



## Management Strategy Risk for Support Transformation of the Surya Kencana Bogor Tourism Area

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**Abstract** *This research explores the development of Surya Kencana as a tourism area aligned with the vision of the 2025–2045 Bogor City Regional Long-Term Development Plan (RPJPD), which aims to establish Bogor as a creative, advanced, and sustainable science city. The area holds unique potential as it combines cultural heritage, local culinary tourism, sustainability through green gastronomy, and digital innovation by Micro, Small, and Medium Enterprises (MSMEs). This study identifies eight main risks, categorized into security, safety, and comfort, which include low local participation, insufficient awareness among culinary actors about sustainability, limited environmentally friendly infrastructure, and the underutilization of technology by MSMEs. Risk mitigation strategies involve multi-stakeholder participation, community-based education, infrastructure improvements, MSME digitalization, and collaboration between the government, society, and the private sector. The analysis indicates that risk management is not only a technical tool but also a strategic element in building resilience and enhancing the competitiveness of tourism areas. The use of digital technology, local cultural narratives, and community involvement has proven to be effective in increasing the area's resilience to physical, social, and environmental disruptions. With this approach, Surya Kencana can contribute to the long-term development of Bogor City in the field of inclusive and sustainable tourism. .*

**Keywords** Surya Kencana , management risk , area tourism , Bogor RPJPD, green gastronomy, MSMEs, sustainability

### 1. Introduction

The Surya Kencana area in Bogor City holds significant historical, economic, social, and cultural value. Strategically located at the heart of the city with excellent connectivity, this area has grown into a hub for public interaction and a popular destination for both local and international tourists. According to the Bogor City Long-Term Regional Development Plan (RPJPD) 2025–2045, Surya Kencana is being developed as a center for tourism based on science, culture, and sustainability. This aligns with Bogor City's broader vision of becoming a "Creative, Advanced, and Sustainable Science City" (Bogor City Government, 2025). However, while Surya Kencana has immense potential, its development is not without challenges. Several risks threaten the success of its transformation, including social dynamics, infrastructure inequality, and environmental management issues (Green, 2020). These challenges pose real threats that must be strategically anticipated and mitigated.

Therefore, an effective risk management approach is crucial in shaping the future of the Surya Kencana area (Cheng et al., 2022).

On a global scale, tourism and heritage management have become critical areas of focus, particularly in urban spaces that blend cultural heritage with modern development. As cities around the world evolve, many face the complex task of balancing urban growth with the preservation of historical and cultural values (Smith & Smith, 2023). According to Williams et al. (2022), integrating sustainability and cultural heritage management in urban planning is essential for long-term viability and economic growth. In Indonesia, urban areas such as Surya Kencana are also striving to align local development with sustainability goals and cultural preservation (Yusuf & Nasr, 2021). However, these areas face unique challenges due to rapid urbanization and social inequality. While the area is historically significant and possesses rich cultural heritage, modernization often results in infrastructure challenges, environmental degradation, and social unrest (Li et al., 2020). In Surya Kencana, issues like traffic congestion, waste management, and security concerns continue to hinder the smooth functioning of the area, despite its potential (Tuffrey, 2023).

Although there is growing recognition of the importance of heritage tourism and urban regeneration, studies that address risk management strategies for heritage tourism sites like Surya Kencana are limited. Previous research has focused on tourism and heritage management in more general terms, with limited studies examining the specific challenges faced by urban heritage areas (Tuffrey, 2023). Research on sustainability and tourism development often overlooks the local cultural nuances and unique risks of heritage tourism destinations (Cheng et al., 2022). Moreover, existing literature predominantly uses a top-down approach to managing urban heritage, neglecting the importance of community-based, participatory strategies in risk management (Tuffrey, 2023; Cheng et al., 2022).

This study aims to identify and analyze the key risks faced by the Surya Kencana area in the context of its tourism development and propose effective risk management strategies. The research will focus on three main risk categories: security, safety, and comfort. The central research question is: How can a participatory risk management strategy, involving multiple stakeholders, ensure the sustainable development of Surya Kencana as a tourism destination? The objective of the study is to analyze the main risks within these categories, map the challenges associated with them, and develop mitigation strategies tailored to the context of Surya Kencana. The research will also examine the role of digital innovation, such as green gastronomy and digital tools for MSMEs, in mitigating these risks (Smith & Smith, 2023; Li et al., 2020).

The findings of this study will be highly significant for local authorities, tourism planners, and stakeholders involved in the sustainable development of Surya Kencana. The theoretical implications of this research will enrich the academic literature on heritage tourism, risk management, and urban regeneration (Green, 2020). It will provide a framework for integrating community involvement and digital innovation into urban tourism management (Williams et al., 2022). Practically, the research will provide actionable recommendations for local government entities, tourism organizations, and community leaders. These stakeholders will gain insights

into effective communication strategies, collaborative practices, and adaptive management models that are essential for fostering a sustainable and inclusive tourism environment (Yusuf & Nasr, 2021).

Theoretically, the study will contribute to the growing body of knowledge on cultural tourism management, particularly in urban settings where the demands for sustainability and heritage preservation are in direct conflict with modern development pressures (Cheng et al., 2022). It will also add to the literature on risk management by addressing the need for a holistic approach that combines digital transformation, community participation, and sustainability in heritage tourism sites (Smith & Smith, 2023). On a practical level, the research will help policy-makers and community leaders design more adaptive, inclusive, and sustainable tourism development strategies. This is crucial not only for the Surya Kencana area but also for other tourism destinations in Indonesia that face similar challenges in balancing cultural preservation with economic growth (Li et al., 2020).

Surya Kencana represents a unique opportunity to blend cultural heritage, sustainability, and digital innovation to create a thriving tourism destination. However, it also faces significant risks that must be managed strategically. By incorporating a multi-stakeholder approach, community engagement, and digital solutions, Surya Kencana can develop into a model of sustainable urban tourism (Tuffrey, 2023). This study will provide a comprehensive framework to guide this process, ultimately contributing to the long-term development of Bogor City as a global leader in inclusive and sustainable tourism (Williams et al., 2022).

## 2. Method

This study employs a qualitative approach with the use of live observation, short interviews, and risk mapping methods. The research was conducted to understand the risks and challenges faced by the Surya Kencana area in Bogor City, particularly in terms of tourism development and its impact on local communities and MSMEs. Data collection was carried out through field observations to assess infrastructure conditions, visitor behavior, and economic activities in the area. Interviews were conducted with MSME actors, traders, visitors, and local public figures to gather insights into their perceptions of the area's development and the challenges they face. Additionally, a document study was performed on the RPJPD (Regional Long-Term Development Plan) of Bogor City, tourism policies, and academic literature related to risk management in tourism destinations.

The analysis of risks was conducted using the RYG (Red-Yellow-Green) matrix, which categorizes risks based on their likelihood and potential impact. This approach allows for a clear identification of the urgency of each risk and the type of intervention required. The RYG matrix helps prioritize risks, making it easier for stakeholders to determine the most pressing issues that need attention and which interventions would be most effective.

To clarify the research design and ensure transparency in the methodology, the study was conducted over a three-month period, from May to July 2024. The study location was specifically the Surya Kencana area in Bogor City, which was selected due to its strategic importance and ongoing development efforts. The sampling approach used was purposive, selecting key informants who were directly involved in the area's tourism activities, such as local traders, MSMEs, and public figures. This ensures that the study captures relevant data from those most familiar with the area's dynamics.

The interviews were semi-structured, allowing for flexibility in responses while focusing on specific topics such as tourism development, infrastructure issues, and perceptions of risk. A total of 20 interviews were conducted, ensuring that a wide range of perspectives was represented. The data collected from these interviews, along with field observations and document analysis, were triangulated to ensure data reliability and validity.

Ethical considerations were an essential part of this study. All participants were informed about the purpose of the research, and their consent was obtained before participation. Confidentiality and anonymity were maintained throughout the study, and participants were given the option to withdraw at any time without consequence. Ethical approval for the study was granted by the relevant institutional review board, ensuring that the research adhered to ethical guidelines for human subjects.

The data analysis using the RYG matrix involved coding the identified risks according to their potential likelihood (probability) and severity (impact). The matrix was used to categorize the risks into three levels: red (high risk), yellow (moderate risk), and green (low risk). This system helped to prioritize risks that required urgent attention and provided a clear framework for intervention. The risks identified in the Surya Kencana area were categorized according to this system, with the highest risks related to infrastructure limitations, low community engagement, and environmental degradation.

In conclusion, this study provides a comprehensive analysis of the risks faced by the Surya Kencana area in its efforts to develop a sustainable tourism destination. By using a qualitative approach, combining live observation, interviews, and document analysis, the study offers valuable insights into the challenges and opportunities for improving tourism management. The use of the RYG matrix provides a clear and actionable framework for stakeholders to address these risks effectively, ensuring the long-term sustainability and success of the Surya Kencana area as a key tourism destination in Bogor City.

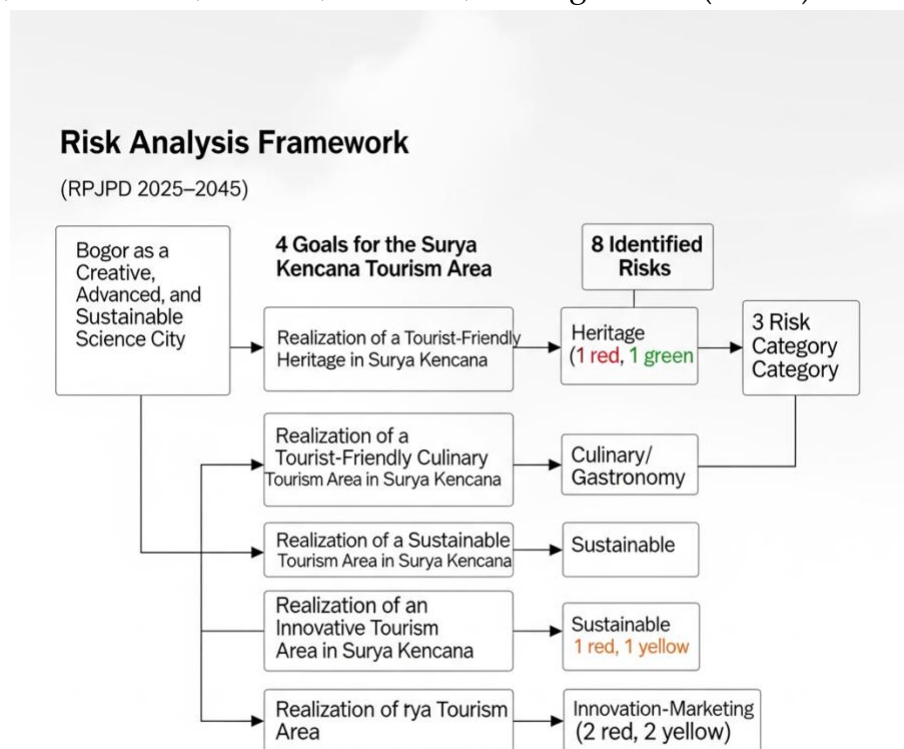
### **3. Results & Discussion**

#### **Vision for Developing Tourism Areas Based on the 2025–2045 RPJPD**

The Bogor City RPJPD stipulates vision development as 'Bogor, a Creative , Advanced, and Sustainable Science City '. To support vision said , the Surya Kencana area set as one of the knot development with four focus Main : (1) Friendly heritage area tourists , (2) Culinary area friendly tourists , (3) Sustainable tourism areas , and (4) Innovative tourism areas . Each target This need approach management integrated risk with governance area and participation public .

### Control Strategy Risk

Control strategy arranged based on type risks and actors guarantor answer . For risk vandalism and crime , strategy in the form of improvement security , CCTV, and education . Risks culinary like poisoning addressed through training and certification standard food . Risk environment overcome through system management waste and education zero-waste . Meanwhile risk innovation handled with IT training and integration system digital payments . Every action coordinated together device area such as DLH, Diskominfo , UMKM, Tourism , and legislature (DPRD).



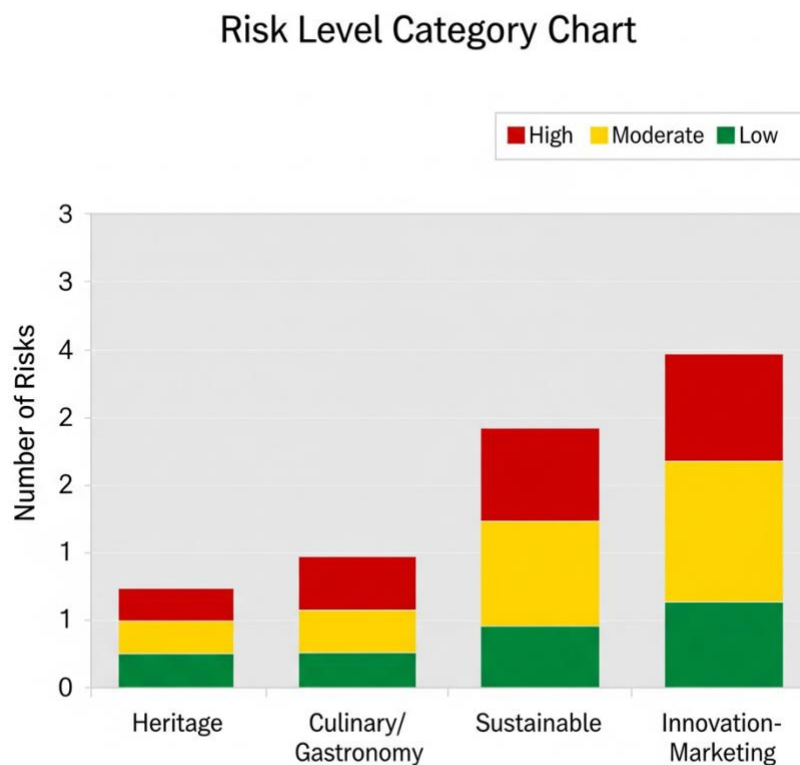
**Figure 1.** Framework Analysis Risk

Mapping risk show at least there is eight risk main spread in three Category : security , safety , and comfort . Risks these include :



1. The low participation figure local in planning area .
2. Lack of awareness perpetrator tour culinary to green tourism principles .
3. Irregularity current pedestrians and disabilities infrastructure pedestrian .
4. High volume of waste, especially from street food activities.
5. Absence regulations incentive for perpetrator business friendly environment .
6. The low adoption digital technology by MSMEs .

The four pillars of development areas – heritage, culinary , sustainability , and innovation – become runway in designing integrated solutions . In the RPJPD, Surya Kencana No only seen as room tourism , but also as laboratory social , economic , and cultural . Therefore that , management area must consider preservation values local , empowerment economy community and inclusivity social .



**Figure 2:** Graph Risk Level Category

From the results analysis , can seen that management effective risk need synergy cross sectors and approaches based community . Weaknesses main moment This is Not yet integration system inter-agency and lack of mentoring perpetrator business local in matter digitalization and implementation principle sustainability . Clear

regulations and incentives are also needed For perpetrator businesses that implement practice friendly environment .

1. Some proposed control strategies includes :
2. Involvement community local and figures culture in compilation narrative tour .
3. Development facility green and safe and comfortable pedestrian .
4. Campaign cleanliness and sorting rubbish based community .
5. Digitalization system transactions and promotions through QRIS and social media integration .
6. Training perpetrator business small in branding and security cyber .
7. Partnership with sector private and academic For research and innovation area .

Aspect important other is use technology For monitor and evaluate risks in real time. For example , the use of dashboard monitoring tourism that can inform density visitors , reports cleanliness , and bait come back visitors directly .

#### 4. Conclusion

Development area Surya Kencana tourism need done with consider management adaptive and participatory risk management . The concept of green gastronomy, conservation culture , and digitalization of MSMEs to become three main pillars that must be Keep going reinforced . Researchers recommend : (1) Strengthening regulations environment and incentives economy green , (2) Training integrated For MSME and tourism actors culinary , and (3) Risk mapping and monitoring regularly as part from governance area .

Existing risks No stand yourself . For example , the problem management bad trash will impact on comfort visitors , lower mark aesthetics area , and in a No direct impact on image as well as income perpetrator business . Therefore that , approach systemic and integrative become important . Involvement cross sectors — government , private , academic , and community — become key main in build resilience area .

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