



Optimizing Supply Chain Tourism Management by the Engagement of Stakeholders of Tourism Events in the Jakarta Global Transformation Era

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Abstract

This study was intended to identify and analyse the pattern of Supply Chain Tourism Management (SCTM) by the engagement of stakeholders in the tourism events held in Jakarta as part of the city's transformation for reaching the status of a global city. Jakarta has great potential as an international event destination, but still faces complex challenges, such as licensing regulations, capacity management, and cross-sector coordination. This study used a qualitative approach with mixed methods of field studies, participatory observations, and document review. The results of the study indicated that the engagement of stakeholders, such as event organisers, industry associations (such as Association of Indonesian Shopping Center Retailers and Tenants (*HIPPINDO*)), academics, and local governments, had played a significant role in determining the effectiveness of the tourism supply chain. Strong collaboration, adaptive regulations, and integrated promotions were crucial factors in the development of tourism events. The findings also illustrated the importance of digitalizing information and synchronizing agendas between institutions to strengthen Jakarta's role in the international arena. This study offered a model of the engagement of stakeholders that includes the principles of collaboration, transparency, priority synchronization, accountability, and long-term planning. This model was expected to be a strategic framework in optimizing sustainable and highly competitive supply chain tourism management for Jakarta as an international event city.

Keywords: Supply Chain Tourism, Stakeholders, Jakarta, Global City, Collaboration

BACKGROUND

Jakarta's transformation into a global city is part of a strategic vision that is materialised in various sectors, including the tourism sector. The Government of Special Capital City of Jakarta, through the Tourism and Creative Economy Agency, was actively promoting this city as a leading destination for the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector in an international forum, such as IBTM World 2024 (DKI Jakarta Tourism and Creative Economy Agency, 2024). This transformation was also in line with the direction of the 2023 Jakarta Smart City Policy focusing on the principles of a collaborative and globally competitive city (Jakarta Smart City, 2023).

In developing sustainable tourism destinations, the engagement of stakeholders is an important element. The study conducted by Fasa, Andriani, and Berliandaldo (2022) demonstrated the importance of Destination Management Organization (DMO) and Destination Governance (DG) in the development of local tourism. A similar study conducted by Patadjenu (2023) also confirmed that collaborative governance could increase the competitiveness of tourist destinations. However, this study was still limited to village or regional destinations and had not targeted the context of metropolitan cities, such as Jakarta.

Meanwhile, studies on the Supply Chain Tourism Management (SCTM) have highlighted the importance of collaboration between tourism industry players to create the efficiency of supply chain (Achmad, Nugroho, & Rahmawati, 2023; Dewi, 2018). Nevertheless, there has not been many studies that explicitly examined how the engagement of stakeholders in the tourism events can be interpreted as part of the SCTM strategy, particularly in supporting the agenda of a global city.

On the other hand, the study on Jakarta's city branding has been conducted to strengthen the city's identity as a multicultural capital (Rosanah, 2020) and a collaborative city (Matahari, Rachmawati, & Masrina, 2023). However, the tourism aspect of the city branding has not been widely studied within the framework of supply chain, even though the engagement of event stakeholders is a key to supporting connectivity between the tourism actors (Kallista & Ritonga, 2023).

This study gap indicated the urgency to examine more deeply how the engagement of stakeholders in the tourism events can be integrated into the SCTM framework as a strategy to support Jakarta's transformation as a global city. This study became important to present novelty in terms of integrating the supply chain theory in the event-based tourism sector with an approach of stakeholders as agents of change and main collaborators.

METHODS

This study was explorative qualitative in nature as it was intended to identify, understand, and analyse the relationship patterns between actors in the tourism supply chain, particularly those that were formed by the engagement of stakeholders in the strategic tourism events in Jakarta in order to gain a deep understanding of the Supply Chain Tourism Management (SCTM) pattern created by the engagement of stakeholders in organizing tourism events in Jakarta as a city that is transforming into a global city.

The study was conducted in the Jakarta areas, with a focus on regional and international tourism events held throughout 2024–2025. The study subjects included:

- Tourism and Creative Economy Affairs of the Province of Special Capital City of Jakarta;
- Event Organisers (EO);
- MSMEs tourism;
- Hospitality actors (hotels, restaurants, transportation);
- Academics; and
- Tourists and event visitors.

This study used mixed techniques (a triangulation method), including observation, interviews, and documentation. The Participatory Observation used was the Author was directly present to observe the planning, implementation, and evaluation of several tourism events in Jakarta. The observation was directly focuses on the flow of coordination, the distribution of roles between stakeholders, and the interactions in the tourism supply chain. In-depth interviews were conducted in a semi-structured manner

with key informants. The interviews were intended to explore narratives, perceptions, and practices of the stakeholders in the SCTM collaboration. The informants were selected on purpose based on their direct engagements in the tourism events and the tourism management. Meanwhile, the documentations were obtained from activity reports, regulations, tourism development roadmaps, and relevant media documentations.

RESULTS AND DISCUSSION

Basic Concepts of Supply Chain Tourism Management

The Supply Chain Tourism Management is a strategic approach that integrates all actors in the tourism industry, including governments, tour operators, providers of accommodations, transportation means, attractions, and visitors in an efficient, sustainable, and collaborative system (Zhang, Song, & Huang, 2009). The goal is to create shared value (co-creation) through collaboration and coordination between elements in the tourism supply chain.

Wang and Shen (2017) suggested that the supply chain management in the tourism sector (SCTM) be more complex than the manufacturing sector resulted from unstable variables, such as tourist preferences, dependence on weather, and local socio-cultural dynamics. In practice, the SCTM includes 2 (two) key dimensions, namely the strategic dimensions, including government policies, destination branding strategies, and stakeholder role mapping and the operational dimensions, relating to tourism logistics, service reservations, transportation means, and field service management (Cooper, 2015).

The study conducted by Achmad, Nugroho, and Rahmawati (2023) shows that the engagement of stakeholders is a key to optimizing the SCTM, particularly in the context of community-based tourism destination management. However, their study was still limited to rural areas and had not targeted the context of a big city, such as Jakarta.

Stakeholder engagement is at the heart of SCTM. Yuliana and Prasetyo (2021) suggested that digitalization and data integration between stakeholders could improve the efficiency and accuracy in the tourism supply chain. On the other hand, the role of the Destination Management Organization (DMO) and destination governance were important to ensure the sustainability of an ecosystem (Fasa, Andriani, & Berliandaldo, 2022). Patadjenu (2023) shows that the collaborative governance approach strengthened the connection between the local tourism actors, the event organisers, and the local governments. As for Jakarta, this model is very relevant by considering the complexity and multi-level stakeholders engaged in global events.

Tourism events not only function as attractions, but also as coordination nodes for various actors in the supply chain. The study conducted by Kallista and Ritonga (2023) shows that events such as #INIJAKARTA could increase the connectivity between the MSMEs, service providers, and visitors under a pattern of cross-sector cooperations. Cooper (2015) suggested that the tourism events integrated with the SCTM strategy had possibly created better logistics planning, reduced operational costs, and improved visitor experience.

Some challenges in the implementation of the SCTM included lack of coordination between the stakeholders, the fragmentation of data and information systems, and inconsistency between the planning and the field execution (Zhang *et al.*, 2009). However, various digital innovations, such as integrated reservation systems, destination logistics maps, and the stakeholders' collaborations platforms had driven the efficiency in the tourism supply chain. Yuliana and Prasetyo (2021) focuses on the importance of digital transformation in supporting the governance of real data-based supply chain.

Study Findings

The discussion of study results was prepared by referring to the study findings and also the results of elaboration of theories and problems related to the study topic. The discussion can be a recommendation that will function as the key suggestion for the management planning of relevant stakeholders in order to create a model of the engagement of stakeholders in organizing the tourism events in Jakarta. The explanation of the study findings will be presented in 4 (four) stages based on the phases of the study.

Based on the interviews made and Focus Group Discussions (FGD) held for the purposes of exploring the problems faced by the stakeholders and being aware of the roles and getting tactical ideas that could sharpen the model that would be created in the study, the problems faced by the stakeholders and their roles in the tourism events in Jakarta could be identified. Below is a summary of the problems identified from the results of the interviews and FGDs:

1. Challenges and Opportunities for Events in Jakarta

- a) Jakarta had adequate facilities for international events, but was still facing complex regulatory and licensing constraints;
- b) Issues on green tourism and venue optimisation, such as in Jakarta Islamic Center, were of concerns; and
- c) Issues found in some events were frequent overcapacity, non-optimised layout, and lack of waste management.

2. Roles of EOs and Promotion of Jakarta as a Global City

- a) Java Festival Production focuses on the importance of promoting Jakarta by branding (Enjoy Jakarta) in various media platforms and establishing stronger coordination between the stakeholders; and
- b) The EOs expected the Government's supports, starting from outdoor media synergy, event calendar integration, to a more comprehensive study of economic and tourism impacts.

3. *HIPPINDO's* Contributions to Jakarta Tourism

- a) An international event, such as JITEX 2024, had succeeded in attracting thousands of international visitors and buyers;
- b) The "*Belanja di Indonesia Aja (BINA 2025)*" Program was held in order to increase the people's purchasing power, support SMEs, and strengthen local products; and
- c) A collaboration with the Government of Special Capital City of Jakarta was established to hold some events, including Ramadan Night Market, Jakarta Great Sale, and shopping introductory tours.

4. The Roles of Academics and Regulatory Challenges

- a) The Jakarta State Polytechnic and the Media Nusantara Polytechnic highlighted the need for clearer regulations and open data for academic studies of events and MICE; and
- b) The key problems in holding the events in Jakarta were covering complicated regulations, illegal levies by government officials, lack of stakeholder coordination, and non-optimised hospitality services.

5. Strengthening of Promotion Strategies and Engagement of Associations

- a) Jakarta Travel Fair (JTF) could have been used as an event promotion platform; and
- b) The engagement of associations in the Government Work Programmes was needed to increase the effectiveness of event execution.

6. Tourism as An Economic Contributor

- a) Jakarta was still ranked 8th (eighth) as a city that was ready to hold international events;
- b) The tourism sector was an important economic sector with a large contribution to the State Revenue, as seen from the economic impacts of the 2018 Asian Games; and
- c) The main obstacles in the tourism sector in Jakarta were complex licensing and limited transportation infrastructure.

7. Conclusions and Stakeholder Engagement Models

- a) Stronger regulation and synergy between the Government, academics, and industry were needed to make Jakarta a global city in the tourism events; and
- b) Stakeholder engagement models were applied, including Facilitating Transparency and Discussion, being an open collaboration between the government, academics, and industry; Aligning Priorities, being the synchronization between the stakeholders' Work Programmes and the Jakarta's agenda as a global city; Enhancing Accountability, being an explanation of the roles of the stakeholders in the event planning and execution; and Supporting of Long-term Planning, being a sustainable strategy to ensure that the events would have long-term impacts.

The Engagement of Stakeholders in the Supply Chain Tourism Management in Jakarta

1. Challenges and Opportunities for Events in Jakarta

The study findings shows that although Jakarta had adequate facilities for international scale events, there were still complex regulatory and licensing constraints. The issues of green tourism and venue optimisation, such as in Jakarta Islamic Center, were also of concerns. Issues found in some events were frequent overcapacity, non-optimised layout, and lack of waste management.

The study conducted by Zhang, Song, and Huang (2009) focuses on that effective supply chain tourism management were in need of good coordination between various stakeholders to overcome operational challenges, such as overcapacity and waste management. In addition, the study conducted by Wang and Shen (2017) shows that integrated technologies in the supply chain management could help the optimisation of venue usage and improve the operational efficiency.

2. Roles of EOs and Promotion of Jakarta as a Global City

Java Festival Production focuses on the importance of promoting Jakarta by branding (Enjoy Jakarta) in various media platforms and establishing stronger coordination between the stakeholders. The EOs expected the Government's supports, starting from outdoor media synergy, event calendar integration, to a more comprehensive study of economic and tourism impacts.

The study conducted by Cooper (2015) states that collaborations between the government and the event organisers were very important in building the image of a tourism destination. In addition, the study conducted by Buhalis and Amaranggana (2015) shows that the use of information technology in the promotion of destination areas could increase the competitiveness of tourism destinations at the global level.

3. *HIPPINDO's Contributions to Jakarta Tourism*

An international event, such as JITEX 2024, had succeeded in attracting thousands of international visitors and buyers. The "*Belanja di Indonesia Aja (BINA 2025)*" Program was held in order to increase the people's purchasing power, support SMEs, and strengthen local products. A collaboration with the Government of Special Capital City of Jakarta was established to hold some events, including Ramadan Night Market, Jakarta Great Sale, and shopping introductory tours.

The study conducted by Ernawati, Arjana, and Sukmawati (2019) shows that the collaborations between the government, industry associations, and local communities could increase community participation in the tourism development and strengthen the local economy. In addition, the study conducted by Zulkarnain and Perkasa (2023) focuses on the importance of the roles of stakeholders in the improvement of the performance of sustainable tourism industries through the stakeholders' mapping in every supply chain.

4. The Roles of Academics and Regulatory Challenges

The Jakarta State Polytechnic and the Media Nusantara Polytechnic highlighted the need for clearer regulations and open data for academic studies of events and MICE. The key problems in holding the events in Jakarta were covering complicated regulations, illegal levies by government officials, lack of stakeholder coordination, and non-optimised hospitality services.

The study conducted by Putro and Briliayanti (2019) shows that the collaborations between the academics and the government could improve the effectiveness of tourism destination governance through the development of a Destination Management Organization (DMO). In addition, the study conducted by Gandhiwati *et al.* (2024) focuses on the importance of the stakeholders' collaborations in building Jakarta's reputation as a smart tourism destination through innovations and technologies.

5. Strengthening of Promotion Strategies and Engagement of Associations

Jakarta Travel Fair (JTF) could have been used as an event promotion platform. The engagement of associations in the Government Work Programmes was needed to increase the effectiveness of event execution.

The study conducted by Hidayat Putro and Briliayanti (2019) shows that the collaborations between the government and industry associations could increase the effectiveness of tourism destination promotion through the development of joint marketing strategies. In addition, the study conducted by Gandhiwati *et al.* (2024) focuses on the importance of the stakeholders' collaborations in building Jakarta's reputation as a smart tourism destination through innovations and technologies.

6. Tourism as An Economic Contributor

Jakarta was still ranked 8th (eighth) as a city that was ready to hold international events. The tourism sector was an important economic sector with a large contribution to the State Revenue, as seen from the economic impacts of the 2018 Asian Games. The main obstacles in the tourism sector in Jakarta were complex licensing and limited transportation infrastructure.

The study conducted by Zhang, Song, and Huang (2009) focuses on that effective supply chain tourism management can increase the contribution of the tourism sector to the economy. In addition, the study conducted by Wang and Shen (2017) shows that integrated technologies in the supply chain management can help overcome the infrastructure constraints and improve the operational efficiency.

7. Stakeholder Engagement Models

Stronger regulation and synergy between the government, academics, and industry were needed to make Jakarta a global city in the tourism events. The stakeholder engagement models were applied, including Facilitating Transparency and Discussion, being an open collaboration between the government, academics, and industry; Aligning Priorities, being the synchronization between the stakeholders' Work Programmes and the Jakarta's agenda as a global city; Enhancing Accountability, being an explanation of the roles of the stakeholders in the event planning and execution; and Supporting of Long-term Planning, being a sustainable strategy to ensure that the events would have long-term impacts.

The study conducted by Gandhiwati *et al.* (2024) shows that the effectiveness of the stakeholders' collaborations could improve the reputation of tourism destinations through innovations and technologies. In addition, the study conducted by Zulkarnain and Perkasa (2023) focuses on the importance of the stakeholders' mapping in every supply chain in order to improve the performance of the sustainable tourism industry.

CONCLUSIONS

This study discussed the optimisation of the Supply Chain Tourism Management (SCTM) by the engagement of stakeholders in organizing the tourism events in Jakarta that is transforming into a global city. By using a qualitative approach through field studies, observation, and documentations, this study successfully identified the challenges, opportunities, and dynamics of the engagement of various stakeholders who played roles in the ecosystem of tourism events in Jakarta.

In general, the results of the study show that Jakarta had great potential to become an international event center. Adequate facilities, market potential, and cultural diversity were the key attractions. However, the challenges, such as complex licensing regulations, lack of coordination among institutions, and environmental management issues, remained significant obstacles. This requires systemic reforms in terms of regulation, transparency of procedures, and improved cross-sectoral governance.

The engagement of the Event Organisers (EOs) in the planning and promotion is an important element in the SCTM ecosystem. The EO, such as Java Festival Production, focused on the need for the Government's supports, starting from outdoor media synergy, event calendar integration, to a more comprehensive study of economic and tourism impacts. The EO not only played a role as a technical implementer, but also as a strategic actor in branding Jakarta globally. The contribution of an association, such as *HIPPINDO*, was also very strategic. By holding the events, such as *JITEX* and the *BINA (Belanja di Indonesia Aja)* Program, this Association has succeeded in driving the economic movement in the SME sector and attracting the interest of international buyers. Their collaborations with the Government of Special Capital City of Jakarta proved that synergy between the private sector and the government could produce significant economic impacts and expand the community engagement.

The academics from institutions, such as the Jakarta State Polytechnic and the Media Nusantara Polytechnic, made contributions in the forms of scientific studies and critiques of regulations and open

data collection for the purposes of studying the events and MICE (Meetings, Incentives, Conferences, Exhibitions). They also highlighted the importance of improving hospitality services, making a bureaucratic transparency, and creating a digital platform as a means of academic engagement in the event planning. For the purposes of promoting and positioning Jakarta as a global city, it is needed to create an integrated strategy that involves a platform, such as Jakarta Travel Fair, and enhance the collaborations with the associations to ensure the sustainability of the work programmes. Also, it is necessary for Jakarta to be more aggressive in managing the economic impacts of the tourism with empirical studies, as seen from the success of international events, such as the 2018 Asian Games.

This established collaboration is believed to be able to strengthen the foundation of the tourism supply chain governance that is not only responsive to global changes, but also adaptive to local dynamics. By adopting a collaborative, integrated, and data-driven approach, Jakarta can accelerate its steps towards becoming a competitive global city in the tourism events sector and contribute significantly to the national economy.

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