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Analysis Study of the Jakarta International Stadium Sport Festival (JSF) Event in Supporting the *Sport Tourism* Ecosystem: A Review of the Increased Number of Visitors

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Abstract: This study aims to determine the effectiveness of the Jakarta International Stadium Sport Festival (JSF) event in attracting tourists, analyze changes in the number of visitors, and identify opportunities and challenges faced in organizing the event. The method used is descriptive qualitative research with triangulation techniques that combine surveys, interviews, and documentation. The research sample consisted of two internal event management teams and five visitors at the Jakarta International Stadium venue. The results showed that the JSF event which is held regularly with a zero cost system contributes significantly to the development of the sports tourism ecosystem and the local economy. Effective management, opportunity utilization, and challenge resolution are the keys to the success of this event. In addition, this event succeeded in increasing community participation, supporting the local economy, and introducing international standard sports venues. The JSF event sustainability plan shows good potential with support from various parties. Suggestions for further development include evaluating and improving the event management system, increasing accessibility, and better collaboration with the community and local government to ensure the sustainability and success of JSF in the future.

Keywords: *Event Management, Sports Tourism Event, Sport Tourism Ecosystem*

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INTRODUCTION

Sports tourism is one of the contemporary phenomena that shows rapid growth in various parts of the world. Indonesia as a country with rich culture, natural beauty, and high public enthusiasm for sports activities, has great potential in developing this sector in a sustainable manner. In the Law of the Republic of Indonesia Number 10 Year 2009 Article 3, it is stated that tourism has a function to fulfill the physical, spiritual, and intellectual needs of every tourist through recreation and travel, as well as to increase state revenue for the welfare of the people. In this context, sports tourism can fulfill these three dimensions simultaneously, and become a strategic means to encourage local economic growth and regional development based on sports tourism.

Sports events are one of the main instruments in the development of sports tourism. The organization of events such as the *Jakarta International Stadium Sport Festival* (JSF) is not only a vehicle for competition and entertainment, but also a means of destination promotion, a driver of the local economy, and a medium for education and community participation. According to Weed (2008, p.15), sports tourism encompasses all forms of a person's involvement in sporting activities, both actively and passively, which require travel from their place of residence for recreational or business purposes. Previous studies have shown that organizing sports events can have a positive impact on increasing tourist visits and local economic turnover (Castyana, 2013; Singram & Dambat, 2023; Juanditya Luhur, 2018).

Jakarta International Stadium (JIS), as one of the new icons of national sports, was built with an investment value of trillions of rupiah, but is faced with the challenge of low occupancy rates outside the main match agenda. This lack of utilization of the venue has the potential to make it a suboptimal public asset or even risk it becoming a *white elephant*-a facility that is magnificent but rarely used (Weed & Bull, 2009). To address this challenge, JSF was launched as a monthly agenda that integrates various sports, communities, and the involvement of MSMEs, and is supported by the North Jakarta City Government.

However, despite the consistency of JSF's organization, data shows that there are significant fluctuations in the number of visitors each month. For example, in June 2024 there was a decrease in the number of participants to 5,500 people compared to the previous month, while in July there was a spike to 11,268 participants after a partnership with an external event organizer. This indicates that strategic planning, effective marketing, and professional event management play an important role in the success and sustainability of sporting events (Dari, Prabowo, & Raibowo, 2022; Nugroho, 2019).

Theoretically, the implementation of JSF is relevant to be examined within the framework of the *Sport Tourism Ecosystem*, which is an interdependent network between events, facilities, local communities, infrastructure, technology, and government policies, all of which influence each other in creating sustainable economic growth and improving the quality of life of the community. In Laudon's view (in Mangkunegara, 2002, p.3), consumer behavior in choosing and using products or services is influenced by internal and external factors, so understanding the preferences and motivations of sports tourists is important in designing a more attractive and impactful event strategy.

The urgency of this research lies in the need to develop a more effective and sustainable JSF event management strategy, in response to the suboptimal utilization of JIS and fluctuations in visitor numbers. By comprehensively examining the opportunities, challenges, and impacts of JSF implementation, this study is expected to make theoretical and practical contributions to the development of the sports tourism ecosystem in Jakarta and Indonesia in general. The purpose of this study is to analyze the effectiveness of JSF in attracting tourists, evaluate the event's sustainability plan, and formulate appropriate strategies in supporting the development of sport tourism as a whole.

METHODS

This research uses a qualitative descriptive approach. This approach aims to provide an in-depth description of the social phenomenon under study, namely the effectiveness of the *Jakarta International Stadium Sport Festival* (JSF) event in supporting the *Sport Tourism Ecosystem*. In accordance with Moleong's (2005) view, a qualitative approach is used to build new understanding or theory based on field data. This research not only aims to describe, but also understand the dynamics of the role of the JSF event from the perspective of organizers and visitors, through triangulation methods: surveys, interviews, and documentation.

This research was conducted on January 25, 2025, at the *Jakarta International Stadium*, North Jakarta. This location was chosen because it is the center of the JSF event and provides direct interaction between event organizers and participants. JSF event activities are held once a month for one day at one JIS venue, so researchers can conduct interviews on the same day.

The subjects in this research consisted of two categories (1) Internal Parties (Key Informants): Gerald, Sales & Marketing who is fully responsible for the implementation of JSF. He was chosen because of his strategic role and thorough knowledge. (2) External Parties (Incidental Informants): Five JSF visitors who were selected using *incidental sampling* technique, based on their affordability and willingness to provide relevant information.

The research was conducted through the following stages: (1) Initial observation of JSF implementation. (2) Interviews with key informants and incidental informants. (3) Documentation and data recording of activities in the field. (4) Analysis of the collected data using qualitative analysis techniques.

The type of data used is primary data obtained through direct observation, interviews, and documentation. The instruments used include: (1) Interview guidelines: a list of open-ended

questions tailored to the informant's background. (2) Field notes: to record findings and reflections during the research. (3) Digital tools such as a voice recorder. (4) Visual documentation and archives of activities from JSF organizers.

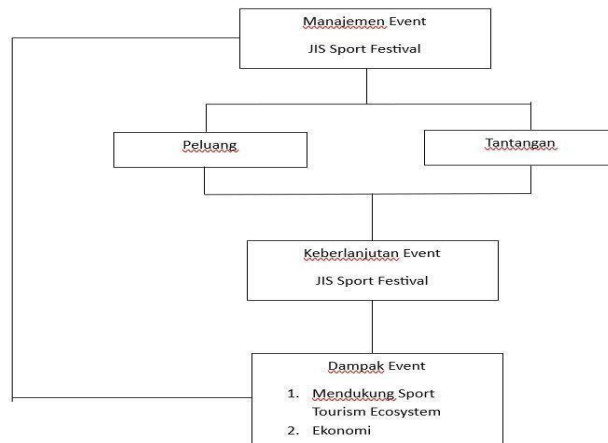


Figure 1. Research framework

In this study, data were analyzed descriptively qualitatively using the interactive analysis model of Miles and Huberman (in Sutopo, 2006, p.113) which consists of three main stages: data reduction, data presentation, and conclusion drawing and verification. Each stage was carried out systematically according to the data sources obtained through triangulation methods (survey, interview, and documentation). Data reduction was conducted immediately after the data was collected in the field. This process included: (1) Selecting important data from interviews with key informants (JSF managers) and incidental informants (JSF visitors). (2) Categorizing the data based on themes such as: event effectiveness, visitor motivation, participant satisfaction, implementation challenges, and contribution to the sport tourism ecosystem. (3) Screening documentary information (reports, photos, visitation data) to find patterns or significant changes in the number of visitors and supporting activities of JSF.

From the interviews, it was found that the increase in the number of visitors in July 2024 was directly related to the collaboration strategy with a professional event organizer. This data was then recorded as an important part of the event effectiveness indicators. After reduction, the data was organized and presented in a format that made it easier for researchers to read patterns and relationships. This process includes: (1) Narrative presentation of interview results, which contains direct quotes from informants regarding JSF's role in attracting tourists and managing activities. (2) Data visualization in the form of a table of the number of visitors per month taken from the internal documentation of the organizers. (3) Thematic mapping based on variable dimensions such as satisfaction, repeat visit intentions, types of activities of interest, and operational challenges faced by managers. Data from interviews with visitors who expressed their interest in community

activities and the MSME bazaar are presented side by side with documentation data showing an increase in visitor spending on these segments.

Drawing conclusions and verification, in this study there are several stages, namely, (1) Formulating the main findings based on the data that has been analyzed, for example: "The role of external event organizers is proven to increase visitor participation significantly. (2) Comparing information between sources (interviews, surveys, documentation) to test data consistency and validity. (3) Conducting cross-validation (cross-checking) between data to ensure the findings are not the result of a single bias or misperception. This process was carried out by matching visitors' statements with documentation data and official reports from the organizers. Verification also involved discussions with key informants to ensure that the researcher's interpretation of the data matched the actual context in the field.

RESULTS AND DISCUSSION

Results

Jakarta International Stadium (JIS) is a new landmark in North Jakarta designed with high accessibility to support various sports and recreational activities. This location can be reached easily via private vehicles using the inner-city ring toll road, as well as public transportation such as KRL and Trans Jakarta buses. The East Gate of JIS was chosen as the main point of the *Jakarta International Stadium Sport Festival (JSF)*, as it has a large open space that supports large-scale events, and is equipped with adequate parking facilities, public toilets, disabled pathways, and proximity to food and beverage areas. This combination of easy access and complete facilities makes the location very strategic for holding mass events.

JSF is a regular recreational sports event held at the Jakarta International Stadium to encourage a healthy lifestyle among the public, as well as to introduce JIS as a sports tourism center in Jakarta. This event combines various activities such as mass gymnastics, fun runs, art performances, community sports competitions, and MSME festivals.

The main objectives of organizing JSF include: (1) Increasing public participation in recreational sports, (2) Raising awareness of the importance of health, (3) Strengthening the image of JIS as an international standard sports venue, (4) Providing economic contributions to the surrounding community through trade and service activities. The implementation of JSF is also aimed at creating an active and productive sports tourism ecosystem in Jakarta, as well as encouraging the optimization of the use of stadium facilities.

The Jakarta International Stadium Sport Festival (JSF) event combines sports, entertainment, and community strengthening. The organization of JSF involves JIS internal parties (sales & marketing, operations, IT, HR, finance, and GE teams) as well as external parties such as the PESUT community (Pesisir Jakarta Utara). The event location was initially located in the East area of JIS, but in January 2025 it was moved to the West Concourse due to weather constraints and other activities at the stadium. The informants in this study consisted of 1 organizing committee member (JIS sales & marketing team) and 5 JSF event participants. Based on the data on the number of visitors to JSF, there was a decrease from the previous

month, there was a decrease of 47%, caused by changes in the location of the event which was further from the parking area and coincided with other events in the North Jakarta area.

Number of Visitors to the Jakarta International Stadium Sport Festival (JSF) in one year 2024

Month of organization	Total Audience
April	3.902
May	6.890
June	5.500
July	11.268
January	5.971

Source: Sales & MKT - SBU Jakarta International Stadium

Informants in this study are divided into two parties, namely the organizing committee as an internal party, and JSF event participants as external parties. The internal informant is Ka Gerald from the Jakarta International Stadium Sales & Marketing team. He is in charge of coordinating the entire event process from planning, marketing, sponsorship search, sports community management, to event evaluation reporting. In the implementation of JSF, the Sales & Marketing team also worked closely with the Operations, IT, HR, GE, and Finance teams, as well as the PESUT North Jakarta external community, to ensure the success of the event. External informants consisted of five JSF participants selected using incidental sampling techniques, namely Reni Putri, Irma Astuti Ayu, Nasyath, Kannala, and Lala. The participants came from various backgrounds in the sports community and the general public. They provided insights related to their motivations for participating in the event, personal experiences during the activities, benefits gained, and hopes for the development of JSF in the future.

JSF event management is carried out through three important stages, namely (1) Preparation, which consists of Coordination meetings held between all internal and external divisions to discuss the structure of the event, sports communities involved, sponsorship management, as well as determining the date and location of the event, Dissemination of event information is carried out through JIS official social media and the North Jakarta PESUT community network to reach the wider community and Search for sponsors and sports communities is carried out through direct canvassing and digital marketing to support the *zero cost* concept. (2) Implementation, the event is held from 06.00 to 18.00 WIB, the location of the implementation adjusts to weather conditions and other events at the stadium, with the flexibility of using areas such as the western concourse, and event activities include mass gymnastics, push bikes, martial arts performances, community competitions, and MSME bazaars. (3) Reporting, consisting of making an accountability report (LPJ) for internal documentation and evaluation and The number of visitors is counted through security checkpoints at three stadium access points.

Based on field data, there are opportunities for the success of the JSF event including; (1) The big name of the Jakarta International Stadium increases attractiveness. (2) Public interest in recreational sports continues to increase. (3) The concept of zero cost can be achieved

through active sponsorship. (4) Free events open access to broad community participation. In the implementation of the JSF event, there are also challenges faced, including; (1) A decrease in the number of visitors due to changes in location and time. (2) Competition from similar events in North Jakarta. To overcome the existing challenges, there are strategies that are carried out, namely being more flexible in choosing locations, strengthening local community communication through PESUT, and intensifying sponsor canvassing.

The impact of the JSF event can be seen from two factors, namely the impact on the sports tourism ecosystem as evidenced by (1) increasing visits to JIS, (2) opening opportunities for sports community collaboration, (3) increasing the use of local transportation, accommodation, and services. And also has an impact on the socio-economy as evidenced by (1) opening business opportunities for MSMEs around the stadium, (2) providing added value for sponsors through brand exposure, (3) growing temporary local employment during the event.

The sustainability of JSF events is quite strong by maintaining a zero cost system, it can expand the sports community network, and maintain collaboration with sponsors. It can also be seen from the surrounding community and stakeholder involvement is the key to event sustainability.

Discussion

1. JIS Sport Festival (JSF) Event Management

The Jakarta International Stadium Sport Festival (JSF) event is held regularly at the Jakarta International Stadium (JIS) by involving various internal teams (Sales & Marketing, IT, Operations, HR, Finance, GE) as well as PESUT's external community. Based on **Goldblatt's (2013)** theory, effective event management must go through a systematic process: planning, execution, and evaluation, with coordination between teams. In addition, **T. Hani Handoko (2013)** states that organizational success depends on the synergy of structure and function between sections. This is reflected in the data that the organizing team did:

- **Initial coordination meeting** involving all fields.
- **Dissemination of event information** digitally and offline through PESUT.
- **Canvassing sponsors** to implement the concept of zero cost.

Coordination is a very important factor in the sustainability of this event, because the JSF event is a large-scale event involving stakeholders so that coordination between teams determines the smooth running of the event, starting from concept planning, technical operations, to sponsorship management. Data obtained from the JIS sales & marketing team obtained an increase in the number of visitors attending JIS venues in 2024 after the JSF event is routinely held as shown in the following table

Table 2: Number of Visitors to Jakarta International Stadium (JIS) in 2023 and 2024

Data Pengunjung Jakarta International Stadium (JIS) Tahun 2024			
Bulan	Ramp Barat	Pintu barat	Total
Januari	29.374	9.890	39.264
Februari	73.866	5.236	79.102
Maret	36.883	27.826	64.709
April	2.303	5.206	7.509
Mei	40.405	20.241	60.646
Juni	39.519	22.289	61.808
Juli	14.625	38.989	53.614
Agustus	33.946	52.571	86.517
September	74.538	72.163	146.701
Oktober	24.169	86.209	110.378
November	21.510	50.724	72.234
Desember	50.758	33.779	84.537
Total	441.896	425.123	867.019

Data Pengunjung Jakarta International Stadium			
Bulan	Ramp Barat	Pintu Selatan	Total
Januari	9853	3348	13201
Februari	3937	9540	13477
Maret	5268	9773	15041
April	3930	4818	8748
Mei	6600	9983	16583
Juni	8203	15690	23893
Juli	10958	12660	23618
Agustus	9100	13603	22703
September	0	2013	2013
Oktober	0	2034	2034
November	90159	2795	92954
Desember	1047	6978	8025
Total	149055	81428	242290

From the table above, it can be seen that there was an increase in the number of visitors to JIS venues from 2023 before the JSF event was held regularly, and in 2024 there was an increase after the JSF event was held regularly. This shows that the JSF event can be said to be effective in attracting visitors to the JIS venue when viewed in terms of event management strategies that are carried out systematically by the JIS internal team, as well as cooperation with external parties such as the PESUT (North Jakarta Coastal) community. It can also be proven that this event has a strong theme, a clear schedule, the right target audience, and collaboration with stakeholders. In terms of event management practices, JIS Sport Festival has also implemented three important stages: preparation, execution, and reporting, which contribute to the smoothness and professionalism of the event.

One of the main strategies implemented is the zero cost system, where the organizer does not incur direct costs for the event. This was made possible through the process of canvassing sponsors by the internal team, searching for clients one month before the event, and utilizing digital marketing. This approach proved effective in terms of budget efficiency and the ability to sustain the event.

Based on the source of information from the security manual checker results, the number of visitors fluctuates at each event. Especially in January, the decline in visitors was caused by unfavorable weather factors and similar events held in other North Jakarta areas. This shows that external factors still affect the effectiveness of the event, even though internal management is quite optimal.

2. JSF event opportunities and challenges

The opportunities owned by the JSF event are shown based on data obtained from interviews and surveys in the field, namely (1) The big name of the Jakarta International Stadium venue. (2) Increased public interest in recreational sports. (3) Implementation of the zero cost event concept was successfully realized. (4) Free event with no entry fee. Referring to the theory of Arif F. Hadipranata (2018), business opportunities arise from innovative ideas that are able to meet market needs, are easy to develop, and provide added value. Opportunities can arise because JIS's big name makes the event more credible in the eyes of sponsors and the public, the high interest in sports shows that there is a public need

for active recreation space, Zero cost shows the efficiency of creative and collaborative management, Free events remove economic barriers, expand the participant base.

Although there are great opportunities in the implementation of the event, the results of the study also show that there are challenges experienced by the JSF event, including (1) A 47% decrease in the number of visitors in January 2025, (2) Changes in the location of the event which is less strategic (West Concourse is further from the parking lot), (3) The implementation time coincides with other events. Backed up by the theory of Emma Wood and Rebecca Finkel (2021), which says modern event challenges include adaptation to weather, technical changes, and competitive pressure from similar events. These challenges can occur because the change in location reduces the comfort of visitors who have to walk far from the parking area, the rainy season causes the transfer of the location to the indoor area (West Concourse) and concurrently with other events causes division of visitors' attention. These challenges indicate that flexibility and risk management strategies need to be an integral part of JSF's future planning.

3. JSF event sustainability

The sustainability of JSF events is closely related to the consistency of monthly organization, the increase in the number of sponsors and sports communities, and the ability to adapt to external conditions. In the context of Sustainable Tourism (1995 Charter), events that want to last must consider economic, social, and environmental aspects. The JSF event has the potential to be sustainable because it is supported by the local community (PESUT) and stable sponsors, the free event concept expands social engagement, the zero cost model maintains financial sustainability. However, improvements are needed in terms of schedule management to avoid overlapping with similar events, as well as paying attention to the convenience of location access. Referring to the theory (Dewi 2010) which states that event sustainability consists of 3 factors, namely participation, stakeholder participation, and location ownership. This relates to the JSF event which has the potential for sustainability as evidenced by (1) Participation; community participation is characterized by: The involvement of the local community, especially the North Jakarta Coast or commonly called PESUT in helping to provide information to the surrounding community to attend and be involved in activities. (2) Participation of the actors (stakeholders); the participation of the actors in this event is marked by the involvement of the entire Jakarta International Stadium venue team in its implementation, the participation of the sports community, and the participation of sponsors who enter to support events that implement zero cost. (3) Local ownership; marked by: the creation of new jobs for community members in the establishment of MSME stands in the JSF event venue, and transportation service providers. These three aspects show that the JIS Sport Festival is not only entertainment-oriented, but also has social and economic foundations that can support longterm sustainability as part of the development of sport tourism in Jakarta.

4. The impact of organizing the JIS Sport Festival event

The impact of organizing the JSF event to build a sports tourism ecosystem is evidenced by In

January there was no increase in the number of visitors who came to the Jakarta International Stadium venue, but with the enthusiasm of the JSF event it could still be felt well by visitors, Utilization of local accommodations such as lodging and transportation, Media exposure promoting the Jakarta International Stadium Sport Festival event as a sports tourism destination, Formation of collaborations with sports communities; strengthening the recreational sports ecosystem while increasing the diversity of activities offered at the event, Increased awareness and participation of local communities in sports activities. This is in accordance with the theory of sport tourism ecosystem which involves sports attractions, transportation facilities, accommodation, food services, and local community participation. The impact of building a sport tourism ecosystem can occur because JSF regularly creates activities that are attractive, free, and well-equipped, thus building participant loyalty and increasing media exposure.

The impact of JSF events on the socio-economy can be proven by the increase in MSME income through food bazaars, providing branding opportunities to sponsors and creating temporary jobs (transportation, security, consumption). This is in accordance with the principles of sustainable tourism, where events are able to; (1) Provide economic benefits, (2) Help local business growth, (3) Revive the small business ecosystem. The economic impact arises because visitors who attend require consumption, parking, transportation, and accommodation facilities, as well as sponsors who actively improve the quality of the event.

CONCLUSIONS

This study aims to analyze the effectiveness of the implementation of the *Jakarta International Stadium Sport Festival (JSF)* in supporting the development of the *Sport Tourism Ecosystem* in Jakarta, as well as examining the opportunities, challenges, sustainability plans, and impacts of organizing the event. Based on the results of the research and discussion, it can be concluded that the implementation of JSF has succeeded in increasing public participation in recreational sports activities while supporting the growth of sports tourism in Jakarta. This event was able to optimize the utilization of the Jakarta International Stadium which was previously less active, and contributed to the local economic sector through the involvement of MSMEs and new job opportunities. Fluctuations in the number of visitors at each event reflect the need for adaptive event management strategies and more planned promotions.

In its implementation, JSF has demonstrated effectiveness through its *zero cost event* concept approach, involvement of the sports community, and collaboration with sponsors. However, challenges remain, including competition with other events, weather, and limited promotion and accessibility facilities for visitors. This requires continuous innovation in event formats, strengthening community networks, and more professional management.

In terms of sustainability, JSF shows positive prospects to continue to grow as the main pillar of Jakarta's sport tourism, with notes on the need for improvement in the aspects of digital marketing, integration of professional event organizers, and full support from the local government. With consistent organization, JSF has the potential to become a model for sports

tourism development in Indonesia and even Southeast Asia, as well as a catalyst for creative economic development in the surrounding area.

Prospects for the development of research results:

Going forward, JSF can be developed more broadly by increasing collaboration with international events, strengthening JIS branding as a multi-venue, and integrating the concept of *smart tourism* through the use of information technology to enrich the experience of participants. A data-based approach to visitor behavior analytics can also be optimized to develop more targeted promotional strategies.

Prospects for future research applications:

This research can be used as a basis for further, more in-depth studies on the development of eventbased sport tourism in other major Indonesian cities. In addition, the *Sport Tourism Ecosystem* model approach used can be extended to analyze sporting events on a regional and international scale, thus making a real contribution to the sports-based destination development literature.

Thus, the Jakarta International Stadium Sport Festival is not only a routine sporting event, but has transformed into a new driving force in Indonesia's sports tourism ecosystem, oriented towards sustainable economic growth and strengthening Jakarta's image as a global sports tourism destination.

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Hopefully all the contributions that have been made will become charity and bring wider benefits to the academic world, sports tourism, and creative economic development in Indonesia.

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