom market. The presence of street vendors who dominate the Chinatown trade area, especially around the new market area and Sudirman corridor which continues to grow every year.

The development of a city due to economic needs and the increasing number of residents does not rule out the possibility of a decline in the quality of an area, especially the old town / historic city due to the inability to accommodate the increasing activities (Saudi, 2018). Conservation efforts are one of the efforts that can be made in utilizing and developing the old city. However, the development of the old city by the government, the public and the private sector always faces several problems from several aspects, including: Financing Aspects, Governance Aspects, Aspects of Government Support, Economic, Social, Community Culture, Aspects of Support And Stakeholder and Community, ParticipationControl Aspects.

III. RESEARCH METHODS

The methodology in the study included a study approach, research stages, data collection methods, population and samples as well as analytical methods. The study approach used in this study used a combined quantitative and qualitative method. The quantitative method is used to calculate the participation of the public and the private sector in the integrity of the arrangement of the Old City with the concept of the New City Arrangement in the city of Bandung. While the qualitative method is used to explain the participation strategies of the community and the private sector in the integrity of the arrangement of the Old City with the concept of a new city arrangement in the city of Bandung. Sampling was done based on *purposive sampling method* and *Snowball sampling*.

The SWOT analysis is used in this study to develop strategic policies towards development and the private sector in its participation in development towards integrated and sustainable regional development. This analysis will be very useful because it can identify various strengths and weaknesses of the role of the private sector in regional development, while challenges and opportunities combined with strengths and weaknesses can formulate various solutions to problems as outlined in various strategic steps.

The models used in the SWOT analysis are as follows: *IFAS - EFAS Model (Internal Strategic Factor Analysis Summary - External Strategic Factor Analysis Summary)*, *Model Matrix Space*, *SWOT Matrix*.

IV. RESULTS AND DISCUSSION

In this analysis, the analysis used is using SWOT as a step to issue the concept of the Chinatown area as a basis for decision making which will be described later in the discussion of the concept of strategy. Analysis of potential and regional problems is divided into 2 (two), namely external and internal. For an internal perspective here is assumed to be in agencies, namely the Bandung City Government:

External data, namely the Chinatown environment trading conditions which include:

Opportunities / Opportunies (O)	Challenges / Threats (T)
<ul style="list-style-type: none"> - All BCB owners and managers finance building maintenance by private funds - Regional development economic, service and commercial based (potentially holding a night event in the region) - The level of investment opportunities is very high in this region - Number of shop buildings characterized by Chinese & colonial architecture presumed cultural heritage buildings - Establishment of a community of cultural heritage observers (NGOs) 	<ul style="list-style-type: none"> - Structuring infrastructure and chaotic traffic supplyCommunal space - Owner & manager awareness of BCB preservation - Development mordenance control - Public and investor awareness of the existence of BCB

Internal Data

Strength / Strength (S)	Weakness (W)
<ul style="list-style-type: none"> - Already there are regulations regarding cultural heritage in the form of 19 th 2009 regulations and 921 th 2010 - regulations in accordance with regional regulation 19 c that culture th 2009 & RPJMD, fund preservation allocated from the budget of - the local government has the authority and obligation to preserve the cultural heritage - Regional Government has formed a team of cultural heritage to carry out the management of - BCB's been their RTBL Chinatown neighborhood of Trade 	<ul style="list-style-type: none"> - Implementation of the regulation is not optimal by local government - yet their allocation of funds from the local government for the management of BCB - the local government has not provided the infrastructure viable in the heritage area of - socialization Knowledge heritage buildings has not been implemented by - the government has not made a classification and inventory of buildings suspected of cultural heritage

Following the results of SWOT analysis of the determination of the strategy's Chinatown neighborhood of Trade:

Following the results of analysis for alternative strategies.

Internal (IFAS)	A) Strength / Strength (S)	B) Weakness / Weakness (W).
	<p>Regulations regarding cultural preservation in the form of regional regulation 19 of 2009 and 921 of 2010</p> <p>In accordance with local regulation 19 of 2009 on cultural heritage & RPJMD, conservation funds are budgeted from the APBD</p> <p>Local government has the authority & obligation to preserve cultural heritage</p> <p>local government has formed a cultural preservation team to implement BCB management</p>	<p>regulations implementation of regulations has not been carried out optimally by the regional government.</p> <p>There is no allocation of funds from the local government for BCB management</p> <p>Local governments have not provided adequate infrastructure in cultural heritage areas</p> <p>Socialization of Cultural Heritage Building Knowledge has not been carried out</p>
Externally (EFAS)	Existing RTBL of the Chinatown area	government has not classified & inventoried buildings presumed to be cultural heritage
1) Opportunities (O)	STRATEGY SO	Strategy WO
All owners and managers of BCB finance the maintenance of the building by a private fund	Improving the implementation of regulations by providing incentives, rewards and compensation to owners and managers in the care of BCB by the relevant SKPD	Improving the implementation of incentive, compensation and rewards to the management of the BCB through budget funds

Development area economic, service and commercial based (potentially holding a night event in the region)	Increasing the regional economy in accordance with the Trade Chinatown RTBL through collaboration between SKPD related to investors	Carrying out economic, service & commercial conservation through APBD funds & investors
The level of investment opportunities is very high in the region		Improving facilities & infrastructure through the help of investor funds
Number of shop buildings characterized by Chinese & colonial architecture suspected of cultural heritage buildings	Increasing the implementation of BCB inventory by classifying buildings presumed to be cultural heritage assisted by a reserve team culture and related SKPD	Implementation of the concept of preservation of cultural heritage related to classified buildings and those that are not preservation
Establishment of a community of cultural observers (NGOs)	Strengthening institutional existence through collaboration between SKPDs related to NGOs	Implementation of economic-based cultural heritage knowledge dissemination assisted by NGOs
2) Challenges / Threats (T)	STRATEGY ST	STRATEGY WT
Arrangement infrastructure and chaotic traffic	infrastructure improvements, additional communal space (r.publik) and stimulate community involvement in reviving the region and enhance the flavor has	Controlling licensing in terms of the development of trade Chinatown area in accordance with regulation 19 of 2009 and the 921 th perwal 2010
Provision of Communal space		Increasing the development of cultural heritage areas by recommending the provision of communal space & repair of infrastructure through APBD funds
Owner & manager awareness of BCB conservation	Increasing collaboration between owners / managers, related SKPD and investors in managing cultural heritage buildings	Improve socialization of BCB management & preservation to owners & managers
Mordenitas development	control Control regional modernity by socializing cultural heritage as regional identity	Controlling development modernity by implementing dis insativity & sanctions for violations of
Awareness of the public and investors towards the existence of BCB	Increased collaboration between the government, private institutions and communities in developing the Chinatown cultural reserve area in accordance with RTBL	Making non-classification building recommendations and the concept of preservation of cultural heritage associated with applicable regulations involving the community & investors

From the results of the SWOT analysis, the strategy that must be done is a defense strategy. This is due to the internal side of the agency that has not implemented the rules and outreach and in terms of opportunities this area / area is not the main route but only the area supporting the strategic area. So for the concept of regional strategy used:

1. Improve implementation of regulations by providing incentives, rewards & compensation to owners & managers in BCB care by related SKPD

2. Improving regional economy in accordance with Trade Chinatown RTBL through cooperation between SKPD related to investors
3. Improving the implementation of BCB inventory by classifying presumed buildings culture assisted by cultural heritage team and SKPD related to the
4. classification of buildings presumed to be culturalassisted by cultural heritage teams and related SKPD
5. Strengthening the existence of institutions through collaboration between SKPD related to NGOs
6. Improving implementation of incentives, compensation & appreciation for BCB management through APBD funds
7. preservationPreservation-based economy, services & commercial through APBD funds & investors
8. Improve facilities & infrastructure through investor funds assistance
9. Implementation of the concept of preservation of cultural heritage related to buildings that have been classified as well as no

V. CONCLUSION AND IMPLICATION OF

1. Trade Chinatowns is an area that has a characteristic of delay. This can be seen from the ownership of this building dominated by the original Sundanese people and there is the Bandung Regent's funeral and some buildings that are still delayed. When seen from the surrounding area, the main problem is that the infrastructure is not managed properly. The width of the sidewalk is less comfortable for pedestrians, the lack of green open space (RTH) results in the absence of communal space in the area. Traffic problems that are very dense and exceeded City Transportation into this area is very chaotic, this is due to traffic awareness by raising and dropping passengers at random. Constraints in this region are the lack of communal space to revive the area and the absence of a master plan related to cultural heritage areas. Social problems due to traffic, infrastructure and dense settlements in the area behind this area must be resolved.

2. Creating a strategy for developing the Old City so that it has significant economic potential and value so that it synergizes with the development of *sustainable development*.

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