

Community-Based Social Marketing Strategy in Kampung Cibunut Berwarna: Advancing Edutourism in a Sustainable Circular Economy

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Abstract

This paper proposes a community-based social marketing model and outlines its role and methodology in developing a sustainable circular economy within internal brand-building. It broadens community-based social marketing by incorporating diverse education tourism (edutourism) activities within a sustainable circular economy, extending beyond traditional literature. Adopting a case study using an open-ended phenomenological approach, we collected data through five in-depth interviews and a focus group discussion. The participants were community leaders and members engaged in sustainable circular economy development in Kampung Cibunut Berwarna, Bandung, Indonesia. Additionally, we analysed related documents, including archival records and descriptions of internal processes, to complement the primary data. The findings provide empirical insights into change mechanism in community-based social marketing. Notably, visionary leaders, the ripple effect of edutourism, and content as a branding emblem help integrate sustainable circular economy behaviour into edutourism. While this study provides valuable insights into the practices in the research site, the case study may limit generalisability to larger areas and different societal challenges. Future research should test these propositions in diverse geographical contexts.

Keywords:

circular economy; community-based social marketing; edutourism;
Kampung Cibunut Berwarna; local capabilities

Introduction

The extraction of raw materials from natural resources and associated production and consumption processes yields environmental, economic, and social impacts both domestically and internationally (Agamuthu & Babel, 2023). Economic growth typically drives higher demand for raw materials, energy, and natural resources, while also increasing waste generation if not properly managed (Mandpe et al., 2023). The effects of such waste management extend beyond environmental degradation, posing significant risks to human health as well (OECD, 2024).

The growing global waste management

crisis is a major concern in many regions worldwide. The impact of waste on communities and economies has become a key issue, influencing public health, environmental policies, and economic sustainability (Kharola et al., 2022). The societal ramifications of inadequate waste management extend to public health and welfare, particularly for individuals residing near waste disposal sites. This discussion is crucial for improving waste management and promoting community well-being through proactive measures.

The sustainable circular economy has emerged as a key approach to addressing

waste management challenges. The economic model prioritises the preservation of product, material, and resource value within the economy, thereby mitigating the adverse social and environmental impacts associated with a linear economic approach (Mohammadi et al., 2023). In addition to addressing waste issues, this approach presents opportunities to extract economic value from waste materials.

Kampung Cibunut, located in the city of Bandung, Indonesia, grapples with and subsequently overcome such waste management challenges. Formerly a slum area, Kampung Cibunut has transitioned into a pilot location for community-driven household waste management initiatives. This shift highlights a sustainable circular economy model, emphasising community-based social marketing. It focuses on slowing material flows, shifting from consumerism to usage, and decoupling resource consumption and environmental impact from economic growth (Corvellec et al., 2022a). By implementing sustainable community empowerment initiatives and employing strategic measures, Kampung Cibunut has evolved into a self-sustaining education tourism (edutourism) venture, which attracts visitors from neighbouring areas. The urban village exemplifies communities with a shared vision and mission foster collective dynamism, driving active social engagement.

The aims and contributions of the present paper are threefold:

1. to explore a community-based social marketing approach to foster sustainable circular economy behaviour;
2. to propose a community-based social marketing model and outlines its role and methodology in developing a sustainable circular economy within internal brand-building; and
3. to broadens community-based social marketing by incorporating diverse edutourism activities within a sustainable circular economy, extending beyond

traditional literature.

Literature Review

Social marketing emphasises the upholding of ethical standards and promotes social welfare within communities and society at large (Haghighatjoo et al., 2020). It employs commercial marketing strategies to effectively influence the voluntary actions of specific target audiences, with a goal of enhancing their personal well-being and the broader societal welfare (Smith et al., 2019). Social marketing applies various approaches to promote societal well-being and drive social transformation. Expanding theories on effective social change strategies requires deeper insight into community-based approaches that actively engage both community members and stakeholders. In this case, social marketing plays a crucial role in altering individual behaviours and habits, employed due to its alignment with the daily lives and needs of the local community (Hermawan et al., 2023).

Community-based social marketing aims to establish and nurture relationships through active participation in social communities (Udoh & Willard, 2023). A social community is a collection of people who are deeply knowledgeable and experienced about a particular subject and have a strong affinity for the same issues, problems, or pastimes (Van Hierden et al., 2022a). Key components that support a social community are shared knowledge, rituals and traditions, and a feeling of moral obligation (Marwiyah et al., 2022). In this context, strategies to implement community-based social marketing include reflection and critical awareness, community identity building, political and representational actions, cultural practices, and spontaneous associations of friends, co-workers, or groups with a particular interest. Additionally, community leadership, empowerment, and critical reflection can also foster sustainable social change (David & Rundle-Thiele, 2019).

In other words, the foundation of community building—encompassing local development, social action, social planning, collaborative empowerment, and coalition building—is essential for strategic marketing (Nguyen, 2022). A community-based social marketing builds on this foundation by positioning the community as an agent of change, fostering attitudes, awareness, and behaviours that sustain social transformation, distinguishing it from other methods.

Community-based social marketing addresses specific issues by fostering attitudes and behaviours that have a meaningful impact on the neighbourhood (Cole & Fieselman, 2013). The initial step involves determining the community's shared interests, which consist of three key components: objectives (a shared purpose), ambitions (a common aspiration), and values (shared principles) (Husted et al., 2023). Once community's needs are identified, the next step is to establish a win-win relationship that align these needs with shared objectives (Obaze et al., 2023). To foster mutually beneficial interactions, a community must have a strong collective identity that includes a diverse range of individuals. This identity should be shaped using branding principles to accurately reflect the community's desired image. As brands, communities must first establish a clear value proposition before presenting it to the public (Stojanova et al., 2023). To effectively engage community members, content guidelines should be established after defining the value proposition. Once these guidelines are set, both offline and online community involvement initiatives could be designed and implemented (Djamiluddin et al., 2023).

The development of supporting features is essential to fostering community involvement. Key elements include social change agents (Albrecht & Raymond, 2023), institutional strengthening, community engagement (Domegan, 2021), and the integration of

environmental sustainability with economic value in local communities (Sulistyaningsih et al., 2022). Community-based social marketing is implemented through a structured intervention approach that identifies and prioritises social issues, engages multiple stakeholders as catalysts for change, and facilitates the collaborative development, execution, and promotion of initiatives (Yudha et al., 2019).

In urban inner-city contexts, community-based social marketing often involves joint efforts between researchers, co-researchers, and technical professionals to design feasible interventions (Martosenjoyo, 2021). In such cases, the community plays a central role in executing social marketing initiatives. Collaborative action ensures that multiple stakeholders contribute to the design, formulation, and implementation of government programs, enhancing their effectiveness and addressing key challenges (Saraniemi & Komppula, 2019).

Methods

Kampung Cibunut situated in the central part of Bandung city, Indonesia, was chosen as a case study for this research. It encompasses a total of 300 residential units within RW 07 (Hamlet 07). Kampung Cibunut in Bandung functions as a pilot site for waste management and the circular economy, utilising regional resources and promoting the waste-free area concept.

This study employs qualitative approaches, collecting primary data through observations and interviews. The secondary data is gathered through literature and document studies (Yin, 2018). The stakeholders of Kampung Cibunut were the primary focus of the study. Interviews with the local stakeholders provided insights into community empowerment dynamics, while regular observations on-site monitored residents' daily activities. The study integrates evidence from these interviews and observations to support the literature review.

The study began with an assessment of Kampung Cibunut to identify key research areas, focusing on community-based social marketing. A literature review provided a deeper understanding of the topic. Five in-depth interviews, a validation session, and an expert discussion with local leader representatives, were conducted to evaluate their role in establishing a sustainable circular economy.

Interviews were conducted using a semi-structured format. Consent forms were provided to all participants concerning the consensus on the overall outline of the research, associated risks, and the confidentiality of data, and the research received approval from the ethics committee. Interviews were carried out with the leader of RW 07 Kampung Cibunut, three members of KSM OH DarLing (Non-Governmental Group of Great People Aware of Environment/ *Kelompok Swadaya Masyarakat Orang Hebat Sadar Lingkungan*), and the leader of GSSI (Generation of Always Sincere Spirit/ *Generasi Semangat Selalu Ikhlas*). An interview guide was created to examine the effective practices of community-based social marketing tactics used in Kampung Cibunut, covering background, objectives, challenges, perceptions and messaging, operational methodologies, external stakeholder engagement, and future goals.

We conducted intensive direct observations in Hamlet 07 Kampung Cibunut over four months. They examined edutourism development through the scheduled refuse collection, waste processing within a sustainable circular economy, and sorting of organic and inorganic waste. Additionally, we analysed content and murals in both physical and digital forms. To capture the essence of observed phenomena and community dynamics in Kampung Cibunut, this study employs a phenomenological approach. This method examines individuals' experiences, beliefs, emotions and perceptions of the audience

(Dodgson, 2023). The collected data was analysed to map community-based social marketing efforts and develop a comprehensive understanding of its role in Kampung Cibunut.

Results

This study draws insights from Kampung Cibunut's community-based social marketing approach, highlighting its efforts to establish a strong brand as a waste-free area and its commitment to edutourism within a sustainable circular economy. The findings offer a blueprint for similar communities facing waste management challenges. The proposed strategy for developing edutourism in Kampung Cibunut revolves around three key aspects: visionary leadership, the ripple effect of edutourism, and content as a brand symbol, derived from field observations and interviews.

Visionary leader

The leaders of Kampung Cibunut have been actively involved in the establishment of a waste management system. This initiative has garnered significant public interest due to its genuine approach. Visionary leaders stand out through their ability to recognise potential and anticipate outcomes. Their effectiveness is often driven by creativity, innovation, and collaboration, enabling them to guide communities toward sustainable development. This seems to be the case in the research area.

Creativity

Kampung Cibunut comprises nine *Rukun Tetangga* (RT) (Neighbourhood Units, the lowest administrative unit of Indonesia). The urban village's wall paintings were designed to enhance the area and make it easier for visitors to locate addresses by identifying houses based on their colours. Each RT area has a unique colour scheme and murals reflecting themes such as local wisdom, world peace, knowledge, and the

environment. This distinct visual identity has earned Kampung Cibunut the nickname Kampung Cibunut Berwarna (Coloured Cibunut Urban Village). With the support of GSSI and KSM OH DarLing, the head of RW 07 Kampung Cibunut initiated the Kampung Cibunut Berwarna project in 2015. Despite encountering various dynamics, conflicts of interest, and challenges along the way, Kampung Cibunut Berwarna was successfully inaugurated on 27 November 2017.

Figure 1 illustrates the efforts of Kampung Cibunut Berwarna's local leader in fostering community engagement through collective action. The Bandung Institute of Technology Alumni Association, West Java (IA ITB Jabar), developed the colour concept to establish a distinct identity for the urban village, making it more visually appealing and recognisable. This initiative involved painting walls with a consistent colour scheme to create a unique and inviting atmosphere.

The characteristics of Kampung Cibunut Berwarna have the potential to attract visitors and tourists, encouraging them to explore and discover more about the village. Furthermore, this initiative cultivates a sustainable mindset within the community, raising awareness and concern for waste management as the area's growing appeal draws more visitors.

The leaders of Kampung Cibunut Berwarna have taken a creative approach by using provocative phrases in naming initiatives to increase the visibility of their sustainable circular economy efforts, both within and beyond the community. For example, the acronym BOCIL, denoting children aged 5-11 years in the Indonesian language, was coined to create a new name with positive connotations. It stands for *Bocah Cinta Lingkungan* in Bahasa Indonesia, which translates to 'kids who love the environment.' The abbreviation TBC, originally associated with tuberculosis, has taken on a new meaning in Sundanese culture as *Teu Bisa Cicing*, signifying restlessness or an inability to stay still. The established communities also use easily recognisable names, such as OH DarLing and My DarLing, which serve as affectionate and memorable designations. These acronyms stand for *Orang Hebat Sadar Lingkungan* and *Masyarakat Sadar Lingkungan* in Bahasa Indonesia, representing individuals who are environmentally aware and conscious, embodying a genuine commitment to sustainability. Similarly, the term "Gembel," which literally means individuals who are impoverished or lacking resources, was given a new meaning. It stands for '*Gerakan Melindungi Bumi dan Edukasi Lingkungan*,' signifying the collective endeavour aimed at safeguarding the planet and promoting environmental knowledge. The abbreviation "GILA," which literally means 'crazy,' has been transformed into the *Gerakan Insan Lestarian Alam*, denoting a collective endeavour aimed at the preservation of natural environments. These thought-provoking names are designed to raise public awareness of the importance of a sustainable circular economy by using memorable and impactful acronyms.

The Head of RW 07 Kampung Cibunut has successfully inspired the neighbourhood to embrace the zero-waste movement with a clear vision and objective. He has faced challenges over the past years since its inception in 2015,



Figure 1. Kampung Cibunut Berwarna Collective Social Movement

Source: RW 07 Kampung Cibunut

but then he received support from GSSI. These challenges include community resistance and opposition to changing the habits related to waste disposal.

Innovation

The cohesion of Kampung Cibunut Berwarna is exemplified by the colour of the houses' walls, which have been painted in an environmentally friendly manner with educational messages. Furthermore, the symbolic significance of these house colours fosters a sense of collective strength within the community, encouraging active participation in the sustainable circular economy movement. Once the community has acknowledged and comprehended the advantages associated with a particular change in the social program, they take the role of agents of change who work towards achieving the communal objectives established by a visionary leader.

A social marketing system is a structured intervention designed to function at a systemic level, embedded within the social fabric. Its main goal is to create lasting benefits for all stakeholders, including target networks, society, and social marketers, through collaborative efforts (Suriyankietkaew et al., 2022). This is achieved through voluntary exchanges, both direct and indirect, as well as through the development of behaviours, attitudes, choices, and social practices through time.

While assisting in Kampung Cibunut during the pilot phase, the Chairperson of GSSI faced challenges. Initially, the residents were perceived as unfriendly and had a negative reputation in the broader community. However, over time, they became noticeably more welcoming, especially within each RT. The community is gradually embracing the Reduce-Separate-Use (KangPisMan/*Kurangi, Pisahkan, dan Manfaatkan*) movement, driven by the benefits of savings in the Garbage Bank and the daily habits exemplified by the Head of RW 07 Kampung Cibunut as a leader (Ardianti et al., 2022).

The head of RW 07 Kampung Cibunut has transformed the mindset of the Cibunut residents over his three terms as a leader, enabling them to fulfil their shared aspirations and ambitions as a community. Effective leaders can turn negative stigmas or untapped potential into productive efforts. Over eight years, Kampung Cibunut Berwarna has built a strong reputation through key achievements, including establishing Bandung's Pilot Waste-Free Area, participating in the national Climate Village Program, gaining recognition for its unique urban village identity, winning the Bandung City Independent Innovative Village Award, and securing first place in the Adipura Monitoring Point City Clean-up Competition.

The city of Kawasaki, Japan, also awarded the Head of RW 07 Kampung Cibunut with a prize for excellence in garbage management and community empowerment (Kusumayanti et al., 2022). Effective community-based social marketing at the RW level serves as a strong model that can be adapted and implemented internationally. In addition, the aptly named Non-Governmental Group KSM OH DarLing has grown into a social movement that empowers the neighbourhood.

Collaboration

This initiative brings together diverse individuals and stakeholder groups within strategic action fields, where differing beliefs, needs, and interests converge. These networks engage in both value co-creation and, at times, value disruption (Van Hierden et al., 2022b). Designing a multidimensional, multilevel intervention requires a deep understanding of the causal dynamics within social mechanisms, stakeholder interactions, and structural components of the system (Huang et al., 2020). The resulting co-created value benefits target networks, social marketers, and society as a whole.

Since 2015, Kampung Cibunut Berwarna has collaborated with various academic institutions,

organisations, non-governmental organisations, and esteemed businesses, including Delux, Pertamina, AISEC, the West Java ITB Alumni Association, the SMAN 3 Alumni Association class of 2019, and the Clean Up Indonesia Community, actively participating in the restoration of the Cikapundung and Citarum rivers. BOCIL and KSM GSSI are esteemed members of the Kampung Cibunut Berwarna community. Their collective efforts in cleaning the Cikapundung River symbolise a commitment to collaborative action.

During visits to Kampung Cibunut Berwarna's edutourism sites, we observed that the head of RW 07 was widely recognised for his community-oriented approach, often referred to affectionately as Pak RW or Pak Ibo by residents. His success in implementing community-based social marketing stems from his approachable and inclusive leadership style. Collaboration takes place both internally and externally – aligning the vision with community members while securing external support, always with the local community's interests in mind. Engagement with the local government included support for Bandung's priority program, KangPisMan. Additionally, partnerships with paint companies facilitated the uniform colouring of houses, reinforcing Kampung Cibunut Berwarna's identity.

Consistency in demonstrating model citizenship within an ecologically conscious community is essential. Kampung Cibunut Berwarna aims to evolve from a waste-free village to participating in the Proklamasi Lestari initiative, part of the Climate Village Program by the Indonesian Ministry of Environment and Forestry. This initiative promotes waste-free villages across 10 designated residential areas, both urban and rural, within and beyond Bandung. The head of RW 07 has gained strong community support, with residents acknowledging his leadership as a driving force behind Kampung Cibunut's progress, fostering a deep sense of pride and satisfaction.

The head of RW 07 Kampung Cibunut has earned a reputation as a visionary leader. His work with Kampung Cibunut Berwarna in promoting community-based social marketing is closely linked to this perception. He leads the RW 07 Kampung Cibunut community through gradual steps, involving the collection, sorting, and processing of waste as part of his vision and purpose to turn Kampung Cibunut Berwarna into a waste-free area. This gradual staging allows the community to adapt to the habits of the zero-waste movement.

The domino effect of edutourism

The initiative to collect, sort, and process waste has become a widespread practice aimed at educating people about hygiene and the environment. It has been effectively marketed as edutourism. The influence of edutourism can be observed by its effects on both environmental and social aspects, as detailed as follows.

Environmental Impact

Edutourism, with a focus on a sustainable circular economy, aligns with Kampung Cibunut Berwarna's community-based social marketing strategy. The ideas of tourism and education are combined in edutourism (Chouhan, 2022). Edutourism is a travel strategy designed to cater to both leisure and educational purposes. Various tourism destinations that harbour a rich academic and cultural heritage can embrace or implement edutourism (Sharma et al., 2022). Susanto (2022) lists the following advantages of edutourism implementation: (1) visitors gain first-hand experience from the objects they see and encounter; (2) visitors engage in various activities to enhance their talents and skills; (3) visitors can broaden and deepen their horizons; (4) visitors can bridge the gap between theory and practice; and (5) visitors amass integrated knowledge and experiences.

The foundation of the circular concept lies in the principles of waste reduction and

the efficient utilisation of already-existing resources (Corvellec et al., 2022b). The concept fundamentally differs from the traditional linear economy models of take, make and dispose. By closing the production-consumption cycle through strategies such as product life extension, design innovation, maintenance, reuse, remanufacturing, recycling back into original products (recycling), and upcycling into other products, the circular economy effectively reduces resource consumption, waste, emissions, and energy wastage.

The circular economy framework is equally applicable to sustainable plastic products, encompassing the recycling of plastics, transforming low-value plastics into fuel or energy sources, upcycling plastic into an asphalt mixture, and more (Nassanbekova & Yeshenkulova, 2022). The five Rs - reduce, reuse, recycle, refurbish, and renew - constitute the core principles underpinning the circular economy strategy. Organic household waste can be converted into fertiliser using maggots generated from perforated bricks, whereas inorganic waste is gathered and can be sold to waste banks through a systematic weekly waste collection schedule. This practice exemplifies authentic edutourism and serves as a solution to the regional waste issue.

Social Impact

This study investigates community-based social marketing methods and patterns that might serve as helpful practice lessons for areas with similar conditions and circumstances, building upon the success of Kampung Cibunut Berwarna in empowering the community through the utilization of local knowledge and skills.

The establishment of the 'KSM/Kelompok Swadaya Masyarakat - Community Self-Help Groups' is a significant development, with one such group being 'OH DarLing/Orang Hebat Sadar Lingkungan - Great People Aware of the Environment.' This group comprises experts

in environmental management and waste management. Since the inception of the waste-free village program, this team, along with the KSM, has been actively engaged in conducting outreach and educational activities within the neighbouring community. These initiatives are aimed at raising awareness about the significance and importance of waste reduction and management. The presentation titled "My DarLing, Environmentally Aware Society/Masyarakat Sadar Lingkungan" aims to provide educational content on the dynamics of human interaction. An example of such an initiative is the establishment of the "Garbage Bank," which encompasses several techniques, including "waste saving". It also involves the utilisation of inorganic waste with economic value, "garbage alms" for charitable purposes, and a "door-to-door collection" system designed specifically for organic waste. Furthermore, engaging the community in the landfill maintenance and remediation, as well as efficient waste management to the point of generating minimal residue, is a prudent course of action with the potential to significantly reduce future pollution.

The head of RW 07 Kampung Cibunut uses community-based social marketing, which is condensed into a memorable acronym to promote community involvement in the value of cleanliness and natural beauty. For those beyond the borders of Kampung Cibunut Berwarna who are interested in the unusual name of this settlement, it serves also a distinctive attraction. Additionally, the involvement of BOCIL (Children Who Love the Environment/*Bocah Cinta Lingkungan*) in environmental preservation through the aspect of cleanliness has evolved into a community-based social marketing strategy. The strategy itself is successfully developed by Kampung Cibunut Berwarna to instil ecological consciousness in the children of RW 07 Kampung Cibunut residents. The character values instilled in BOCIL include

"Cleanliness Is Part of Faith" (Fitzsimmons et al., 2022). This inadvertently fosters a communal consciousness and awareness that encourages to continually remind one another to practice responsible waste management.

Kampung Cibunut Berwarna has become a testing ground for several organisations including schools, colleges, agencies, communities, and numerous other institutions. This area serves as an example of how people can manage waste from their households. The exemplary practices of Kampung Cibunut Berwarna are effectively marketed through community-based social marketing, wherein the community harnesses its existing local skills and potential (Hermawan, 2022b).

The participation and support of the GSSI are essential for the development of edutourism in Kampung Cibunut Berwarna. Program ownership is built into community involvement rather than institutional ownership. It allows people to become active participants in the ongoing transformative changes. Furthermore, this approach is driven by the community's interests. The GSSI program operates independently of governmental jurisdiction, aiming to raise public awareness that its implementation prioritises collective welfare over narrow, self-serving agendas. Commencing with the practice of household waste management, it has evolved into a pioneering Free Waste Areas (KBS) in Bandung, designed to establish a sustainable circular economy covering activities from upstream to downstream. This initiative underscores the importance of aligning sustainable program with the community's interests to empower them to actively drive transformative change.

The significant number of visitors from the community, both inside and outside of the city, who visit for educational and research purposes has positively impacted local economic growth. This impact extends to food vendors, homestay owners, and Kampung Cibunut Berwarna's management. In addition,

the development of edutourism in Kampung Cibunut Berwarna has also created a domino effect throughout the local community. The social capital developed encompasses the awareness and mindset regarding waste management as a strategy for profit generation within a circular economy framework. The growing influx of visitors have also enhanced the community's friendliness and openness to foreigners.

The residents of Kampung Cibunut Berwarna are known for their warm hospitality and adherence to the 5S culture, i.e., *senyum, salam, sapa, sopan, dan santun* (smile, greet, say hello, be courteous, and polite). They often serve as guides for tourists exploring the area's intricate lanes. This practice later has become a distinct ritual, indirectly reinforcing the sustainable circular economic practices implemented in Kampung Cibunut Berwarna, including reducing, reusing, recycling, refurbishing, and renewing. Moreover, the community's commitment to cleanliness and creating a conducive learning environment in Kampung Cibunut Berwarna has instilled habits that eventually have taken root there.

Kampung Cibunut Berwarna serves as a noteworthy location for government agencies, educational institutions, and waste activists seeking to acquire knowledge about autonomous home waste management. The edutourism attracts visitors from other regions, boosting the local community. Although local officials assert that there are no admission fees for studying at Kampung Cibunut Berwarna, it is worth noting that the community generates additional revenue through gratuities provided by tourists.

Content as a branding symbol

Content is crucial in reinforcing the reputation of Kampung Cibunut Berwarna as a waste-free area. This is evident from the multitude of murals and posters dedicated to waste management that can be found



Figure 2. Mural Decoration (left) and Waste Management Content (right) in Kampung Cibunut Berwarna

Source: Research Documentation



Figure 3. Kampung Cibunut Berwarna content (left) and Kampung Cibunut Berwarna's Walking Tour Route content (right) on Instagram

Source: Instagram @cibunutfinest, @ceritabandung.id, and @bandunggoodguide

throughout Kampung Cibunut Berwarna. Moreover, the community is continuously encouraged to adopt and maintain these sustainable practices through the presence of decorations and symbols relating to cleanliness and environmental sustainability (Christou & Chatzigeorgiou, 2020). The classification of content strength can be determined by considering two main categories: digital material and user-generated content.

Figure 2 exhibits mural decorations pertaining to waste management that function as visual cues or prompts for residents of Kampung Cibunut Berwarna. These visual cues encourage the consistent adoption of positive

practices in waste management. They serve as a symbolic representation of the development of a sustainable circular economy.

Digital Content

Digital content on social media plays a crucial role in developing Kampung Cibunut Berwarna's reputation as a brand within the community. Figure 3 shows the primary attraction for both local tourists, the community's waste management efforts, and the vibrant wall decorations. The phrase "content is king" aptly describes the introduction of Kampung Cibunut Berwarna to online audiences (Kurniawan & Hermawan, 2022).

In addition, Kampung Cibunut Berwarna collaborated with the Bandung walking tour businesses @ceritabandung.id and @bandunggoodguide, with the objective of enhancing the brand recognition and exposure of Kampung Cibunut Berwarna. The narratives and valuable insights into best practices offered by Kampung Cibunut Berwarna have attracted tourist from diverse geographical regions, as illustrated in Figure 3.

User Generated Content

The involvement of external parties in supporting and assisting the programs implemented by Kampung Cibunut Berwarna is expected to enhance its visibility and reputation. This, in turn, leads to the generation of user-generated content by these external collaborators, as well as word-of-mouth promotion from partners engaged with Kampung Cibunut Berwarna.

Murals and coloured walls in Kampung Cibunut Berwarna serve as symbols of collective commitment to sustainability, reinforcing community-led waste management practices within a circular economy. These traditions have become deeply ingrained in daily life, helping the urban village remain unaffected by Bandung's waste crisis through its established, environmentally sustainable waste management system.

Content plays a crucial role in branding Kampung Cibunut Berwarna, with posters, emblems, and murals reinforcing its identity. Signage encourages residents to uphold and share their waste management practices, while for visitors and online audiences, this content strengthens the urban village's brand as a model for sustainability.

Discussion

The present study discovered that the roadmap of community-based social marketing implemented in Kampung Cibunut Berwarna consisted of three distinct phases: engagement,

enablement, and empowerment, as visualised in Figure 4. The engagement phase is driven by a visionary leader with creativity, innovation, and teamwork. Community-based social marketing promotes sustainable circular economy practices tailored to Kampung Cibunut Berwarna's unique characteristics. Consistent with Nirzalin et al. (2023), social capital is essential in shaping local knowledge rooted in the community's daily practices. Kampung Cibunut Berwarna's leaders have reinforced this by crafting memorable and distinctive names as part of their internal branding efforts (Chapman et al., 2013).

The local leaders demonstrate a commitment to transforming their surroundings by embracing and expressing a perspective rooted in their community. To enhance public recognition of Kampung Cibunut Berwarna, it is crucial to use not only technical terms but also names that are simple, relatable, and easily understood by both residents and visitors. This approach strengthens communication efforts and reinforces the urban village's identity as a prominent social movement. For example, the OH DarLing community helps reinforce the urban village's unique name with a positive connotation. Overall, the social innovations in Kampung Cibunut Berwarna are not externally imposed but arise from local initiatives led by genuine community leaders. Their leadership fosters meaningful change, creating a strong and lasting impact within the communities they serve.

The enabling phase is marked by the occurrence of a domino effect, driven by both environmental and social factors. The implementation of household waste management was initially undertaken as a communal effort to address the environmental issue of accumulating garbage in Kampung Cibunut Berwarna. Originally a sporadic endeavour by a collective of individuals, it has now evolved into an established cultural norm within Kampung Cibunut Berwarna.

Moreover, this movement has evolved into a popular destination for environmental activists, academics, and government officials to conduct replicative research due to its distinctive features. The influx of tourists has driven the growth of edutourism, attracting institutions from both within and beyond Bandung seeking to gain insights from Kampung Cibunut Berwarna's practices. The significance of pentahelix collaboration in constructing the reputation of an area is closely tied to the transformation of Kampung Cibunut Berwarna into an educational tourism destination that thrives on local innovation.

Purnomo (2023) asserts that a top-down approach often creates a gap between policy and practice, where the government controls planning, management, marketing, and evaluation without fully considering local community needs. In contrast, initiatives that emerge organically from the community tend to be more sustainable and deeply embedded in local identity, making them an inseparable part of daily life (Nindito & Tamtomo, 2020). In addition, edutourism serves as a platform for sharing and showcasing good practices within the community rather than solely focusing on generating income. It is important that the economic benefits of edutourism do not undermine the solidarity and cooperation that are integral to the zero-waste movement in Kampung Cibunut Berwarna. For example, the initiative known as BOCIL aims to instil zero waste practices in children from a young age. This is done to ensure the long-term viability of the local waste management movement and to educate the younger generation on responsible waste management practices within their households.

The empowerment phase is marked by the utilisation of content as a branding symbol, strategically positioned alongside digital content and user-generated content. This model delineates the trajectory of community-based social marketing, commencing with the

initiation by a leader and the subsequent active and progressive engagement of community members, ultimately culminating in the establishment of a visible external movement. The transformation of the urban village's visual landscape, characterised by murals and visible visual identities, has a significant impact on local communities, motivating them to adopt and embrace positive behaviours that have been established as part of their collective identity through visual ethnography (Irwandi et al., 2020). In addition, social media plays a crucial role in generating a viral effect for Kampung Cibunut Berwarna (Akpinar & Berger, 2017). It emphasises the community's commitment to consistently practicing good habits, regardless of whether tourists visit the urban village or not. This serves as a "social guarantee" for the community. This further emphasises the significance of content as an integral component of community-based social marketing in local community empowerment initiatives (Hermawan, 2022a).

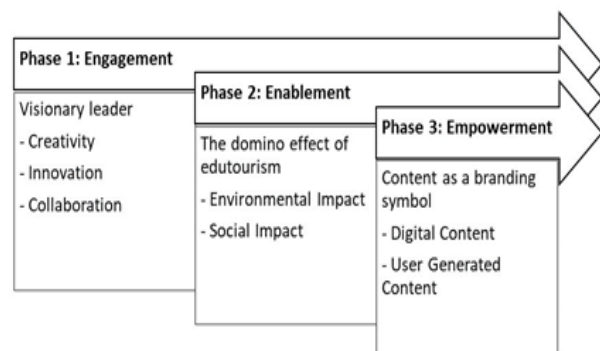


Figure 4. Model of Community-Based Social Marketing in Kampung Cibunut Berwarna

Source: Process by the authors

Figure 4 illustrates the community-based social marketing model, which elucidates the operation of social marketing in urban communities. In this model, engagement begins with leaders who can inspire and guide their community in a positive direction. Enablement follows, leveraging local resources and capabilities naturally available within the community. Empowerment is then reinforced

through connections with both physical and digital communities, strengthening the area's identity. Rather than following a linear sequence, these processes operate in parallel, with ongoing engagement and enablement continuously supporting empowerment to drive lasting change. In community-based social marketing, the community itself acts as the agent of change, meaning that both internal and external influences are effective only when the community is motivated to take action.

Conclusion

Three key aspects: visionary leader, the domino effect of edutourism, and content as a branding symbol, have proven to be effective community-based social marketing strategies emerging from Kampung Cibunut Berwarna. Given the leadership role in the area, it is possible to replicate the community-based social marketing strategies. Leaders should be seen as individuals capable of rallying the community and its people to actively participate in the advancement of a region, rather than mere figureheads with official mandates. The challenges faced by an area become a shared concern within the community due to the dynamics of change that they seek to implement. Therefore, community-based social marketing should be founded on actual issues that all stakeholders have in common. To foster a sense of belonging in the community and cultivate a collective identity, the symbolisation of the shared vision and mission must also be realised through tangible reminders such as posters, statues, murals, and various other forms, both physical and digital. Community-based social marketing approaches should not be implemented through top-down mandates; instead, they must develop organically from the bottom up. Therefore, it is essential for the government to create an environment that allows communities to evolve based on their specific needs. Incorporating local stakeholders in policy recommendations is essential for the effective implementation of the social marketing.

However, the generalisability of this research is limited due to the specific characteristics of the research site, which are influenced by cultural factors and the geographical conditions. Therefore, future studies should explore community-based social marketing within the context of social change in other locations with similar situations and conditions. This will allow for the testing of the community-based social marketing model developed in Kampung Cibunut Berwarna. Further research can be conducted on the relationship between environmental and sustainability issues and the development of edutourism as an authentic marketing strategy for urban areas within a community-based social marketing framework.

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