

Evaluation of Property Productivity in Creative Space Development: A Case Study of the Hallway Space in Kosambi Market, Bandung

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ABSTRACT

Urbanization and creative lifestyles have driven the emergence of new collaborative spaces in urban areas, including creative spaces built atop traditional markets. This study evaluates the property productivity of *The Hallway Space*, a youth-culture-based creative space developed on the upper floor of *Pasar Kosambi*, Bandung, using the Property Productivity Analysis framework, which includes physical, legal, and locational attributes. The research adopts a qualitative-descriptive approach through a case study strategy, utilizing data triangulation from primary sources (semi-structured interviews with the manager and tenants) and secondary sources (Google Maps online reviews analyzed through content analysis, text mining, and open coding). The findings indicate that *The Hallway Space* successfully creates social and visual added value, enhances place identity, and fosters community interaction, though it still faces challenges related to thermal comfort, navigation, and vertical accessibility. Most visitors perceive the space positively in terms of activities and social atmosphere, despite issues concerning signage and ventilation. This study highlights the importance of evaluating creative spaces not only from social and cultural aspects but also as productive and sustainable commercial properties, particularly in the context of adaptive reuse within traditional market environments.

Keywords: *Property Productivity Analysis, Creative Space, The Hallway Space, Traditional Market, Bandung City*

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INTRODUCTION

Urbanization and lifestyle changes have driven the increasing need of urban communities for space that can accommodate creative activities. The city of Bandung, since joining the UNESCO Creative Cities network in 2015, has continued to develop the creative industry ecosystem through the provision of collaborative spaces for art, culture, and the creative economy (UNESCO, 2023). This is in line with the shift in the preferences of the urban youth, who not only demand spaces that are economically functional but also emotionally and socially meaningful (Batabyal & Nijkamp, 2023). Urban public spaces are currently a forum for the expression of identity and culture (Danneyrolles et al., 2016), as well as a social space that strengthens community cohesion in the region (Bandinelli & Gandini, 2019).

Traditional markets are a form of urban public space infrastructure. Traditional markets not only serve as a center for buying and selling transactions (commercial space) but also as cultural and social spaces. Traditional markets function as spaces for intergenerational interaction as well as places for the expression of local values. However, the challenges of modernization and digitalization have weakened those functions. Competition with modern shopping centers and e-commerce, as well as inadequate physical market conditions, has resulted in a significant decrease in merchants' visits and income (Firman & Fahmi, 2017; Larasati & Pratiwi, 2021). Therefore, strengthening and revitalizing traditional markets is a strategic intervention in maintaining economic sustainability and urban spatial diversity (Simarmata, 2022).

Kosambi Market in the city of Bandung, West Java, is one example of a traditional market that has received intervention in the form of revitalization. After experiencing a major fire in 2019, Kosambi Market drastically lost its appeal and economic function. Buyer/consumer preferences that shift towards convenience and new “unique” experiences have also weakened the competitiveness of traditional markets (Bazha & Prohorova, 2020). To answer these challenges, it is important to transform the functions and strategies of traditional market management to be adaptive and innovative.

Traditional market management strategies have begun to lead to the integration of new functions, such as creative spaces that utilize idle spaces to create added economic, social, and cultural value. This initiative shows a shift in the market paradigm from a transaction space to a space for interaction and collaboration (Ginting & Dewi, 2020). The interaction and collaboration approach makes the market a public space that aligns with the creative lifestyle of contemporary urban society.

One concrete form of innovative traditional market management is the development of The Hallway Space; a creative space located on the top floor of Kosambi Market. Adopting the concept of experiential marketing based on the experience of sense, feel, think, act, and relate (Lanier & Hampton, 2016), The Hallway Space is not only a conventional place to buy and sell but also creates a space for emotional and social interaction. The place provides new opportunities for local creative business actors and contributes to the formation of the collective identity of the urban young generation (Zukin, 2020).

The Hallway Space has been initiated by the local creative community since 2019, demonstrating a bottom-up approach to urbanism where the transformation of space is driven by community initiatives (Iveson, 2013). Through the activation of idle spaces at Kosambi Market, this space becomes a forum for creative activities that integrate economic, social, and cultural values (Tonkiss, 2013; Sullivan, 2019). Design, tenant curation, and creative programs make this space a model of social regeneration and revitalization in traditional markets in an inclusive manner.

Activities at The Hallway Space include local fashion outlets, coffee shops, restaurants/culinary spaces, art exhibition spaces, community forum rooms, and offices (co-working spaces). The space for mixed use aligns with the concept of creative clustering, which strengthens the network between creative industry players and encourages the exchange of ideas (Boccella & Salerno, 2016; Boža & Topcu, 2020). An aesthetic and local culture-based approach also increases community attachment and the identity of the space.

However, studies evaluating the effectiveness of creative spaces such as The Hallway Space from the perspective of property and land productivity are still limited. Evaluation of spatial performance needs to refer to the Property Productivity Analysis framework to systematically assess property attributes such as location, legality, and physical condition (Ghent et al., 2019; Reed, 2021). Studies in the field of property will comprehensively provide an understanding of the added value and potential of the development of creative spaces in urban areas.

Creative spaces developed on top of old infrastructure, such as traditional markets, have the potential to increase the highest and best legal and functional use (Murphy & DeNisi, 2023). Therefore, assessing the contribution of creative spaces to property value and local economic

regeneration is important (Grodach, 2017). Without a proper evaluation framework, such spaces risk being perceived as purely symbolic and unsustainable.

The Property Productivity Analysis framework emphasizes the interaction between physical attributes (building condition, space flexibility), legal aspects (ownership status, permits), and location (accessibility, visibility, connectivity) in determining property productivity (Echeverri et al., 2021; Subramaniam et al., 2019; Isaac et al., 2016). These three aspects determine the usefulness and investment value of creative spaces, especially in the context of traditional markets that are often underutilized.

Most creative space studies today focus only on social or marketing aspects and have not addressed the evaluation of property performance or productivity as a strategic resource. In fact, in the context of limited land and the high value of urban space, property productivity analysis is important to ensure the efficiency and sustainability of creative space development (Nase & Arkesteijn, 2018).

Thus, an approach is needed that not only assesses the social impact of creative spaces but also their effectiveness as commercial properties in the context of traditional markets. This study seeks to fill this gap by evaluating the physical, legal, and location attributes of The Hallway Space creative space in Kosambi Market, based on the Property Productivity Analysis framework. In addition, this study qualitatively examines the contribution of spatial functions and activities to overall property productivity. The findings of this study are expected to provide a foundation for sustainable creative space development strategies in other urban areas.

This research aims to evaluate property productivity in The Hallway Space creative space in Kosambi Market, Bandung, using the Property Productivity Analysis framework which includes physical, legal, and location attributes. This study examines the extent to which the development of creative spaces can create added value commercially, socially, and environmentally in the context of traditional space adaptation. The benefits of this research are divided into two levels. Practically, the results of the evaluation can be considered by managers, policymakers, and investors in developing strategies for the management and development of sustainable creative spaces. Academically, this research contributes to literature on creative property governance and the revitalization of traditional markets, especially in the Indonesian context, which is still rarely studied through the property productivity approach.

METHOD

Property Productivity Analysis is a framework for evaluating property attributes that influence space productivity in commercial settings, categorized into physical (building design, materials, facilities, circulation, amenities), legal (permits, zoning, regulations), and location (accessibility, visibility, transit, environment) attributes (Gogoleva et al., 2017). Adapted from Office Space Demand studies, this framework emphasizes aspects such as interior layout, space management, security, tenant relations, atmosphere, and social connectedness in assessing spaces like The Hallway Space at Kosambi Market (Subramaniam et al., 2019). Creative spaces, as models of revitalization, integrate economic, social, and cultural dimensions through co-working areas, galleries, and community studios that reinforce social networks and local identity while supporting the creative economy (Markusen & Gadwa, 2010). Transforming traditional markets into creative spaces is regarded as a sustainable adaptive reuse strategy

preserving historic value and meeting contemporary urban needs (Vafaie et al., 2023; Siregar & Rukmana, 2020)). This study employs a qualitative case study approach with semi-structured interviews and Google Maps reviews to triangulate data from founders, tenants across various sectors, and end-users, analyzed via content analysis and text mining to understand The Hallway Space's role in enhancing commercial productivity and spatial experience. Future research could expand on this by quantitatively assessing long-term economic impacts and exploring the scalability of such creative revitalization models in different urban market contexts.

RESULTS AND DISCUSSION

Descriptive Description of Property from the Perspective of the Manager or Initiator (Founder) of The Hallway Space

Rilly Robbi Gusadi or Robbi is an entrepreneur and one of the founders of The Hallway Space. The formation of The Hallway Space which has now become a well-known creative space in the city of Bandung is not an easy thing, there are several challenges and obstacles that have been faced by the owner in building The Hallway Space. Uniquely, there was no market analysis regarding the selection of the location and concept for The Hallway Space, the location was chosen because Mr. Robbi had previously had a store for his shoe business on the 1st floor of the Kosambi market in 2017. One year later, Mr. Robbi rented a new store in the transition area of the 2nd floor to the 3rd floor which was in the form of a hallway with stairs and ramps, hence the area was named "Hallway". At that time the 3rd floor of the Kosambi market was still in the form of an empty area that was not used by the Kosambi market, therefore Mr. Robbi collaborated and agreed with the Kosambi market to utilize the vacant land and create a new function as a creative space with the concept of youth culture with the hope of integrating traditional market culture and modern culture in one building which is now called "Hallway Space".

The construction of The Hallway Space was carried out independently both from energy, ideas, and funding. Development does not involve professionals such as architects, interior designers, or constructors. The owner is more focused on doing store layout, therefore there is no specific store design or theme for tenants, the theme will be determined based on the agreement of the manager and prospective tenants. The material used for partitions or store partitions also uses simple hebel because according to the owner the material is cheaper and easier to install than ordinary red bricks.

There are already many youths' culture-based creative spaces in Indonesia, but the idea of creating The Hallway Space on top of a traditional market is a new thing. However, this concept is still acceptable to the people around Kosambi, it's just that many of them underestimate and underestimate this concept. Therefore, the owner has a mission to make The Hallway Space a place that is not a "one hit wonder" or only successful at the beginning and forgotten afterwards. The hallway space, which has now been operating for approximately 6 years, certainly has many challenges, but the biggest challenge is in the first three years, which creates lost profits, conflicts with tenants, and negative responses from visitors. One of the reasons that makes this problem is that the owner develops this property without market

analysis, experience as a developer, lack of expert assistance, and lack of capital and budget. Therefore, the owner runs this property development business based on the "learning by doing" method or capturing learning from experience. Here are some of the problems and strategies implemented by The Hallway Space:

Table 1. Challenges and Strategies of The Hallway Space according to the Owner

Challenge	Problem Analysis	Strategy
Profit Loss	Since the income for The Hallway Space is through the system of renting shops and providing venues for events, this is highly dependent on the provision of store rentals and <i>open spaces</i> for events.	The owner "picks up the ball" with an <i>open call</i> and <i>direct approach</i> to the tenant who will be a prospective new tenant so that the store supply quota is always filled. In addition, the owner tries to present regular events that always exist, especially on long holidays in order to attract many visitors. There are plans to do <i>profit sharing</i> with tenants in the future, but there is no clearer information yet.
Conflicts with tenants or tenants.	The owner has simplified the mechanism of renting a shop at affordable prices starting from 20-22 million per year and eased the rental criteria with potential tenants who only need to provide a <i>business profile</i> . However, this actually makes The Hallway Space feel disadvantaged because many tenants do not pay rent, excessive debts, and bring in third parties or brokers.	The owner realizes that the problem arises due to the lack of clear laws or rules and how the response from the management of The Hallway Space that is not firm makes tenants not comply with the existing rules. Therefore, the managers of The Hallway Space carry out the rules with an "iron fist" or rather assert their authority with mutually agreed rental rules. Previously, the manager used simultaneous contract rules set every October 1 to facilitate rent control and provide clarity for new tenants who want to join The Hallway Space when the store space or slot is full. However, this policy is made easier by the manager because it is considered too strict for the tenant. This shows that the rules set by the manager are still flexible, dynamic, and can adapt to existing conditions. This <i>trial and error-based</i> approach to rules is what made The Hallway Space have difficulties in its first three years.
Negative response from visitors	Negative responses are usually received from the elderly, young children, and the elderly. This response usually concerns the facilities and atmosphere of The Hallway Space such as: <ul style="list-style-type: none"> • The absence of exhaust makes too much cigarette smoke • Poor air circulation • It is difficult to find a location because there is no signage • Facilities such as prayer rooms and toilets that are less supportive 	The concept of <i>youth culture</i> does target teenagers and young adults, but The Hallway Space will not eliminate this approach. Even so, the owner will still respond to the response of visitors and strive to make The Hallway Space more all age friendly, here is the owner's response: <ul style="list-style-type: none"> • The owner has planned to create a non-smoking area and is considering using exhaust and other alternative air circulation devices in the future, but this is quite a challenge because the shape of The Hallway Space is not supportive. • Owners use strategies in the layout of store partitions in order to create good air circulation such as making <i>gaps</i> every 5 stores for air flow. • The lack of signage is one of the applications of the concept of hidden gems or hidden places and also the owner's reason for visitors who want to visit to interact with traders at the Kosambi market. However, the owner will consider again if visitors really need signage. • The owner has renovated the prayer room to provide comfort for visitors and maintain the toilet to keep it clean. The owner realizes that meeting the needs of visitors is very important, but limited funds make the owner have to be careful in his response. A development priority is needed, as according to the owner of the prayer room, it is more needed than the use of signage.

(Source: Analysis results, 2025)

As a developer, of course, the owner has the goal of increasing revenue and also the quality of The Hallway Space. However, the formation of the hallway space is not only driven

by the hope to improve the economy, but there is a hope from the owner to help traders in the Kosambi market with visitors presented by The Hallway Space, create a *youth culture* concept in the market to introduce the tradition of shopping in traditional markets to young people, and make it easier for tenants to rent stores to open opportunities for new MSME owners to be able to run his business at The Hallway Space.

Tenant Evaluation of The Hallway Space's Physical Attributes and Location

To assess the condition of The Hallway Space property and evaluate the productivity value that has been achieved for each tenant, we have collected information from interviews conducted with three representative tenants. These tenants fall into three different categories: Food and Beverage (specifically ramen), Health and Beauty (especially perfumes), and Electronics (camera-focused). Here is the description of the tenants to be analyzed:

1. Rameninpo is a culinary business place that offers Japanese-style ramen in Bandung. With its Japanese name, Rameninpo hopes to serve authentic Japanese ramen at an affordable price for all groups. Rameninpo as one of the tenants of Hallway Kosambi which is quite crowded and has prestige on social media. This is interesting to examine more deeply the extent of the productivity of Hallway's property to Rameninpo.
2. Sanoebari is a local perfume brand in Bandung that has a concept that is rich in creativity. Having an edgy concept and customizing, perfumes from this brand also have their signature products. Interestingly, Sanoebari's first store is located in the Kosambi Market Hallway which has a characteristic approach to young people, especially Gen Z.
3. Shadow Goods is a local camera strap brand from Bandung. Shadow Goods has a store in Hallway Kosambi that also sells various types of cameras such as analog, polaroid, and digicam. In addition, it sells film rolls and some polaroid paper. The Interior and Exterior concepts are unique by arranging several products that are visible from the outside so that they have an attraction for visitors. The concept was designed by the owner himself with his work background as an Architect who is interested in the world of photography.

After getting to know the tenants briefly, we gathered some information about The Hallway Space for each tenant. We then summarize this information into a matrix to evaluate The Hallway Space. This structured approach makes it easy for us to analyze and compare the perspectives of each tenant we assess.

Table 2. Summary Matrix of Tenant Evaluation of The Hallway Space

Attribute	Tenant Evaluation 1: Rameninpo	Tenant 2: Sanoebari	Tenant 3: Shadow Goods
<i>Productivity</i> <i>Property Analysis</i> (Reed, 2021)			
<i>Locational considerations</i>	The strategic location on the second floor of Kosambi Market, near the main road, markets and	The location is considered <i>a hidden gem</i> because it is in the market, visitor awareness through social	Strategic location in the center of Bandung's crowds, near educational institutions and houses of

Attribute <i>Productivity</i> <i>Property Analysis</i> (Reed, 2021)	Tenant Evaluation 1: Rameninpo	Tenant 2: Sanoebari	Tenant 3: Shadow Goods
	shops, reaches various segments of consumers.	media, and most of them come because they already recognize the Sanoebari brand.	worship. The hallway identity from the outside is still not prominent.
<i>Building design and construction materials</i>	Revitalization of burned-out buildings, open space design, and tenant finishing vary according to creativity.	Modern design, store façade material is dominated by glass, tenants are free of interior and façade design as long as it is according to the specified space size.	The store's design highlights the products from the outside, providing visual appeal. The owner who has an architect background is involved in the design process of his shop.
<i>Signage</i>	Tenant signage stands out, red, noren and lantern, making it easy to find tenants.	Lack of directions to the store. <i>Hidden-gem effect</i> .	The signage inside the hallway is easy to recognize, but from the outside it is not clear enough that many visitors know through social media.
<i>Exterior/Interior lighting</i>	Natural lighting from the windows and lights from the management, well enough both day and night.	In the tenant, it has a warm impression with the application of yellow lights. Outside the tenant, it is considered quite comfortable.	The shop area gets adequate natural lighting from the windows around the tenants, creating a bright and cozy atmosphere.
<i>Street layout</i>	Easy access, strategic location in the market, many entrance options but the 2nd floor is not well known to new visitors.	Less support from a slightly hidden position.	The layout of the hallway is very simple and accessible; From the parking area, visitors only need to walk straight and climb a few stairs to reach the store.
<i>Services and utilities</i>	water, electricity from management/markets; Waste management is sometimes hampered by delays in market transportation.	It is considered quite adequate in terms of space, electricity, and water. Sometimes there were electrical problems such as power outages during the day.	Utility needs such as water, electricity, and internet are well managed; Each tenant uses their own WiFi for stability. Toilet facilities are available and clean.
<i>Parking</i>	Large parking (basement, back, side), employees pay for daily parking, when it is crowded it can be full.	The parking system is less efficient and causes complaints because the loss of helmets is not covered by the parking system.	Spacious parking area. Tenants get a flat parking fee, while visitors have to pay by the hour.
<i>Lot and building lines</i>	The tenant area boundaries are flexible, tenants are free to be creative on the façade as long as it does not	Tenants are given the freedom to arrange and design their spaces as long as they stay within the	Flexible spatial arrangement, tenants can combine more than one lot for wider business space

Attribute <i>Productivity</i> <i>Property Analysis</i> (Reed, 2021)	Tenant Evaluation 1: Rameninpo	Tenant 2: Sanoebari	Tenant 3: Shadow Goods
	interfere with other tenants.	specified limits.	needs.
<i>Landscaping and grading</i>	The Hallway Space area at Kosambi Market does not have landscaping or green elements.	The Hallway Space area at Kosambi Market does not have landscaping or green elements.	The Hallway Space area at Kosambi Market does not have landscaping or green elements.
<i>Creative/tenant space layout</i>	The tenant layout is self-created, kitchen plating is arranged for production efficiency.	Each tenant can customize the design as needed without design restrictions. The lack of a special rest area for tenant staff is one of the shortcomings in terms of spatial planning.	The arrangement of the store space is creative and attractive; the main products are displayed on the front to be easily visible to passing visitors.
<i>Tenant finish</i>	Simple materials and finishes, visual ornaments according to the identity of the tenant. For Rameninpo itself, it is dominated by red color and white ceramic floors.	<i>Tenant finish</i> depends on tenant preference.	The interior finish is adjusted to the brand concept. Directly involved owners ensure a representative and attractive store appearance.
<i>Floor sizes</i>	3x3 m plating kitchen, 2 room master kitchen, all optimized as needed.	About 3 x 3 m, considered sufficient for business activities.	Two lots are considered sufficient for display needs and store activities; Brands with many products can add space.
<i>Circulation (stairways, corridors and lifts)</i>	Circulation with manual ladders, wide corridors, transport of goods using trolleys.	There is no explicit statement regarding circulation. The stairs are not the highlights, as the Hallway area itself is mostly on one floor.	Entry using stairs can be a little troublesome when carrying large items, but trolleys are available to facilitate the distribution of items to the store.
<i>Electrical system</i>	Electricity is provided by management, sufficient for the needs of tenants and kitchens.	Considered sufficient to meet the needs of tenants	The electricity system is adequate, rarely disturbed except for blackouts from PLN.
<i>Heating, ventilation, and air conditioning</i>	No special air conditioning, natural ventilation from windows and open spaces, kitchen with natural ventilation.	The tenant's outdoor area felt hot and also the unpleasant smell came from outside the Kosambi market which is a TPS area. For the tenant space, there is an air conditioner that has been provided by the tenant. Without air conditioning, it is possible in a stuffy room.	The natural air circulation is quite good, the store feels comfortable without air conditioning, but certain areas can be hot if the weather outside is hot and near outdoor air conditioning.

Attribute <i>Productivity</i> <i>Property Analysis</i> (Reed, 2021)	Tenant Evaluation 1: Rameninpo	Tenant 2: Sanoebari	Tenant 3: Shadow Goods
<i>Amenities</i>	Shared facilities such as prayer rooms, dining areas, shared event rooms, hanging out areas.	It is enough to meet the needs of staff, such as hand soap in the toilet.	Supporting facilities such as toilets and prayer rooms are available, but the position of the prayer room adjacent to the garbage can sometimes causes an unpleasant odor.
<i>Security</i>	Security from management and security at the entrance as well as parking attendants.	Security is quite good because CCTV & security guards are actively operating.	The security system is guaranteed with 24-hour CCTV at every corner and active supervision by security guards and management.
<i>Building management and tenant mix</i>	Loose management means only providing facilities such as acrylic for <i>brand signage</i> , diverse tenant mix, F&B, fashion, and services. Promotional media returns to their respective tenants.	The overall building management at Hallway Space is doing well in managing facilities and promoting tenants. However, challenges in the aspect of parking management and residents' discomfort such as unpleasant odors come from outside the Kosambi Market.	Hallway management actively monitors, is responsive to tenant complaints, maintains cleanliness, and assists in tenant promotion.

(Source: Analysis results, 2025)

1 Already good aspect

Third, tenants are able to present a business space that reflects the brand identity in a strong and attractive way. Shadow Goods, for example, highlights the architectural concept with an "eye-catching" *product display*. Rameninpo and Sanoebari also maximize the concept of a comfortable space that is in accordance with the character of the business. The use of materials, spatial arrangement, and interior finishing are generally of good quality and in accordance with the needs and aesthetics of each tenant.

All tenants have essential utility facilities, including electricity, clean water, and internet, to meet their daily operational needs. Although toilet and prayer room facilities are available, there are some things that need to be considered and also need to be improved

For the security system is quite strong with CCTV coverage at every corner and 24-hour surveillance by security officers. Tenants appreciate an active property management team, which is responsive to complaints and diligent in maintaining cleanliness, managing the facilities.

Some tenants have the option to combine multiple units, which allows them to adapt to their business needs, such as creating a larger showroom or providing additional seating. This flexibility increases the growth potential for the tenant business.

The environment of The Hallway is generally clean, with adequate natural lighting and good air circulation that contributes to the overall comfort, but there are also complaints from the side of the air carried in from outside the Hallway Space such as the smell of garbage from the TPS located next to the Kosambi market.

This is because the exemption related to the design of The Hallway Space itself is able to encourage higher productivity values. This means that the role of tenants to create is higher than that of the management itself.

2 Aspects that still need to be improved

The three tenants complained about the lack of hallway visibility and tenant identities from outside the Kosambi market area. Signage or markers outside the building are not optimal, so many new visitors come because of word-of-mouth recommendations or social media. This limits the potential for spontaneous markets. A more aggressive physical branding strategy is needed such as murals, totems, directions, and large signage that is clear from outside the market.

Access to the hallway is still dominated by stairs, without elevators or escalators, making carrying large or heavy goods impractical, especially for F&B tenants such as Rameninpo and Sanoebari who often stock raw materials. The provision of elevators or other vertical access solutions will greatly help the operational and logistical effectiveness of tenants.

Although toilet and prayer room facilities are available and quite clean, the location of the prayer room adjacent to the garbage can area causes an unpleasant smell, especially after rain or strong winds. Repositioning or adding partitions/fresheners in the prayer room area will increase the comfort of facility users.

The absence of an attractive outdoor landscape or communal area causes the outdoor area of the hallway to be less inviting for potential visitors. The outside area still seems like an ordinary "traditional market". The addition of plants, outdoor seating areas, or aesthetic elements around the hallway entrance will enhance the property's image and attract more visitors.

Although natural circulation is good, in hot weather some areas become less comfortable, especially F&B tenants with a lot of kitchen activities. The addition of fans or air conditioners at certain points will improve the visitor experience and the tenant's work comfort.

Therefore, the design aspects, space flexibility, utilities, security, cleanliness, management, location, tenant mix, and parking access and circulation at Hallway Kosambi are all very good. These elements provide a solid foundation for tenant productivity. The advantages offered not only ensure the comfort and growth of tenants, but also increase the attractiveness of Hallway Kosambi as a new retail destination in Bandung.

However, there is a need for increased visibility of The Hallway Space and outside tenants, increased vertical access and logistics, revitalization of facilities and landscaping,

optimization of parking, and improvement of air and thermal comfort. The handling of these areas will further strengthen Hallway Kosambi's competitiveness as a creative and tenant-friendly retail destination in Bandung. It is important to understand that these aspects are "*best practices*" that should be adopted by those who have achieved high grades and improved by those who still need to make progress. It can be a benchmark for managing the area of The Hallway Space and even other similar commercials.

3.3 Visitors' Opinions on the Physical Aspects and Productivity of The Hallway Space

In this study, 415 online reviews from Google Maps users were analyzed using *an open coding* approach and thematic categorization. As exemplified in Table 2, each review is read in depth and then broken down into more specific segments of meaning. Each of these segments is further identified into key information, which is then classified into sub-categories and main categories based on their relevance to the attributes or aspects of property productivity relevant to the case study of The Hallway Space in Kosambi Market. Through this process, as many as 1,189 units of data or meaning segments were obtained that represent the diversity of perceptions, experiences, and assessments of visitors towards the physical and non-physical elements of the space that affect the overall productivity of the property.

Table 2. Example of Open Coding and Categorization Process from Visitor Reviews from Google Maps

ID	Reviews from Visitors	Segment Meaning	Key Information	Sub Category of Attributes/Aspects	Attribute/Aspect Categories
10	<p>"A cool place to hang out and grab something to eat in the middle of a traditional market. Lots of cool stuff to buy from some of the local brands here with a wide price range. Senikanji remains my favorite though with all of their artworks, which are slowly becoming iconic in the city. :) It's also great that they will have an event once in a while to attract more visitors, such as popup markets and mini-</p>	A cool place to hang out ...	Fun hangout	Community and Social Dynamics	Aspects of Activities, Experiences, and Social Interaction
		... and grab something to eat ...	Cozy culinary spot	Interior Quality and Space Environment	Physical Aspects and Building Construction
		... in the middle of a traditional market ...	Location inside the Traditional Market	Location and Place Considerations	Aspects of Location and Image/Identity of Place
		... lots of cool stuff to buy from some of the local brands here ...	Interesting local products	Visitor Experience and Perception	Aspects of Activities, Experiences, and Social Interaction
		... with a wide price range ...	Varied/lot price range	Visitor Experience and Perception	Aspects of Activities, Experiences, and Social Interaction
	... Senikanji remains my favorite though with all of their artworks, which are slowly	Iconic local tenant (Senikanji)	Building Management and Tenant Composition	Aspects of Activities, Experiences, and Social Interaction	

ID	Reviews from Visitors	Segment Meaning	Key Information	Sub Category of Attributes/Aspects	Attribute/Aspect Categories
241	<p><i>exhibitions. One thing though, it'd be great to have more ACs or electric fans in the area."</i></p>	<p><i>becoming iconic in the city ...</i></p>			
		<p><i>... It's also great that they will have an event once in awhile to attract more visitors, such as popup markets and mini-exhibitions ...</i></p>	<p>Regular/periodic creative events</p>	<p>Event Programs and Activities</p>	<p>Management Aspects and Operational Structure</p>
		<p><i>... One thing though, that'd be great to have more ACs or electric fans in the area.</i></p>	<p>Creative events to attract visitors</p>	<p>Event Programs and Activities</p>	<p>Aspects of Activities, Experiences, and Social Interaction</p>
	<p><i>"I know this place cause of Tiktok Reviews haha. At first it was to come to an art exhibition, but it turns out there are even more interesting things about this market. The concept of Art Market in the Kosambi Market. Many tenants consist of selling food, drinks, local clothing brands, accessories, and art stuff. Clean toilets, there is a prayer room, the place is cool, spacious. Disabled easy access. I will definitely come here again if I go to Bandung."</i></p>	<p><i>I know this place cause of Tiktok Reviews haha ...</i></p>	<p>Promotion and marketing through social media (TikTok)</p>	<p>Communication and Public Information</p>	<p>Management Aspects and Operational Structure</p>
		<p><i>... At first it was to come to an art exhibition ...</i></p>	<p>A visit because there is a creative art exhibition</p>	<p>Event Programs and Activities</p>	<p>Aspects of Activities, Experiences, and Social Interaction</p>
		<p><i>... but it turns out there are even more interesting things about this market ...</i></p>	<p>Unique/interesting place</p>	<p>Location and Place Considerations</p>	<p>Aspects of Location and Image/Identity of Place</p>
		<p><i>... The concept of Art Market in the Kosambi Market ...</i></p>	<p>The Concept of an Art Market in a Traditional Market (Kosambi Market)</p>	<p>Image and Identity of Place</p>	<p>Aspects of Location and Image/Identity of Place</p>
		<p><i>... Many tenants consist of selling food, drinks, local clothing brands, accessories, and art stuff ...</i></p>	<p>Varied/many tenants (culinary/snacks, local fashion brands, accessories, art products)</p>	<p>Building Management and Tenant Composition</p>	<p>Management Aspects and Operational Structure</p>
		<p><i>... Clean toilets ...</i></p>	<p>Clean toilet/toilet</p>	<p>Complementary Facilities (Amenities)</p>	<p>Aspects of User Amenities and Convenience</p>
<p><i>... there is a prayer room ...</i></p>	<p>Prayer room facilities available</p>	<p>Complementary Facilities (Amenities)</p>	<p>Aspects of User Amenities and Convenience</p>		

ID	Reviews from Visitors	Segment Meaning	Key Information	Sub Category of Attributes/Aspects	Attribute/Aspect Categories
		<i>... the place is cool, spacious ...</i>	Cool/interesting place	Interior Quality and Space Environment	Physical Aspects and Building Construction
			Spacious and comfortable place	Area/Dimensions and Area Capacity	Physical Aspects and Building Construction
		<i>... Disabled easy access ...</i>	Disability-friendly entry	Road Layout and Accessibility	Accessibility and Circulation Aspects
		<i>... I will definitely come here again if I go to Bandung.</i>	Places to revisit	Visitor	Aspects of Activities, Experiences, and Social Interaction
				Experience and Perception	

(Source: Analysis results, 2025)

Analysis of opinion or visitor reviews of The Hallway Space at Kosambi Market provides insight into the public's perception of the physical attributes and productivity of the creative space. From a total of 415 Google Maps reviews analyzed using *open coding* and categorization methods, 1,189 units of data or segments of meaning were obtained that represented aspects of property productivity. In Figure 1, it can be observed that the sentiment recorded in Google Maps reviews generally shows a positive tendency, where 70.90% of opinions are positive, 11.02% of opinions are neutral, and only 18.08% of opinions are negative. This polarity of opinion shows that overall, The Hallway Space has managed to create a good experience for most of its visitors, although there are still some issues that need special attention.

In terms of the distribution of property productivity aspects observed in Figure 1, the findings of this study show that the most visitors' attention is focused on the aspects of Activities, Experiences, and Social Interaction (35.41%), followed by Physical and Building Construction (27.42%), and Management and Operational Structure (15.31%). This shows that the social and atmospheric involvement of the space, the physical quality of the environment, as well as the quality of space management are the dominant factors that shape the perception of property productivity from the perspective of the end user. Other aspects such as Location and Place's Image (11.77%), Accessibility and Circulation (5.55%), and Amenities and Comfort (4.46%) despite having a smaller portion, still contribute to the overall experience.

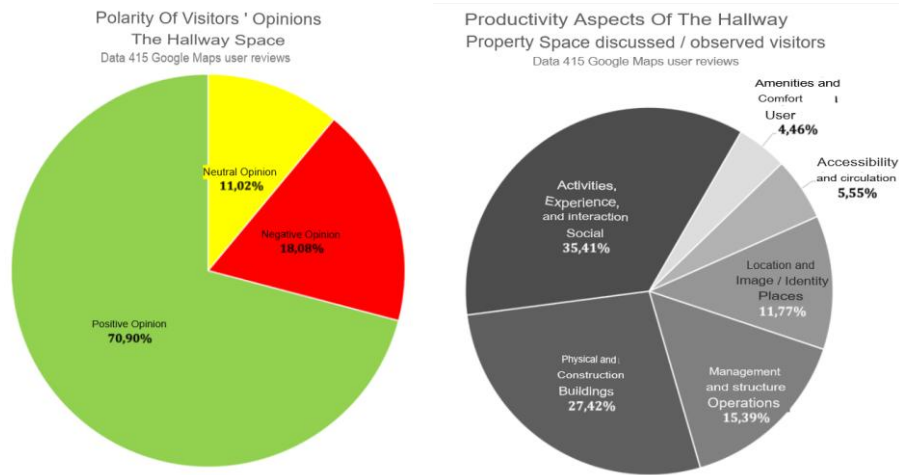


Figure 1. The polarity of opinion and productivity aspects of the property observed by visitors to The Hallway Space
 (Source: Analysis results from Google Maps, 2025)

Furthermore, the thematic categorization of the reviews described in Table 3 shows that aspects such as "Community and Social Dynamics", "Visitor Experience and Perception", "Event Programs and Activities", and "Building Management and Tenant Composition" are the attributes that receive the most positive appreciation. This demonstrates The Hallway Space's success in creating inclusive and dynamic spaces, which not only provide commercial functions but also support social interactions, community activities, and fun experiences. In addition, the attributes of "Interior and Environmental Quality of Space" and "Image and Identity of Place" also stand out as elements that strengthen the visual and atmospheric appeal of space, as well as support the creation of a local identity that is distinctive and relevant to the lifestyle of modern urban society.

However, not all aspects received a positive response. Some aspects that tend to give rise to negative opinions include "Signage and Directional Navigation", "Road Layout and Accessibility", "Building Design and Construction Materials", and "Ventilation, Acoustics, and Thermal Comfort Systems". Complaints about these attributes point to the challenges of providing adequate basic infrastructure for user convenience, as well as the need for improvements in more adaptive and functional architectural designs. For example, *unclear signage* and circulation direction problems can reduce circulation efficiency and visitor orientation comfort, while complaints about thermal comfort or ventilation indicate the need for an evaluation of existing building systems.

Table 3. Categorization of The Hallway Space Property's Attributes/Productivity Aspects from Google Maps Review

Attribute/Aspect Category (N)	Sub Category of Attributes/Aspects (n)	Frequency (%) by Polarity of Visitor Opinion		
		Positive	Negative	Neutral
Accessibility and Circulation (66)	Parking (13)	4 (30,77)	5 (38,46)	4 (30,77)
	Directions and Markers (33)	5 (15,15)	14 (42,42)	14 (42,42)

Attribute/Aspect Category (N)	Sub Category of Attributes/Aspects (n)	Frequency (%) by Polarity of Visitor Opinion		
	Vertical Circulation and Corridors (2)	0 (0)	2 (100)	0 (0)
	Road Layout and Accessibility (18)	3 (16,67)	13 (72,22)	2 (11,11)
Activities, Experiences, and Social Interactions (421)	Community and Social Dynamics (157)	138 (87,90)	16 (10,19)	3 (1,91)
	Visitor Experience and Perception (238)	214 (89,92)	15 (6,30)	9 (3,78)
	Programs and Event Activities (26)	25 (96,15)	1 (3,85)	0 (0)
User Amenities and Convenience (53)	Complementary Facilities (Amenities) (53)	28 (52,83)	23 (43,40)	2 (3,77)
Physical and Building Construction (326)	Building Design and Construction Materials (9)	0 (0)	5 (55,56)	4 (44,44)
	Interior Quality and Space Environment (224)	207 (92,41)	12 (5,36)	5 (2,23)
	Quality/Condition of Interior/Exterior Tenant (23)	21 (91,30)	2 (8,70)	0 (0,00)
	Area Area/Dimensions and Capacity (5)	5 (100)	0 (0)	0 (0)
	Interior/Exterior Lighting (2)	0 (0)	2 (100)	0 (0)
	Ventilation, Acoustics and Thermal Comfort Systems (63)	11 (17,46)	52 (82,54)	0 (0)
	Location and Image/Identity of Place (140)	Image and Identity of Place (60)	48 (80,00)	3 (5,00)
Location and Place Considerations (80)		23 (28,75)	7 (8,75)	50 (62,50)
Management and Operational Structure (183)	Security and Safety (8)	0 (0)	8 (100)	0 (0)
	Communication and Public Information (44)	7 (15,91)	10 (22,73)	27 (61,36)
	Building Management and Tenant Composition (131)	104 (79,39)	25 (19,08)	2 (1,53)

(Source: Analysis results, 2025)

Thus, the findings from the analysis of visitor opinions described earlier not only provide validation of the productivity aspect of the property from the perspective of users, but also serve as a reflective basis for improving the quality of design, management, and provision of facilities in similar creative spaces. The presence of predominant positive reviews shows the great potential of space models such as The Hallway Space in reviving the function of Kosambi Market with a more contextual and participatory contemporary approach.

Elaboration and Integration of Findings in the Framework of Property Productivity Analysis

Data synthesis is carried out with a triangulation approach from the managerial perspective of the manager, the operational experience of the tenant as a user of the business space, and the opinion of the visitor as *the end-user*. The triangulation method was used to capture the subjective dimension of each actor and gain a more comprehensive understanding

of the properties of property attributes to space productivity in The Hallway Space. Here are the findings:

Building, Shop, and Construction Material Design - With limited funds and construction that does not involve experts (architects, interior designers, or contractors), the construction of each store is carried out independently by the management with the selection of as-is materials such as hebel which are considered cheaper and easier to install to be used as partitions. However, for store design, the manager frees tenants to use the design they want on the condition that they are in accordance with the limitations and the size of the unit. With this freedom, tenants can make their business look as attractive as possible and this is a tool from the market aspect. However, when viewed from the point of view of visitors, most opinions related to this aspect are negative, indicating dissatisfaction with the physical appearance of the building or the materials used. Reviews may mention the design of a place that is considered less attractive, too common, or not unique compared to other similar places. Criticism can also be directed at the quality or condition of construction elements that are felt to be uncomfortable.

Layout, Circulation, and Corridor - So far, the manager is still prioritizing the dining area because it is a suitable place for young people to gather and discuss, but the tables and benches are non-patent and can be changed according to needs. For tenant placement, managers usually place culinary tenants in the front, retail in the middle, and areas such as offices in the back. According to tenants, this pattern is considered quite good and comfortable, it's just that there are some spots that have an unpleasant smell because they are adjacent to the TPS. However, this aspect tends to be negatively judged by visitors, the usual complaints are the difficulty of navigation within the area, narrow circulation routes, inefficient corridors, and confusing tenant layouts. This can have an impact on the experience of an uncomfortable space and is less supportive of the flow of visitors.

Amenities, Lighting, and Thermal Comfort - According to the manager and tenant, there are no problems in lighting. However, thermal comfort is one of the problems experienced by tenants and visitors. The shape of the building, the majority of visitors smoking in the room, and the absence of exhaust may be the cause of the lack of thermal comfort in The Hallway Space. The manager has tried to respond with a layout strategy that vacates the area of each 5 stores for air circulation but this strategy is still ineffective. There are some tenants who also complain about this and are forced to use fans or air conditioners. In addition to tenants, the majority of visitors also gave reviews about the room temperature that was hot, stuffy, or the ventilation was not smooth, although some also gave positive responses. In addition to thermal comfort, visitors also give reviews about the lack of complementary facilities (toilets, seats, air conditioning, and adequate lighting).

Security and Information Systems - According to the manager, the security in The Hallway Space is quite safe because it is equipped with CCTV and security officers who are always on guard every night. This is inversely proportional to the opinion of visitors, there are no positive reviews regarding safety and security, this is characterized by the lack of perception of visitors towards a sense of security in The Hallway Space. There may be comments about a lack of security personnel, unclear information systems, or confusing signs/directions. This is important because it affects the perception of trust and comfort when on location.

Managerial and Legal: Operational Structure and Tenant Composition - When viewed from the tenant's point of view, the managerial system carried out by the manager is quite good, the managerial is also stated to be fast and responsive if there are complaints. The same goes for what the visitors say. In the review, visitors are satisfied, especially in the composition of tenants that are diverse, creative, and in accordance with the interests of the young market. Visitor reviews are likely to appreciate the attractive tenant curation and dynamic space management that is adaptive to lifestyle trends. It shows the success of management in putting together an operational structure that supports the productivity and attractiveness of the space.

Strategic Position and Connection to the Surrounding Area - According to the tenants, most of the visitors who came were school children because the location of The Hallway Space was quite close to the school. However, most people visit because they already know the brand and do have a goal to visit the brand. This shows that the market has been formed from outside The Hallway Space. Some visitors already know the brand through social media promotions Instagram and TikTok, therefore the marketing efforts of the tenant determine productivity. When looking at the visitor's point of view, most of the responses were positive and neutral. This reflects that The Hallway Space's location within Kosambi Market is seen as strategic, easy to reach, or in an area with high potential for integration into the surrounding urban environment. Visitors may highlight the ease of access from main roads or public transportation.

Place Identity and Visual Image - All parties have the same view regarding the identity of the place and the visual image of The Hallway Space. According to the tenant, the concept of the manager to create *youth culture* above the traditional market is considered *edgy* and suitable for gen z and other young people. The visual image and identity of the place also received very positive reviews by visitors, many visitors rated The Hallway Space as having aesthetic appeal, being a photo spot, and having a modern or contemporary feel, although some noted similarities with other places (M Bloc Space or Santa Market). This reflects the influence of visual branding on the perception of space.

Dimensions of Visitor Activities and Social Interaction - The concept *of youth culture* targeting young and young adult visitors by the manager is indeed on target according to the tenant, the majority of visitors are young people even though there are several parents and small children who come. When viewed from visitor reviews, this aspect is the thing that receives the most positive reviews. Comments may praise the community atmosphere, the presence of creative events or activities, and interactive settings that support social gatherings, hangouts, and other creative activities. The Hallway Space is rated as a place that supports social cohesion and a fun experience.

Based on the triangulation of data on the productivity of The Hallway Space building through several interrelated aspects, it can be concluded that architecturally such as visual diversity and spatial flexibility are the main forces that encourage functional adaptability and visual attractiveness, although there are still some shortcomings such as less efficient circulation and less supportive thermal comfort. From a managerial point of view, the management can be declared successful in developing a tenant selection strategy, creating a distinctive identity and also supporting economic activities even though security problems still

need to be improved. However, when viewed from the social aspect, The Hallway Space has proven to be able to create a creative and collaborative community ecosystem where interaction between visitors and tenants forms strong social values. The results of the triangulation above show that property productivity cannot be determined from its physical performance alone, but the ability to respond to user needs is also noteworthy.

CONCLUSION

This study showed that *The Hallway Space* was a tangible example of retail property revitalization, transforming a traditional market into an economic and creative industry center with significant social, economic, and environmental impacts on the Kosambi Market area of Bandung. The transformation successfully attracted the younger generation, making *The Hallway Space* a contemporary and appealing destination, especially for young people. Although improvements in space, design, and tenant management enhanced the area's reputation, the number of visitors had declined since its inception. The study systematically assessed *The Hallway Space's* performance across 18 key aspects commonly used in retail market research through a property productivity analysis based on Wilkinson and Reed's *Property Development* framework. This involved direct communication with owners and tenants (such as Shadow Goods, Rameninpo, and Sanoebari) and analysis of online customer reviews. Key findings suggested that *The Hallway Space* met most productivity criteria, including innovative and adaptive space design, stable utility management, maintained security, flexible spatial arrangements, responsive management, and a strategic, accessible location. Adequate parking, environmental cleanliness, and a strong, cooperative tenant mix also supported its success. *The Hallway Space* contributed significantly to traditional market revitalization through creative space development and modern management systems. While most property productivity aspects were well addressed, issues with visibility, amenities, and access require prompt attention to sustain and grow as a creative industry hub. These findings provide a useful reference for managers and stakeholders aiming to enhance the added value and competitiveness of *The Hallway Space* moving forward.

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