



The Role of stakeholders in the development of tourism destinations in Gelora Bung Karno

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ABSTRACT

Background: Gelora Bung Karno (GBK) in Jakarta has significant potential as a tourism destination, serving as a hub for sports, recreation, and events. Understanding the role of various stakeholders in the development of this destination is essential for achieving sustainable tourism growth. This study aims to analyze the role of stakeholders in shaping the development of GBK as a prominent tourism destination. **Methods:** The study utilized a qualitative approach to analyze the involvement of key stakeholders, including the government, tourism entrepreneurs, local communities, and sports organizations. Data was collected through interviews and document analysis, focusing on stakeholder collaboration in destination management and sustainability initiatives. **Findings:** The analysis reveals that strong cooperation among stakeholders is critical to the sustainable and inclusive development of GBK as a tourism destination. The government provides regulatory support, while the private sector contributes to infrastructure and service development. Local communities and sports organizations play a vital role in maintaining cultural relevance and ensuring that development meets community needs. **Conclusion:** The study concludes that a well-coordinated collaboration between stakeholders is essential for the sustainable development of Gelora Bung Karno as a tourism destination. Effective stakeholder engagement can lead to more inclusive tourism development, benefiting both the economy and the local population. **Novelty/Originality of this study:** This research provides valuable insights into stakeholder collaboration in the context of tourism development at Gelora Bung Karno, offering a model for other destinations in Indonesia seeking to implement sustainable tourism policies. The study highlights the importance of inclusive and multi-stakeholder approaches for achieving long-term success.

KEYWORDS: development; stakeholders; sustainable tourism.

1. Introduction

Gelora Bung Karno (GBK) is not just a stadium, but an undeniable icon of Indonesian history and culture. Built during the era of Indonesia's first president, Soekarno, the stadium is not only a place for sports, but also a silent witness to various important events in the journey of the Indonesian nation. GBK, located in Jakarta, the nation's capital, has a majestic and monumental presence. The name itself is taken from one of the most influential figures in the history of Indonesian independence, namely Bung Karno or Soekarno, a figure who is also known as the Proclaimer of Indonesian Independence. Gelora Bung Karno itself is a multipurpose area that focuses on sports activities, in which there are several supporting stadiums or other sports venues, such as the Aquatic Stadium, Istora, Indoor Tennis Stadium, Outdoor Tennis Center (Centre Court Stadium), Madya Stadium, ABC Football

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Practice Field, Archery Field, and many more. This stadium was built by the central government with the aim of welcoming an international sports event for the IV Asian Games in 1962. Therefore, this stadium was built with international standards so that the initial purpose of this stadium could be achieved. This was proven by the successful organization of the international event so that Indonesia's name became better known to the eyes of the world. Apart from hosting major international events Gelora Bung Karno also often hosts international football matches and other sports. Gelora Bung Karno or commonly called GBK is not only a sports center but also a place of recreation, culture, social, and politics. This multipurpose stadium underwent major renovations to become the main venue for the 18th Asian Games in Jakarta 2018. This also has a good impact on the community itself with the renovation.

At this time, GBK continues to be the center of attention with various renovations and developments aimed at making it more modern, functional, and in accordance with international standards. According to Hertifah in (Elista et al., 2020), stakeholders are individuals or a combination of several people or agencies that have validity in building a joint program. Because GBK is currently growing, there will certainly be more stakeholders who are directly related such as construction, government, transportation, and tourist attractions that are directly related to the progress of GBK at this time. Stakeholder GBK itself is also beneficial for government, state economy, social and business.

2. Literature Review

2.1 Stakeholders with hexa-helix

According to Sjaifudian (Berliandaldo et al, 2021) a stakeholder is an individual or group that has an interest, is involved, or is influenced either positively or negatively in a development program activity. Innovation plays an important role in improving the development of a tourist destination. The realization of innovation requires participation from various parties. This support or participation is often referred to as the helix concept (Zakaria Z, 2010). Several concepts have been developed, ranging from triple-helix, quadruple-helix, penta helix, to hexa-helix. The triple-helix concept emphasizes the relationship between universities, industry and government. The quadruple-helix complements the triple-helix by adding "media & culture-based public" and "civil society" as the fourth helix. The quintuple-helix concept is even broader and more comprehensive by contextualizing the quadruple-helix by adding the "natural environment of society" helix (and perspective). It then evolved into the penta helix (Academia, Business, Community, Government and Mass Media). And finally developed into a more complete hexa-helix by adding laws and regulations.

The hexa-helix concept adds law and regulation as an important element in sustainable development. The six main components in this model include academia, business, community, government, mass media, and law and regulation. The government includes central and local governments, while entrepreneurs include industry, business, services and trade. The community component consists of various professions and non-governmental organizations (NGOs). Academia includes education, both at the general and tertiary levels, which plays a role in providing knowledge and research. Mass media and communication devices, including smartphones, also play an important role in disseminating information. The legal and regulatory aspects include regulations, both at the national and local levels. These six components work together in their respective fields to support the process of sustainable tourism development.

2.2 Tourism destination development

Malayu S.P and Hasibuan define development as an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with job needs or positions. According to Yoeti, development is an effort or way to advance and develop something that already exists. According to Pitana, tourism development is an activity to advance a place or area that is considered necessary to be organized in such a way either by maintaining those that have developed or creating new ones (Alfariq, 2020). Meanwhile, a destination is a certain area chosen by a visitor and can be used as a place to stay for a certain time. The word "destination" can also be confusing because it is also used as a planned area, which is partly or entirely equipped with amenity and tourist product services, recreational facilities, restaurants, hotel attractions and others. According to Pitana, a destination is a place visited with a significant time during a person's trip compared to other places traveled during the trip (Alfariq, 2020).

The development of tourist destinations at Gelora Bung Karno (GBK) is pivotal for understanding the multifaceted role and impact of various stakeholders involved in the development process. As a national landmark, GBK is not only a venue for sporting events but also serves as a cultural and recreational hub, making it integral to Jakarta's tourism landscape. The site attracts millions of visitors each year, contributing significantly to the local economy and the growth of various industries, including hospitality, retail, and transportation. Additionally, the collaborative efforts of government agencies, private sector investors, and community organizations are essential in enhancing the facilities and services offered at GBK, ensuring a vibrant experience for tourists. This synergy among stakeholders not only boosts tourism but also promotes sustainable development, preserving the site's historical significance while adapting to modern demands and trends in the tourism sector.

The development of Gelora Bung Karno tourist destination also affects the management of surrounding infrastructure and services. This involves various stakeholders such as local government, landowners, stadium managers, and local communities. Efforts to improve facilities and services at GBK can include the development of public transportation, construction of accommodation, restaurants, and recreational facilities that can enhance the tourist experience. In addition, environmental management is also an important aspect in the development of this destination, with sustainable preservation and spatial planning efforts to preserve the surrounding environment and support responsible tourism. By considering the participation and impact of various stakeholders, the development of Gelora Bung Karno tourist destination can be a successful model in creating a balance between economic growth, cultural preservation, and environmental protection.

2.3 Transit oriented development (TOD)

Transit Oriented Development is an environmentally sound urban development concept, which provides a solution to overcome environmental problems due to population growth pressure. The concept aims to maximize mixed land uses such as offices, public spaces, housing complexes, shopping centers and other integrated public spaces by promoting healthy lifestyles (walking and cycling) and the use of public transportation to overcome existing density (Ayuningtyas & Karmilah, 2019). According to Cervero's theory (1993), in the Transit Oriented Development (TOD) area there are 3 (three) aspects, namely density, diversity and design. The density element is an aspect of regional density or high land use intensity, diversity is an aspect of the diversity of land uses and types of activities in the area, and design is an area design that is friendly to pedestrians and cyclists. Then it was redeveloped by the Institute for Transportation and Development Policy (2014) in TOD Standard 3.0, with 8 (eight) other aspects namely walk, cycle, connect, transit, mix, densify, compact and shift.

3. Methods

This research employs a qualitative method aimed at descriptively analyzing various phenomena relevant to the topic under investigation. By focusing on a qualitative approach, researchers can provide detailed descriptions of events, allowing for a richer understanding of the complexities involved. This method emphasizes interpretation and a deep comprehension of the data gathered, prioritizing context over statistical generalization. Unlike quantitative methods, qualitative analysis offers the flexibility to explore a broader array of contexts, thus shedding light on the intricate relationships among different elements in the studied issue. This approach is particularly beneficial when dealing with nuanced topics that require a thorough exploration of human experiences and social dynamics.

The research utilizes secondary data, which is collected indirectly through various intermediaries such as documents, reports, books, journal articles, and other pertinent literature. This type of data serves as a foundational element for analysis, allowing researchers to draw upon existing information rather than conducting original data collection. The use of secondary data offers significant advantages, including time and cost efficiency, as researchers can access a wide range of sources without the need for extensive fieldwork. Additionally, these diverse sources can enrich the analysis by providing multiple perspectives on the phenomenon in question. However, researchers must exercise critical judgment in selecting and evaluating secondary data to ensure its validity and reliability, as the quality of the information directly impacts the research outcomes.

The data collection process for this study involved a thorough literature review, wherein researchers examined various documents and literature relevant to the research topic. This literature study encompassed gathering information from written sources that can contribute valuable perspectives and data to support the analysis. By engaging in a comprehensive literature review, researchers are also able to compare different viewpoints and theories that have been previously articulated, which enhances their understanding of the research problems. This method not only aids in developing a nuanced framework of thought related to the topic but also positions the current research within the broader context of existing knowledge. Consequently, the literature study plays a crucial role in establishing a solid foundation for the analysis and interpretation of findings in this qualitative research endeavor.

4. Results and Discussion

4.1 Development of Gelora Bung Karno

Gelora Bung Karno has its own management that is tasked with developing and managing the entire Gelora Bung Karno complex, namely the Bung Karno Complex Management Center (PPKGBK). PPKGBK has collaborated with various stakeholders or several parties in developing the Gelora Bung Karno complex which not only functions as a center for sports activities, but can also become a tourist destination that has its own charm. Here are some stakeholders who complement tourism at Gelora Bung Karno. The logo and documentation of Gelora Bung Karno can be seen in Figure 1.

a.



b.



Fig 1. The logo and documentation of Gelora Bung Karno

Some of the major developers at GBK include MOJA Museum, Plataran Indonesia, and sports facilities such as ISTORA GBK and the Aquatic Stadium. MOJA Museum presents an interactive museum concept that changes the traditional museum paradigm by allowing visitors to participate in exciting activities. Plataran Indonesia, through “Hutan Kota by Plataran”, carries the concept of a destination that promotes Indonesian culture and nature, as well as a location for state events. In addition, ISTORA GBK and GBK Aquatic Stadium offer world-class sports facilities used for various international tournaments, thus making a significant contribution in attracting tourists and supporting the sports industry in Indonesia. Documentation of the main developer at Gelora Bung Karno can be seen in figure 2.

a.



b.



c.



d.



e.

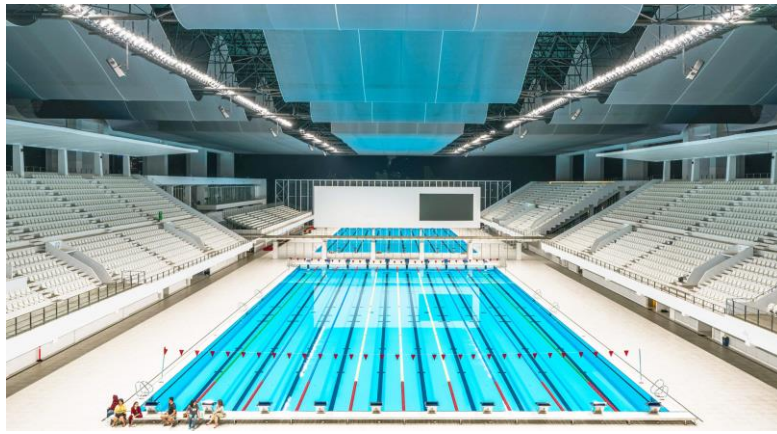


Fig. 2 (a.) MOJA museum, (b.) Plataran at GBK, (c.) urban forest by Plataran, (d.) Gelora Bung Karno sports palace (ISTORA GBK), (e.) aquatic stadium.

Moja Museum in Jakarta is revolutionizing the visitor experience with its vibrant interactive installations that are rich in color and storytelling. Unlike traditional museums, Moja encourages visitors to engage fully with the exhibits by allowing them to take pictures, touch the installations, and even bring food. This immersive approach, which promotes participation in interactive activities, makes the museum a unique destination for both locals and tourists. Admission is priced at around 100,000 rupiah, making it an accessible option for many. Founded in 2018 by a group of young Jakartans, Moja Museum has quickly gained popularity and recently expanded to a new location in the GBK Senayan area, featuring an innovative Roller Skating concept. Its overall theme aligns closely with popular attractions like the Museum of Ice Cream and the Museum of Pizza overseas, emphasizing a modern "selfie museum" concept that encourages social media sharing and personal experiences.

In contrast, Plataran is an indigenous Indonesian hospitality group dedicated to showcasing the country's rich and diverse natural and cultural heritage. The name "Plataran," meaning "God's favorite courtyard," encapsulates their mission to connect people with the beauty and cultural wealth of Indonesia. Plataran aims to introduce the world to the myriad treasures of this magnificent archipelago through its luxury offerings, which include boutique hotels, resorts, private yachts, and fine dining venues. Each of these locations is strategically situated in some of Indonesia's most iconic and exotic destinations, providing guests with unforgettable experiences. By blending hospitality with cultural appreciation, Plataran invites travelers to explore and enjoy the unique charm and history of Indonesia, fostering a deeper understanding and appreciation of the nation's heritage.

The Urban Forest was first introduced to the public during the 2018 Asian Games, where it was used for various ceremonies, events and meetings. During this period, the President of Indonesia, Mr. Joko Widodo, even invited his official guests to the location. After successfully hosting the event, the Bung Karno Gelora Complex Management Center (PPKGBK) invited Plataran to develop the Urban Forest into a venue that could promote Indonesia's culinary, cultural, and natural treasures. Plataran accepted the challenge, and competed against other contenders in a selection process assessed by experts. Eventually, Plataran was selected as the exclusive operator of Hutan Kota, which is now officially named Hutan Kota by Plataran.

ISTORA Gelora Bung Karno, commonly known as Istora Senayan, is a prominent indoor sports stadium nestled within the Gelora Bung Karno complex in Central Jakarta. After undergoing renovations and reopening in 2018, the stadium now boasts a capacity of 7,166 spectators, making it an ideal venue for various sports events. Istora is particularly renowned for hosting badminton tournaments, with its historical significance highlighted by the inaugural event, the 1961 Thomas Cup. The stadium also played a crucial role during the VIth Asian Games in 1962, showcasing its versatility as a multi-sport facility. From 2007

to 2019, Istora continued to establish its reputation by hosting the annual badminton world championships, further cementing its status as a hub for sports enthusiasts.

Gelora Bung Karno (GBK) is an expansive 135-hectare sports complex located in the heart of Jakarta and stands as the largest asset owned by the Government of the Republic of Indonesia following a revaluation in 2018. The complex is valued at an impressive IDR 345 trillion for land and IDR 3 trillion for buildings, according to the Directorate General of State Assets (DJKN) of the Ministry of Finance. GBK serves as a vital center for community sports, providing a diverse array of facilities that cater to various athletic activities. Among these facilities is the GBK Aquatic Stadium, which enhances the complex's offerings by providing a dedicated venue for aquatic sports. The complex not only serves elite athletes but also encourages community participation in sports, fostering a culture of health and fitness among Jakarta's residents.

The GBK Aquatic Stadium, formerly known as the Senayan Swimming Stadium during the New Order era, is a premier venue for swimming, diving, synchronized swimming, and water polo. Initially constructed in 1962, the stadium has undergone two significant renovations, in 1988 and 2016, to enhance its facilities and capacity. The latest renovation positioned it as the largest swimming stadium in ASEAN, featuring four international standard swimming pools certified by the International Swimming Federation (FINA). As a state-owned asset, the buildings and land at GBK fall under the category of State Property (BMN) and are managed by the Public Service Agency. This management structure ensures that the facilities are maintained to high standards and remain accessible for both competitive and recreational use, contributing to the development of aquatic sports in Indonesia.

Collaboration in the development of GBK tourist destinations is based on the Hexa Helix model, which involves six main components: academia, business, community, government, media, and law and regulation. Each component has a crucial role in ensuring sustainable development and supporting GBK as a sports center and tourist destination. The government, business industry and local community work together to create positive synergies, while academia and the media play a role in educating the public and promoting the uniqueness of GBK. Legal regulations are also in place to regulate and protect the interests of all parties involved in the management and development of this destination.

Stakeholders in the development of Gelora Bung Karno tourist destinations have a crucial role in influencing the success and development of this tourist destination. The stakeholders of Gelora Bung Karno are the management of GBK itself, which is called the Bung Karno Complex Management Center (PPKGBK) under the auspices of the Ministry of State Secretariat, and also incorporated with several parent sports such as the Indonesian National Sports Committee (KONI) and the International Olympic Committee (KOI) which of course are users of the Gelora Bung Karno area. The local government is also a party responsible for the management and development of Gelora Bung Karno, namely the Central Jakarta Government, landowners, local communities, the tourism industry, sports and cultural communities, as well as educational and research institutions that have diverse contributions in ensuring the sustainable development and development of Gelora Bung Karno.

In the context of the development of Gelora Bung Karno (GBK), several stakeholders are involved, reflecting the principles of the "HEXA HELIX" collaboration model. This conceptual framework emphasizes the importance of collaboration among various sectors, including communities or society, government, business, academia, law and regulation, and the media (Firmansyah, 2022). The HEXA HELIX model enhances the previously established Pentahelix framework, known as the ABCGM concept, which stands for Academician, Business, Community, Government, and Media (Village, 2022). This collaborative approach ensures that the development process at GBK is comprehensive, integrating diverse perspectives and expertise from each stakeholder group. By leveraging the strengths and resources of these sectors, the HEXA HELIX model aims to foster sustainable development, enhance community engagement, and promote effective governance, ultimately

contributing to the successful evolution of GBK as a national landmark and a vital hub for sports and tourism in Jakarta. The Hexahelix Collaboration Model can be seen in Figure 3.

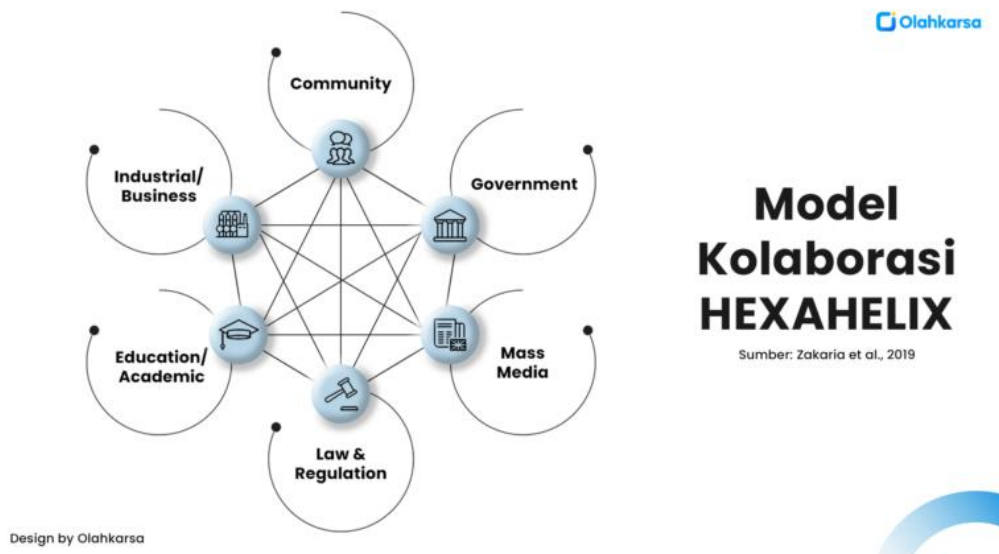


Fig 3. Hexahelix collaboration model

In the development of destinations at Gelora Bung Karno (GBK), the role of academics is also needed in terms of providing views and analysis related to the level of development and the right way / formula to advance the destination of Gelora Bung Karno (GBK). In the development of Gelora Bung Karno (GBK), academics precisely act as conceptors through the development of Corporate Social Responsibility (CSR) programs that are in accordance with the needs and are able to reach all aspects of interest, so academics need to be actively involved in the development of this GBK destination. One of the CSR programs that has been implemented by academics at GBK, namely holding Pink Walk activities in 2022 in collaboration with PT United Tractors Tbk (through the UTCARE health sector program) with the Ministry of Health of the Republic of Indonesia (Kemenkes RI) and the Love Pink Community under the Daya Dara Indonesia Foundation. According to Mr. Budi Gunadi Sadikin, Minister of Health of the Republic of Indonesia, the Pink Walk was organized as an effort to reduce the number of breast cancer patients by providing education and free examinations for underprivileged women. In addition, the Ministry of Health has made efforts to equip mammography equipment in all hospitals in Indonesia until 2024. In addition to the Pink Walk activity, a series of other activities in this collaboration include breast health screening for UT-assisted posyandu cadres, educational webinars related to breast cancer, social media campaigns and line dance competitions aimed at popularizing the SADARI (Check Your Own Breast) movement among the wider community. Documentation of Pink Walk Activities at GBK in 2022 can be seen in figure 4.





Fig 4. Pink walk at GBK in 2022

The business sector plays a crucial role in the development of the Gelora Bung Karno (GBK) destination, functioning as a key companion throughout the planning, implementation, and evaluation stages. One of its primary responsibilities is to act as an enabler, fostering a conducive environment for GBK's growth and transformation. This is often achieved through Social and Environmental Responsibility (CSR) programs, which serve as a catalyst for initiating development projects within the area. By collaborating with GBK managers, the business sector can bridge the gap between them and government agencies, facilitating necessary administrative processes and ensuring that all legal and regulatory requirements are met. Such a partnership is essential in establishing a strong foundation for the ongoing development of GBK, aligning both public and private interests towards common goals.

Beyond regulatory support, the business sector significantly contributes to capital acceleration, which is vital for enhancing the economic viability of GBK. The influx of technological infrastructure, financial investments, and business networks provided by private enterprises can substantially expedite the destination's growth. This sector not only promotes physical development but also acts as a social driver, ensuring that GBK remains under consistent management and development oversight. Such strategic management allows for systematic measurement of the progress and success of development initiatives, making it easier to assess outcomes and adapt strategies as needed. By maintaining a focus on sustainable practices, the business sector plays a pivotal role in ensuring that GBK evolves into a vibrant and enduring destination.

Moreover, the business sector's involvement extends to marketing efforts that are crucial for establishing GBK as a premier tourist attraction. This includes branding initiatives, advertising campaigns, and promotional activities aimed at showcasing GBK's unique offerings and drawing in visitors and investors. By crafting a positive image for GBK, businesses can effectively attract a diverse audience, thereby contributing to the area's economic prosperity. Additionally, the sector is instrumental in providing education and training for GBK managers and developers, equipping them with essential skills and knowledge to optimize the destination's potential. Ultimately, the business sector's multifaceted contributions are vital for the sustainability and successful development of Gelora Bung Karno as a leading tourist destination in Jakarta.

On June 12, 2023, Gelora Bung Karno (GBK), through the Bung Karno Gelora Complex Management Center (PPKGBK), entered into a strategic business cooperation agreement with PT MRT Jakarta (Perseroda), a company responsible for managing one of the key public transportation systems, the MRT. This collaboration is primarily aimed at enhancing community mobility, particularly for residents in the Jabodetabek area, by providing easier access to the GBK complex via the nearby Istora Mandiri MRT Station. The partnership encompasses several critical components, including joint operational preparations to effectively manage and anticipate the increased passenger flow during significant events held at GBK. By facilitating smoother transportation logistics, the agreement aims to create a more efficient and user-friendly experience for event attendees. This collaboration not only highlights the commitment of both parties to improve public mobility but also sets the stage for a more integrated approach to urban transportation and event management.

In addition to operational logistics, the cooperation includes the management of park and ride facilities within the GBK parking area for MRT Jakarta passengers, promoting the use of public transport among visitors. Furthermore, both parties will collaborate on various tourism and educational initiatives, such as guided stadium tours and the provision of locker facilities at GBK for convenience. The agreement also outlines the introduction of shuttle buses—both electric and non-electric—servicing the GBK and MRT Jakarta areas, which significantly enhances visitor accessibility. This synergy is designed not only to improve the overall visitor experience but also to foster a sustainable model for event organization at GBK. As a result of this collaboration, Gelora Bung Karno stands to gain substantial economic benefits, especially in relation to hosting major events, while also contributing to increased public visits and sustainable revenue generation through improved mobility options supported by Jakarta's MRT system.



Fig 5. PT MRT Jakarta (Perseroda) agrees to cooperate with PPKGBK

The community plays a pivotal role as a liaison between various stakeholders, ensuring that programs designed for the development of Gelora Bung Karno (GBK) are implemented effectively and sustainably. This community comprises individuals from the government, relevant agencies, and members of the general public who share common interests and goals, particularly in enhancing the GBK destination. Their active involvement fosters social interaction, creating a vibrant atmosphere that encourages collaboration and dialogue among diverse groups. By engaging different stakeholders, the community helps to make destination development more inclusive, ensuring that the needs and aspirations of various demographics are considered in the planning and execution of programs. Ultimately, a proactive and engaged community is essential for fostering a sense of ownership and responsibility, leading to more sustainable practices and long-term success for the GBK destination.

One of the communities that contribute to the development of GBK is GBK Night Run, which consists of running enthusiasts, especially young people who like running to maintain health. This community was founded by Fauzi Karana on January 11, 2015, and regularly holds night running activities every 19.00 WIB. The members gather at Zone 6 of the GBK Main Stadium to warm up, run, and cool down. In addition to exercise, they also establish friendship and introduce new members. Another community is the Jakarta Inline Skate Community (JISCO), which was founded by Putra G. Waluyo, known as Ucet, in early 2014. JISCO is a rollerblading community in Jakarta that regularly organizes Wednesday Rolling activities, where they skate from GBK Senayan to Bundaran HI every Wednesday night. This activity starts at Gate 3 of GBK, and is followed by members who are enthusiastic about maintaining health through rollerblading. The presence of these communities, such as GBK Night Run and JISCO, plays a major role in maintaining the sustainability of the GBK area as a community-friendly destination. They not only utilize the existing facilities, but also encourage the creation of a positive and dynamic climate in the GBK area, so that this area continues to develop as an active and attractive public space for various groups.

documentation of the GBK Night Run Community and the Jakarta Inline Skate Community can be seen in Figure 6.

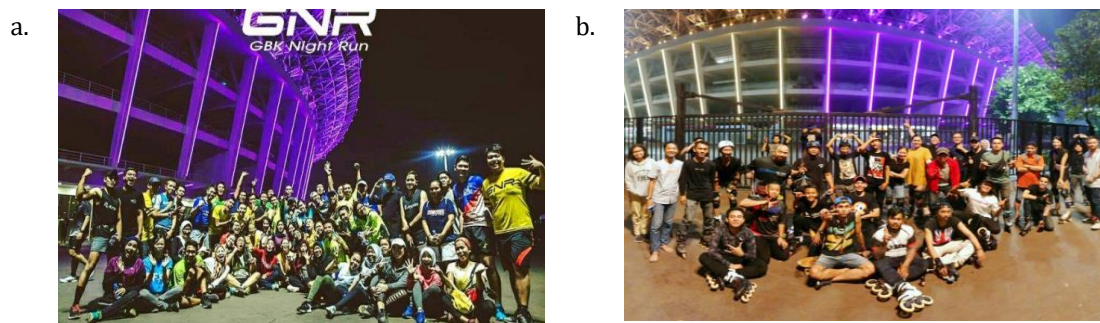


Fig 6. (a.) GBK night run community & (b.) Jakarta inline skate community

The government has an important role as a regulator in the development of the Gelora Bung Karno (GBK) destination, with its main function being to make and implement regulations. The government is seen as the administrative agent most responsible for implementing policies related to the management and development of the GBK area. One example of the government's role in this case is the Ministry of State Secretariat of the Republic of Indonesia (Kemendagri RI) which has a close relationship with GBK. Kemendagri RI has issued regulations governing the organization and work procedures of the Bung Karno Sports Complex Management Center, namely through Regulation of the Minister of State Secretary of the Republic of Indonesia Number 9 of 2018. This regulation is a legal basis that specifically regulates how the governance of the GBK area is carried out, as well as how various policies are implemented to support the development of these destinations.

Media plays an important role in the development of the Gelora Bung Karno (GBK) destination as an expansion tool that supports publication through promotion and delivery of information to the public. As a large area that is widely recognized by the public, Gelora Bung Karno has official media to reach a wider audience. One of these media is the official Instagram account, @love_gbk, which serves to disseminate various information related to GBK. Through this account, the public can get information about regional operations, weekly agendas, and various events that will be held at GBK, thus strengthening the relationship between GBK and the wider community and supporting the development of the destination. Documentation of Gelora Bung Karno's official Instagram account can be seen in Figure 7.

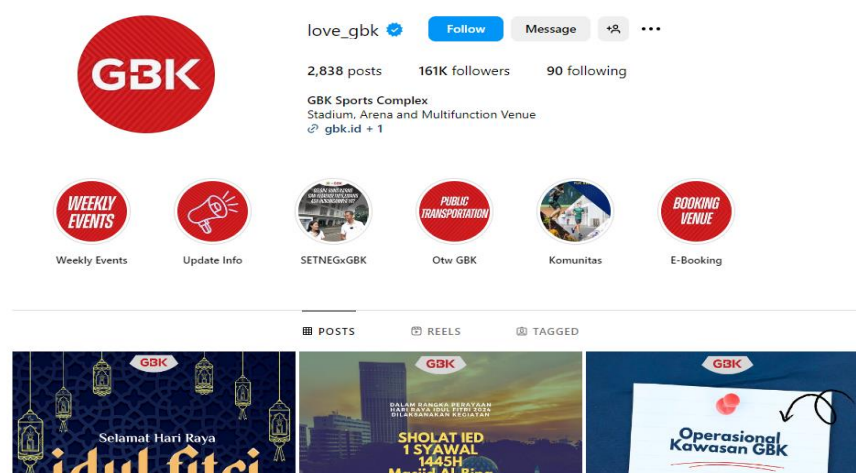


Fig 7. Gelora Bung Karno's official instagram account

4.2 Transit oriented development (TOD)

Transit Oriented Development (TOD) is an innovative urban development concept that addresses environmental challenges stemming from rapid population growth. By optimizing land use, TOD promotes a balanced integration of various facilities, including offices, public spaces, housing complexes, and shopping centers. This concept emphasizes the importance of creating environments conducive to healthy lifestyles, encouraging walking, cycling, and the use of public transportation. As urban areas become increasingly crowded, TOD provides a viable solution to mitigate traffic congestion and enhance the overall quality of life for residents and visitors alike. Its focus on sustainability and efficient land use makes it a crucial framework for modern urban planning.

In the realm of tourism, the Gelora Bung Karno Stadium exemplifies how a landmark can seamlessly fit into the TOD framework. While it is renowned as a major sports venue, the stadium can also serve as an appealing tourist destination by offering recreational facilities, commercial areas, and convenient access to public transportation. By positioning Gelora Bung Karno Stadium within the TOD model, visitors are provided with a holistic and sustainable tourism experience that encourages active lifestyles and reduces reliance on private vehicles. This integration not only enhances the visitor experience but also contributes to the local economy by attracting more tourists and generating revenue through various commercial activities. Ultimately, the stadium can become a focal point for tourism that aligns with sustainable urban development goals.

The implementation of effective public transportation options is vital for the success of the TOD concept surrounding Gelora Bung Karno Stadium. The establishment of systems such as Bus Rapid Transit (BRT), Light Rail Transit (LRT), and Mass Rapid Transit (MRT) ensures that visitors can access the stadium and surrounding attractions with ease. An integrated public transportation network minimizes the need for private cars, thereby reducing traffic congestion and improving air quality in the area. Additionally, the creation of dedicated bike lanes promotes environmentally friendly recreational activities, encouraging visitors to engage in sustainable transportation methods. By fostering a culture of accessibility and sustainability, the TOD approach not only enhances the visitor experience at Gelora Bung Karno Stadium but also supports broader environmental and urban planning objectives. Map of transportation network in Istora-Senayan area can be seen in Figure 8.

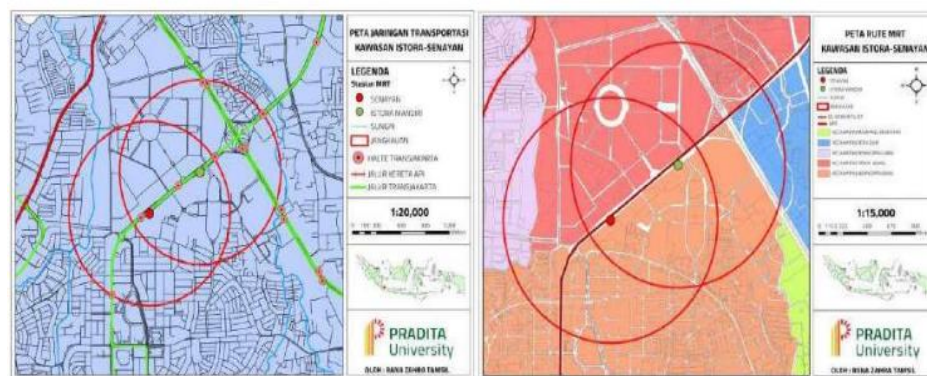


Fig 8. Map of transportation network in Istora-Senayan area

The socio-cultural dynamics of urban transportation, both in general and in Jakarta in particular, reflect critical conditions. Increased use of private vehicles and irregularities in transportation behavior create significant challenges. In response, the government adopted the strategy of building mass public transit systems such as Bus Rapid Transit (BRT), as an alternative to reduce traffic congestion and improve regularity in urban mobility. The implementation of BRT, such as the Transjakarta service, can be seen as a social engineering effort to address the transportation access gap in the community.

In the Istora-Senayan area, BRT provides a number of well-integrated stops, such as at Bendungan Hilir Stop, Polda Metro Jaya Stop, Senayan Roundabout Stop, Great Mosque Stop, Senayan JCC Stop, and Semanggi Stop and also GBK Stop. This strengthens GBK's role as a tourist destination, by providing easy access for visitors from various parts of Jakarta. Thus, the implementation of public transportation systems such as BRT not only has an impact on reducing congestion, but also improves accessibility to tourist destinations such as GBK, which in turn can boost the local economy and provide a more enjoyable experience for visitors. Documentation of Gelora Bung Karno BRT Transjakarta Shelters and Non-BRT can be seen in Figure 9.

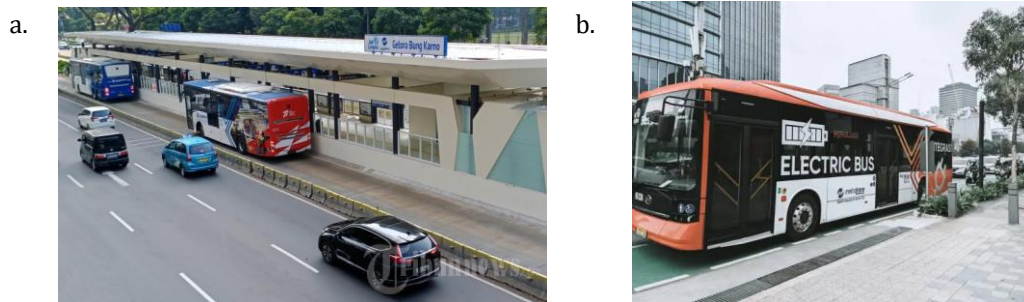


Fig 9. (a.) Gelora Bung Karno BRT transjakarta shelter & (b.) Non-BRT

The Jakarta Light Rail Transit (LRT) operates as a commuter line (KRL) and serves several key stations within the city, including Palmerah and Tanah Abang. While these stations lie outside the physical boundaries of the Istora Senayan area, they function as crucial access points for public transportation users heading to the area. The efficiency of these stations is enhanced by their strong connectivity to other transportation networks, making it convenient for passengers to reach their destinations. This accessibility not only benefits local residents but also significantly aids visitors who wish to explore the vibrant offerings of the Istora Senayan and its surroundings. The ease of transit from these LRT stations plays a pivotal role in promoting the Gelora Bung Karno area as a prominent destination for sports and entertainment.

Moreover, the integration of Palmerah and Tanah Abang stations within the public transportation network creates valuable opportunities for tourists seeking to experience the attractions near Gelora Bung Karno Stadium. By utilizing the LRT, visitors can effortlessly reach the stadium to attend sporting events, concerts, and various other activities hosted at this iconic venue. This seamless connection between public transportation and key tourist destinations is instrumental in fostering the growth of Jakarta's tourism sector. As more people discover the ease of accessing these attractions, the overall visitor experience is enriched, leading to increased foot traffic and economic activity in the area. Consequently, the effective linkage of the Jakarta LRT system enhances the potential for sustainable tourism development in the region, benefiting both the local community and visitors alike. Documentation of Palmerah and Tanah Abang KRL Stations can be seen in Figure 10.

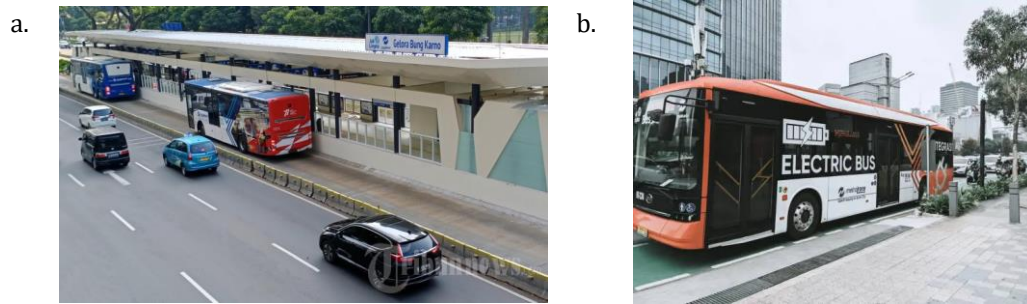


Fig. 10. (a) Palmerah KRL Station and (b.) Tanah Abang

MRT (Mass Rapid Transit), which is a train with a large capacity and relatively fast speed, is the main means of transportation for workers around SCBD and visitors to tourist destinations such as Gelora Bung Karno Stadium (GBK). With a shorter travel time than the KRL, the MRT provides easy access to the workplace or recreational locations. The Istora-Senayan area, located between two MRT stations, Istora Mandiri Station and Senayan Station, is an important access point for visitors to GBK. To reach Istora Mandiri or Senayan Station by MRT, public transportation users can take the KRL to Sudirman Station and continue the journey by MRT from Dukuh Atas BNI Station. With integrated transportation infrastructure, MRT users can easily access GBK Stadium to attend various sporting events, concerts, exhibitions, and other cultural activities. This makes the MRT a very useful tool for visitors who want to enjoy the various attractions at GBK, while ensuring an efficient and comfortable journey.

Around the Gelora Bung Karno Stadium, there is also a safe and comfortable bike lane for cyclists. This lane allows visitors to enjoy the beautiful scenery around Gelora Bung Karno Stadium while maintaining physical fitness and supporting a sustainable lifestyle. With a well-integrated bike lane around Gelora Bung Karno Stadium, visitors can easily explore the area without worrying about safety and comfort. This adds value to their travel experience, as they can enjoy a fun physical activity while taking in the beauty of the surroundings and attractions inside Gelora Bung Karno Stadium. Documentation of Istora Mandiri MRT Station and Bicycle Paths around the GBK area can be seen in Figure 11.



Fig 11. (a.) Istora Mandiri MRT station and (b.) bicycle paths around the GBK

4. Conclusions

Based on this research, it can be concluded that the development of tourist destinations in Gelora Bung Karno (GBK) requires a collaborative effort from multiple stakeholders rather than relying solely on the government or a single entity. This collaborative approach is framed by the hexa helix model, which encompasses government, community, business, academia, media, and legal/regulatory authorities. The synergy among these stakeholders is crucial for optimizing GBK as a multifaceted venue for recreation, culture, social engagement, and political activities. The government serves as the primary regulator, tasked with creating policies that facilitate the development and effective management of GBK. In this ecosystem, the business industry—including travel agencies, hotels, restaurants, and transportation providers—plays a vital role by delivering the necessary facilities and services to enhance the visitor experience. Meanwhile, local communities and sports organizations contribute by organizing events and activities that enrich the overall tourist experience, while academic institutions support innovation and quality improvements through research.

In addition to stakeholder collaboration, the concept of Transit Oriented Development (TOD) is essential for establishing GBK as a sustainable tourism destination. The TOD framework emphasizes enhancing public transportation access, optimizing land use, and fostering a pedestrian-friendly environment around GBK. By implementing TOD principles, the destination can improve its connectivity with surrounding areas, making it easier for visitors to reach and enjoy the various attractions. Furthermore, this integrated approach to development can yield broader economic and social benefits, including increased foot traffic and enhanced local business opportunities. By aligning stakeholder efforts with sustainable urban planning concepts like TOD, the overall development strategy for GBK can lead to a thriving tourist destination that meets the needs of both visitors and the community.

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