

Advancing Tourism and Creative Economy in DKI Jakarta: Strategic Policy Initiatives Based on Global Benchmarking and Qualitative-Conceptual Analysis

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ABSTRACT: This study examines strategic policy initiatives to advance tourism and the creative economy in DKI Jakarta by integrating global best practices with Jakarta's unique urban dynamics. Employing a qualitative-conceptual approach and global benchmarking, the research identifies how leading cities have successfully balanced visitor growth, creative sector development, and sustainability, and adapts these lessons to Jakarta's context. The findings reveal Jakarta's creative economy is vibrant and economically significant, yet its growth is hindered by uneven benefit distribution, fragmented governance, and infrastructure constraints. The article's novelty lies in its context-sensitive framework that tailors international strategies—such as green infrastructure, digital innovation, and inclusive creative hubs—to Jakarta's socio-economic and institutional realities, offering actionable pathways rarely addressed in existing literature. Key recommendations for policymakers include: (1) prioritizing sustainability through climate-adaptive infrastructure and environmental monitoring; (2) accelerating digital transformation to enhance visitor experiences and support creative entrepreneurs; and (3) fostering inclusive governance that equitably distributes tourism and creative economy benefits, especially to local communities. These focused policy directions are designed to boost Jakarta's global competitiveness, resilience, and inclusivity in the tourism and creative sectors.

Keywords: Tourism Development, Creative Economy, Strategic Policy, Sustainability, DKI Jakarta.



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INTRODUCTION

The global tourism industry and creative economy have undergone significant transformation over the past decade, shaped by rapid technological advancements, shifting consumer preferences, and an increasing emphasis on sustainability and resilience (Buhalis & Amaranggana, 2013) (Gretzel, 2015). Urban centers, particularly global cities, have emerged as pivotal arenas where these changes unfold, serving not only as economic powerhouses but also as cultural and creative hubs attracting

millions of visitors annually (Richards, 2020) (UNWTO, 2019). The intertwining of tourism and the creative economy has become a defining feature of contemporary urban development, with creative industries such as design, arts, media, and digital innovation increasingly contributing to the attractiveness and competitiveness of cities (Florida, 2014).

Cities like Amsterdam, Barcelona, Singapore, and Seoul exemplify how proactive urban tourism policies, combined with vibrant creative economies, can stimulate sustainable development, foster innovation, and enhance global competitiveness (Chollisni, 2022) (Bustamante Duarte, 2022). These cities have successfully balanced visitor growth with resident well-being, environmental stewardship, and cultural preservation, a triad now recognized as essential for long-term urban viability (Otowicz, Marcelo, & Alexandre, 2022) (UNWTO, 2019). Technological innovations such as smart tourism platforms, AI-powered applications, and real-time data analytics have revolutionized visitor experience and city management, enabling cities to manage tourist flows, reduce congestion, and promote lesser-known attractions (Buhalis & Amaranggana, 2013).

The creative economy, encompassing sectors like architecture, culinary arts, fashion, film, graphic design, and digital media, has become increasingly intertwined with tourism development strategies (Ballina, 2020) (Ye, Ye, & Law, 2020). Cultural festivals, creative markets, and design-driven urban spaces not only attract tourists but also foster local identity and community cohesion, enhancing the social fabric of cities (Markusen & Gadwa, 2010). This convergence offers cities new pathways for inclusive economic growth and cultural vitality, provided that policies support collaboration, skills development, and market access (British, 2020)

Jakarta, Indonesia's capital and largest metropolis, embodies both the opportunities and challenges inherent in leveraging tourism and the creative economy for urban development (Syakinah, Graciela, & Khairuddin, 2020) (Negara, Sunarta, Nyoman, Sudiarta, & Mananda, 2025). As a major Southeast Asian city experiencing rapid urbanization and economic growth, Jakarta has witnessed a burgeoning creative sector that contributed approximately Rp256.45 trillion (around \$16.4 billion) in 2018, according to the British Council's mapping (British, 2020). This sector spans various creative industries, including culinary arts, fashion, film, fine arts, games, graphic design, photography, and publishing, reflecting the city's rich cultural diversity and entrepreneurial dynamism (Negara, Sunarta, Nyoman, Sudiarta, & Mananda, 2025).

Despite these strengths, Jakarta faces persistent challenges that constrain the full realization of its tourism and creative economy potential. One critical issue is the uneven distribution of economic benefits, with disparities evident across spatial, social, and economic dimensions (Negara, Sunarta, Nyoman, Sudiarta, & Mananda, 2025) (Syakinah, Graciela, & Khairuddin, 2020). For instance, while creative clusters such as Kota Tua and Kemang have emerged as vibrant hubs attracting tourists and creative practitioners, their benefits have not been equitably shared with surrounding communities or integrated into broader urban development strategies (Suryani & Prabowo, 2020). Moreover, infrastructure bottlenecks, traffic congestion, and environmental degradation pose significant threats to the city's livability and attractiveness (UNWTO, 2019) (Prabowo, 2022).

Cross-sectoral governance remains fragmented, limiting coordinated efforts to harness synergies between tourism, creative industries, urban planning, and environmental management (Prabowo, 2022) (Suryani & Prabowo, 2020). Skills development and regulatory frameworks also lag behind

the pace of sectoral growth, constraining innovation and market access for creative entrepreneurs (British, 2020). Empirical data from BPS (2024) highlight these dynamics: Jakarta welcomed 1.2 million international and 5 million domestic tourists in December 2023, with tourism contributing about 10% to the city's gross regional domestic product (PDRB). However, this growth is unevenly distributed and vulnerable to external shocks such as pandemics and climate change (BPS, 2024) (Gossling, Scott, & Hall, 2020).

The COVID-19 pandemic has accelerated several trends reshaping urban tourism and the creative economy globally and in Jakarta (Sigala, 2023) (Zenker, 2020). Sustainability has moved to the forefront of policy and practice, with cities increasingly adopting climate-resilient tourism strategies and environmental monitoring systems (Gossling, Scott, & Hall, 2020). Jakarta's exposure to climate risks underscores the urgency of integrating green infrastructure and adaptive governance into tourism and creative sector policies (Prabowo, 2022).

Digital transformation has also redefined the tourist experience and city management. Smart tourism initiatives leveraging virtual reality, AI, blockchain, and real-time data have enhanced visitor navigation, personalized experiences, and streamlined transactions in cities like Singapore, Barcelona, and Dubai (Buhalis & Amaranggana, 2013). Jakarta's creative economy is well-positioned to capitalize on these innovations, but digital literacy gaps and fragmented data systems present barriers to full adoption (Prabowo, 2022).

Furthermore, the creative economy's role in tourism is increasingly recognized as a driver of cultural vitality and economic diversification (Richards, 2020) (Markusen & Gadwa, 2010). Jakarta's vibrant creative hubs and diverse practitioners offer a foundation for growth, provided that policies foster collaboration, skills enhancement, and access to finance and markets (British, 2020) (Suryani & Prabowo, 2020).

Despite these promising developments, Jakarta's tourism and creative economy sectors face significant policy challenges. Overtourism in popular areas, environmental degradation, and infrastructure constraints threaten the city's attractiveness and sustainable development (Rahman, 2021) (Widodo, 2020) (Santoso, 2021). Dispersal strategies to manage visitor flows spatially and temporally are needed but remain underdeveloped (UNWTO, 2019). Ensuring inclusivity so that local communities benefit equitably from tourism and creative economy activities is another pressing concern (Suryani & Prabowo, 2020).

Cross-sectoral governance challenges complicate coordinated policy implementation, with overlapping jurisdictions and limited stakeholder collaboration (Prabowo, 2022). Skills gaps and regulatory bottlenecks further constrain sectoral growth and innovation (British, 2020). While international best practices offer valuable lessons, their direct applicability to Jakarta's unique institutional and socio-economic context requires careful adaptation.

Existing research on urban tourism and the creative economy often focuses on developed economies or treats these sectors in isolation (Richards, 2020) (Kim, 2020). There is a notable gap in context-specific, actionable policy guidance tailored to cities like Jakarta, which face distinct governance, infrastructural, and socio-economic challenges. This study aims to fill that gap by

synthesizing international evidence, local data, and stakeholder perspectives to propose strategic policy initiatives that are both globally informed and locally relevant.

This paper contributes to the literature by offering a comprehensive, context-sensitive framework for advancing tourism and the creative economy in Jakarta. It integrates global benchmarking with qualitative-conceptual analysis to identify strategic policy priorities that address Jakarta's specific challenges, including:

1. Promoting sustainability through green infrastructure, climate adaptation, and environmental monitoring (Gossling, Scott, & Hall, 2020).
2. Leveraging digital innovation to enhance visitor experiences, manage flows, and support creative entrepreneurs (Buhalis & Amaranggana, 2013).
3. Fostering creative economy linkages by supporting hubs, facilitating collaboration, and enabling access to finance and markets (British, 2020) (Prabowo, 2022) .
4. Ensuring inclusivity by engaging local communities, distributing benefits equitably, and promoting cultural preservation (Suryani & Prabowo, 2020) (UNWTO, 2019) .
5. Building resilience to external shocks through diversification, risk management, and adaptive governance (Meerow, 2016) (Gossling, Scott, & Hall, 2020).

By addressing these priorities, the study offers policymakers a roadmap to enhance Jakarta's competitiveness, inclusivity, and sustainability in tourism and the creative economy sectors.

Theoretical Framework

The contemporary discourse on urban tourism and the creative economy is shaped by the convergence of sustainability imperatives, digital transformation, innovation ecosystems, and multi-stakeholder governance. In megacities like Jakarta, these dimensions interact in complex ways, influencing policy, practice, and outcomes (Richards, 2020). This theoretical framework synthesizes key concepts and empirical findings from leading Scopus and Sinta-indexed journals, providing a robust foundation for analyzing the dynamics of tourism and creative economy development in DKI Jakarta.

Urban tourism refers to the movement of people to cities for leisure, business, or cultural purposes, and the resulting economic, social, and environmental impacts (UNWTO, 2019) (Hall, 2019). Cities are complex tourism systems, comprising attractions, amenities, accessibility, and diverse stakeholders (García, 2021)(García et al., 2021). The urban tourism system is characterized by the interplay between supply (e.g., infrastructure, attractions) and demand (e.g., visitor motivations, behaviors), mediated by governance structures and policy frameworks (Novy, 2019) (Kim, 2020).

Sustainability is a central theme in urban tourism research. Gössling et al. (2021) emphasize that sustainable urban tourism must balance economic growth with environmental stewardship and social equity. The concept of carrying capacity—the maximum number of tourists a city can accommodate without degrading its resources—is fundamental (UNWTO, 2019) (Timur, 2009). (Coca-Stefaniak, 2021) highlights the use of Earth observation data for environmental monitoring and sustainable tourism planning.

Overtourism, congestion, and environmental degradation are critical challenges in many global cities (García, 2021) (Andari, 2023). Policy responses include dispersal strategies, regulatory measures, and stakeholder engagement to mitigate negative impacts (Dredge, 2011).

Tourism is a catalyst for urban regeneration, revitalizing neglected areas and stimulating investment in infrastructure and public spaces (Richards, 2020) (Novelli, 2006). However, it can also lead to gentrification and displacement if not managed inclusively (Suryani & Prabowo, 2020). The challenge lies in designing policies that maximize positive impacts while minimizing adverse effects.

The creative economy encompasses economic activities rooted in individual creativity, skill, and talent, with the potential for wealth and job creation through the generation and exploitation of intellectual property (Richards, 2020) (Prabowo, 2022). In urban contexts, the creative economy is often concentrated in clusters or hubs, which serve as engines of innovation and cultural vitality (British, 2020) (Suryani & Prabowo, 2020).

Creative clusters are geographic concentrations of interconnected creative enterprises, institutions, and talent (Prabowo, 2022) (Novelli, 2006). These clusters foster collaboration, knowledge exchange, and innovation (Williams, 2011). The innovation ecosystem framework emphasizes the role of networks, institutions, and policy in supporting creativity and entrepreneurship (Leccis, 2023).

Cultural capital—the value derived from cultural assets and heritage—plays a crucial role in urban branding and tourism (Richards, 2020; Suryani et al., 2020). Cities that effectively leverage their cultural capital attract tourists, investment, and talent, enhancing their global competitiveness (Kim & Kim, 2020).

Smart tourism leverages information and communication technologies (ICT) to enhance visitor experiences, resource management, and destination competitiveness (Buhalis & Amaranggana, 2015; Gretzel et al., 2015). Digital transformation in tourism includes the adoption of big data, IoT, AI, and digital marketing to personalize services and optimize operations (Kim & Kim, 2020; TechBullion, 2024).

Smart destinations utilize ICT to improve sustainability, competitiveness, and visitor satisfaction (Buhalis & Amaranggana, 2015). E-tourism encompasses the digitization of tourism services, from booking and payment to virtual tours and social media engagement (Gretzel et al., 2015). Kim & Kim (2020) show that smart city infrastructure—such as digital wayfinding, e-ticketing, and mobile apps—significantly improves tourist satisfaction and destination image.

Digital marketing enables destinations to reach global audiences, tailor messages, and build strong brands (TechBullion, 2024). Effective digital branding strategies positively influence tourist perceptions and loyalty (Kim & Kim, 2020).

Stakeholder theory posits that effective tourism and creative economy policies require the engagement of all relevant actors, including government, private sector, communities, and tourists (Freeman, 1984; García et al., 2021). Participatory governance models emphasize collaboration, transparency, and shared decision-making (UNWTO, 2019; Suryani et al., 2020).

Multi-stakeholder collaboration is critical for addressing complex urban challenges (García et al., 2021). Successful tourism and creative economy policies often emerge from partnerships among government agencies, businesses, NGOs, and community groups (UNWTO, 2019; Suryani et al., 2020).

Co-creation refers to the joint development of products, services, and experiences by providers and consumers (Richards, 2020). Community-based tourism (CBT) models empower local residents to participate in and benefit from tourism activities (Suryani et al., 2020; Prabowo et al., 2022). CBT enhances social inclusion, preserves cultural heritage, and distributes economic benefits more equitably (Suryani et al., 2020).

Comparative studies of global cities such as Amsterdam, Barcelona, Singapore, and Seoul provide evidence of the effectiveness of integrated, data-driven, and community-oriented tourism and creative economy policies (García et al., 2021; Kim & Kim, 2020; Richards, 2020). Amsterdam's sustainable tourism policies include visitor dispersal, green transport, and community engagement (García et al., 2021). Barcelona is a leader in smart tourism, using digital platforms for visitor management and promoting creative districts (TechBullion, 2024). Singapore's smart city initiatives include real-time information systems, e-payment, and integrated transport, enhancing the visitor experience (Kim & Kim, 2020).

Indonesian research highlights both progress and challenges in Jakarta's tourism and creative economy sectors. Adibroto et al. (2020) demonstrate the potential of system innovation for sustainable urban tourism in Jakarta. Prabowo et al. (2022) and Suryani et al. (2020) underscore the importance of creative hubs and community-based models for inclusive growth. Sinta (2021) and British Council (2018) identify regulatory, infrastructural, and skills gaps that must be addressed for sustained development.

METHOD

This study uses a qualitative conceptual approach to analyze strategic policy initiatives for tourism and the creative economy in DKI Jakarta. It is based on a comprehensive review of secondary data, including official statistics, policy documents, and scholarly literature. The methodology combines thematic content analysis and comparative benchmarking with global cities to understand factors influencing Jakarta's tourism sector. Triangulation and expert validation ensure the findings' reliability.

Qualitative conceptual analysis is suitable for exploring complex policy environments and synthesizing diverse data sources (Creswell, 2018). This approach identifies strategic themes and policy gaps by interpreting existing knowledge rather than collecting new empirical data (Dredge & Jenkins, 2011; Hall, 2019). It supports nuanced understanding of the contextual factors shaping tourism and creative economy development in Jakarta (García et al., 2021; Richards, 2020).

Secondary data include official tourism statistics from BPS (2024), policy documents from Kemenparekraf, peer-reviewed articles on sustainable tourism and creative economy (Adibroto et

al., 2020; Kim & Kim, 2020; Prabowo et al., 2022), and benchmarking reports from cities like Amsterdam and Singapore (García et al., 2021; TechBullion, 2024).

Data were collected through systematic searches using keywords such as “urban tourism,” “creative economy,” and “policy initiatives.” Thematic content analysis (Braun, 2006) identified key themes: sustainable infrastructure, digital transformation, tourism diversification, MICE sector enhancement, and community involvement. Comparative benchmarking highlighted best practices from leading global cities (García et al., 2021; Kim & Kim, 2020).

Triangulation across multiple sources and expert reviews ensured validity and relevance (Adibroto, 2020) (Creswell, 2018). Ethical standards were maintained through proper citation and voluntary expert participation.

RESULT AND DISCUSSION

The strategic development of tourism and the creative economy in DKI Jakarta is a multifaceted challenge, requiring nuanced understanding of internal strengths and weaknesses, external opportunities and threats, and the dynamic interplay between policy, market trends, and global best practices. This section presents a comprehensive data analysis and discussion, integrating empirical data from BPS, benchmarking insights from global cities, and thematic synthesis of international literature. The analysis is structured around the SWOT/IFAS & EFAS framework, followed by critical discussion on strategic policy implications for Jakarta’s transformation into a sustainable, competitive, and inclusive tourism and creative economy hub.

SWOT/IFAS & EFAS Table

Table 1. SWOT/IFAS & EFAS Analysis for Tourism and Creative Economy Development in DKI Jakarta.

Internal Factors (IFAS)	Weight	Rating	Score	Description / Source
Strengths				
Strong government support	0.10	4	0.40	Prabowo et al., 2022; Kim & Kim, 2020
Diverse cultural assets	0.08	4	0.32	Richards, 2020; British Council, 2018
Robust infrastructure (airport, MRT)	0.07	4	0.28	Adibroto et al., 2020

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Internal Factors (IFAS)	Weight	Rating	Score	Description / Source
Established creative clusters	0.06	3	0.18	Suryani et al., 2020
Total Strengths	0.31		1.18	
Weaknesses				
Traffic congestion	0.09	2	0.18	Sinta, 2021; Hall, 2019
Environmental pollution	0.08	2	0.16	Sinta, 2021; Copernicus, 2022
Uneven promotion of lesser-known destinations	0.07	2	0.14	Prabowo et al., 2022
Skills gap in creative sector	0.05	2	0.10	Novelli et al., 2006
Total Weaknesses	0.29		0.58	
Total IFAS Score	0.60		1.76	
External Factors (EFAS)	Weight	Rating	Score	Description / Source
Opportunities				
Digitalization (e-tourism)	0.09	4	0.36	Buhalis & Amaranggana, 2015; Gretzel et al., 2015
Demand for sustainable/personalized experiences	0.08	4	0.32	Gössling et al., 2021; Richards, 2020

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External Factors (EFAS)	Weight	Rating	Score	Description / Source
Growth in MICE tourism	0.07	3	0.21	Kim & Kim, 2020; Williams & Shaw, 2011
Creative economy clusters	0.06	3	0.18	Prabowo et al., 2022
Total Opportunities	0.30		1.07	
Threats				
Regional competition	0.09	2	0.18	García et al., 2021; TechBullion, 2024
Climate change impacts	0.08	2	0.16	Sinta, 2021; Copernicus, 2022
Post-pandemic health concerns	0.07	2	0.14	Gössling et al., 2021
Environmental risks (flooding, pollution)	0.06	2	0.12	Sinta, 2021
Total Threats	0.30		0.60	
Total EFAS Score	0.60		1.67	

Analysis of SWOT/IFAS & EFAS Table

The SWOT/IFAS & EFAS analysis provides a structured and evidence-based assessment of DKI Jakarta's internal and external environment for tourism and creative economy development. The table, as previously presented, highlights both the city's competitive advantages and the multifaceted challenges it faces. Below is a deep-dive analysis of each quadrant, drawing on international literature and Jakarta-specific realities.

Strengths (IFAS)

1. Strong Government Support (Score: 0.40)

Jakarta's government has demonstrated commitment through strategic planning, budget allocation, and regulatory support for tourism and creative industries (Prabowo et al., 2022;

Kim & Kim, 2020). This is a critical enabler, as strong governance correlates with successful tourism policy implementation globally (García et al., 2021). The high score reflects Jakarta's ability to mobilize resources and coordinate cross-sectoral initiatives, a key factor in cities like Singapore and Amsterdam (TechBullion, 2024)

2. Diverse Cultural Assets (Score: 0.32)

Jakarta's rich cultural heritage, from Betawi traditions to contemporary art, provides a unique value proposition (Richards, 2020; British Council, 2018). Cultural diversity not only attracts a broad spectrum of tourists but also underpins the city's creative economy. Internationally, cities that leverage cultural capital—such as Barcelona—achieve higher tourist satisfaction and longer stays (Richards, 2020).

3. Robust Infrastructure (Score: 0.28)

The presence of international-standard airports, MRT, and convention centers positions Jakarta as a gateway city and a MICE (Meetings, Incentives, Conferences, Exhibitions) hub (Adibroto, 2020). Infrastructure quality is a critical determinant of destination competitiveness (Kim & Kim, 2020; Williams & Shaw, 2011).

4. Established Creative Clusters (Score: 0.18)

Jakarta's creative clusters, such as in Kemang and Senayan, foster innovation and entrepreneurship (Suryani et al., 2020). These clusters are associated with higher rates of business formation and knowledge spillovers, as seen in global creative cities (Novelli et al., 2006). While the overall internal strengths score is robust (1.18 out of 1.76 total IFAS), the government and infrastructure strengths are somewhat mitigated by weaknesses in urban systems and human capital.

Weaknesses (IFAS)

1. Traffic Congestion (Score: 0.18)

Chronic congestion undermines the visitor experience and increases operational costs for tourism businesses (Sinta, 2021; Hall, 2019). In the context of urban tourism, mobility is a foundational element of destination attractiveness (García et al., 2021).

2. Environmental Pollution (Score: 0.16)

Air and water pollution diminish Jakarta's appeal, especially for international visitors seeking clean, safe environments (Sinta, 2021; Copernicus, 2022). Pollution also threatens the sustainability of creative and cultural events, which often rely on outdoor venues.

3. Uneven Promotion of Lesser-Known Destinations (Score: 0.14)

Tourism is concentrated in central areas, leaving peripheral zones and their potential untapped (Prabowo et al., 2022). This reduces the overall economic impact and limits community-based tourism development.

4. Skills Gap in Creative Sector (Score: 0.10)

A lack of digital and business skills among creative entrepreneurs restricts innovation and scalability (Novelli et al., 2006). This is a common issue in emerging creative economies and requires targeted policy interventions (Suryani et al., 2020).

The weaknesses (total score: 0.58) are significant and highlight structural issues that, if unaddressed, could erode Jakarta's competitive advantages. These weaknesses are also

interconnected—mobility and environmental issues reinforce each other, and both affect the city's ability to attract and retain talent.

Opportunities (EFAS)

1. Digitalization (Score: 0.36)

The rapid adoption of digital platforms for e-tourism, marketing, and service delivery presents a transformative opportunity (Buhalis & Amaranggana, 2015; Gretzel et al., 2015). Digitalization can help Jakarta leapfrog traditional barriers and reach global audiences efficiently.

2. Demand for Sustainable/Personalized Experiences (Score: 0.32)

Global tourism trends favor destinations that offer authentic, eco-friendly, and personalized experiences (Gössling et al., 2021; Richards, 2020). Jakarta's diverse culture and emerging creative districts align well with these trends.

3. Growth in MICE Tourism (Score: 0.21)

The MICE sector is a high-value segment that can drive year-round demand and stimulate ancillary industries (Kim & Kim, 2020; Williams & Shaw, 2011). Jakarta's infrastructure and regional connectivity position it well for this market.

4. Creative Economy Clusters (Score: 0.18)

The global rise of creative cities opens opportunities for Jakarta to position itself as a regional leader in art, design, and digital content (Prabowo et al., 2022).

The opportunities (total score: 1.07) are robust and, if seized, could transform Jakarta's tourism and creative economy landscape. However, realizing these opportunities requires overcoming internal weaknesses and external threats.

Threats (EFAS)

1. Regional Competition (Score: 0.18)

Cities like Singapore, Kuala Lumpur, and Bangkok are investing heavily in tourism infrastructure and digital services (García, 2021). Without innovation, Jakarta risks losing market share.

2. Climate Change Impacts (Score: 0.16)

Flooding, heatwaves, and rising sea levels threaten infrastructure and visitor safety (Sari, 2021). Climate resilience is now a core criterion for destination competitiveness.

3. Post-Pandemic Health Concerns (Score: 0.14)

COVID-19 has permanently altered travel behavior, with increased demand for health protocols and flexible booking (Gössling et al., 2021). Jakarta must adapt to these new expectations.

4. Environmental Risks (Score: 0.12)

Beyond pollution, risks such as waste management and water scarcity can disrupt tourism operations and deter investment (Sari, 2021).

The threats (total score: 0.60) are substantial and require Jakarta to adopt a proactive, adaptive policy stance. The city must not only defend its current position but also innovate to stay relevant in a rapidly evolving regional landscape.

Strategic Implications

Strategic implications for Jakarta's tourism and creative economy focus on key policy priorities, risk mitigation, leveraging strengths, and addressing weaknesses. The city should invest in sustainable, smart infrastructure to tackle congestion and pollution, accelerate digital transformation to boost e-tourism, and develop human capital through targeted training in digital, creative, and hospitality skills. Promoting inclusive tourism by supporting community-based and peripheral destinations is also essential. To mitigate risks, Jakarta needs to integrate climate resilience into planning, enforce health and safety protocols, and adapt marketing strategies based on emerging trends. Leveraging government support can foster cross-sector collaboration and innovation, while enhancing cultural assets through digital storytelling and partnerships. Addressing weaknesses involves integrating mobility and environmental management into tourism masterplans and focusing skills development on digital, creative, and entrepreneurial competencies. Benchmarking global cities offers valuable insights: Amsterdam excels in sustainable transport and congestion management, Singapore leads in digital tourism infrastructure, and Barcelona prioritizes community engagement and creative districts. Jakarta should adopt these best practices, emphasizing integrated transport, digitalization, and inclusive governance.

Balanced Scorecard (BSC) Application

The Balanced Scorecard (BSC) framework provides a multidimensional approach to performance measurement and strategic alignment (Kaplan & Norton, 1992; Dredge & Jenkins, 2011). BSC enables Jakarta to align operational actions with strategic goals, ensuring that tourism and creative economy development is holistic and sustainable (Kim & Kim, 2020; Richards, 2020).

The BSC's core strength lies in its ability to move beyond traditional financial metrics, incorporating non-financial indicators that are critical in service-oriented and public sector contexts (Kaplan & Norton, 2001; Niven, 2006). In tourism and creative economy policy, this means integrating visitor satisfaction, innovation, stakeholder engagement, and workforce development into strategic planning (Dredge & Jenkins, 2011; Kim & Kim, 2020).

Key BSC Perspectives:

1. **Financial:** Revenue growth, profitability, and return on investment.
2. **Customer:** Visitor satisfaction, loyalty, and brand perception.
3. **Internal Process:** Efficiency, service quality, and innovation.
4. **Learning & Growth:** Workforce skills, organizational culture, and stakeholder collaboration.

Empirical studies have validated the BSC's effectiveness in tourism destinations, showing that balanced performance measurement leads to better strategic alignment, improved stakeholder

outcomes, and enhanced competitiveness (Chen et al., 2016; Sainaghi et al., 2019; Prabowo et al., 2022).

1. Financial Perspective: Maximizing Economic Impact

Strategic Objective: Increase tourism revenue and economic contribution.

Jakarta's tourism sector is a significant contributor to regional GDP, accounting for approximately 10% of PDRB (BPS, 2024). The BSC's financial perspective emphasizes the need to diversify revenue streams, optimize resource allocation, and enhance the profitability of tourism and creative economy initiatives (Sainaghi et al., 2019).

Key Initiatives:

- **Product Diversification:** Expanding offerings beyond traditional attractions to include creative economy clusters (art, design, culinary) and MICE events (Williams & Shaw, 2011; Prabowo et al., 2022).
- **Yield Management:** Implementing dynamic pricing, targeted promotions, and value-added services to maximize per-visitor spending (Sainaghi et al., 2019).
- **Public-Private Partnerships:** Leveraging private investment in infrastructure, events, and creative hubs (Dredge & Jenkins, 2011).

Cities that have adopted BSC-driven financial strategies, such as Singapore and Barcelona, have succeeded in increasing tourism receipts and sustaining growth through economic shocks (Kim & Kim, 2020; García et al., 2021). For Jakarta, financial KPIs should include not only total revenue but also metrics for creative sector output, job creation, and investment attraction.

2. Customer Perspective: Enhancing Visitor Satisfaction and Experience

Strategic Objective: Improve visitor satisfaction and loyalty through digital services and sustainable experiences.

Customer-centricity is paramount in tourism, where visitor perceptions directly impact destination competitiveness (Chen et al., 2016; Kim & Kim, 2020). The BSC framework encourages the measurement and continuous improvement of customer satisfaction, experience quality, and brand reputation.

Key Initiatives:

- **Digital Services:** Development of integrated tourism platforms, mobile apps, and real-time information systems (Buhalis & Amaranggana, 2015; Gretzel et al., 2015).
- **Sustainable Experiences:** Promotion of eco-friendly hotels, green transport, and authentic local experiences (Gössling et al., 2021; Richards, 2020).
- **Personalized Marketing:** Utilizing big data and AI to tailor offerings to visitor preferences (Kim & Kim, 2020).

Empirical studies show a strong correlation between digital innovation, customer satisfaction, and repeat visitation (Gretzel U. S., 2015) (Sainaghi, 2019). Jakarta's customer KPIs should include Net Promoter Score (NPS), online review ratings, and repeat visitation rates, benchmarked against leading global cities.

3. Internal Process Perspective: Streamlining Service Delivery and Innovation

Strategic Objective: Streamline service delivery and foster innovation through process optimization and technology adoption.

Efficient internal processes are essential for delivering high-quality tourism services and creative products (Dredge & Jenkins, 2011; Sainaghi et al., 2019). The BSC internal process perspective focuses on operational excellence, innovation, and value chain integration.

Key Initiatives:

- **E-Ticketing and Integrated Information Systems:** Implementing digital ticketing, centralized booking, and real-time analytics to improve efficiency and reduce bottlenecks (Buhalis & Amaranggana, 2015; Kim & Kim, 2020).
- **Quality Assurance:** Establishing standards for service quality, safety, and sustainability across tourism and creative sectors (García et al., 2021).
- **Innovation Hubs:** Supporting creative clusters and incubators to drive product and service innovation (Prabowo et al., 2022; Suryani et al., 2020).

Cities that have invested in process innovation—such as Amsterdam’s real-time visitor management or Singapore’s smart city platforms—have achieved higher operational efficiency and better visitor outcomes (García, 2021). Jakarta’s process KPIs should track service delivery times, digital adoption rates, and innovation outputs (new products, patents).

4. Learning & Growth Perspective: Building Human Capital and Collaborative Culture

Strategic Objective: Enhance workforce and community skills, and foster a culture of continuous learning and collaboration.

The learning and growth perspective addresses the foundational capabilities required for long-term success: human capital, organizational culture, and stakeholder engagement (Kaplan, 2001) (Prabowo, 2022).

Key Initiatives:

- a. **Training and Capacity Building:** Offering targeted programs in digital skills, hospitality, creative entrepreneurship, and sustainability . (Novelli, 2006) (Suryani & Prabowo, 2020)
- b. **Public-Private Partnerships:** Facilitating collaboration between government, academia, industry, and communities (Dredge, 2011).
- c. **Knowledge Management:** Implementing systems to capture and share best practices, lessons learned, and innovation insights (Chen, 2016).

Empirical evidence links workforce development and organizational learning to higher productivity, innovation, and resilience in tourism and creative industries (Novelli, 2006) (Suryani & Prabowo, 2020). Jakarta’s learning KPIs should measure training participation, skill certification rates, and stakeholder satisfaction with collaboration processes.

5. Integrated BSC Strategy Map for Jakarta

A BSC strategy map visually links objectives and initiatives across the four perspectives, ensuring alignment and reinforcing synergies (Kaplan, 2001).

- Financial: Revenue growth → enabled by improved visitor satisfaction (Customer), streamlined processes (Internal), and skilled workforce (Learning & Growth).
- Customer: Higher satisfaction → driven by digital innovation (Internal) and authentic experiences (Learning & Growth).
- Internal Process: Efficient service delivery → supported by skilled staff (Learning & Growth) and investment (Financial).
- Learning & Growth: Continuous training → leads to innovation (Internal) and better customer service (Customer).

This integrative approach ensures that policy interventions are mutually reinforcing and that progress in one area supports outcomes in others (Sainaghi, 2019).

Empirical Synthesis: Data from BPS and Sectoral Performance

BPS data show that Jakarta's tourism sector is recovering, with 1.2 million international and 5 million domestic tourist arrivals in December 2023 (BPS, 2024). Hotel occupancy rates have rebounded, indicating renewed confidence in urban tourism (Prabowo, 2022). Tourism contributes around 10% to Jakarta's PDRB, highlighting its economic significance.

The creative economy—encompassing art, design, culinary, and digital media, continues to expand, supported by government initiatives and private investment (British, 2020) (Prabowo, 2022). However, disparities persist between established and emerging clusters, with peripheral areas lacking adequate infrastructure and market access (Suryani & Prabowo, 2020).

Despite positive trends, challenges remain in product diversification, destination branding, and service quality (Kim & Kim, 2020; Sinta, 2021). Environmental sustainability is a pressing concern, as pollution and congestion threaten Jakarta's attractiveness (Gossling, Scott, & Hall, 2020).

The strategic development of tourism and the creative economy in DKI Jakarta is a multifaceted challenge, requiring not only benchmarking against global best practices but also a deep understanding of local realities and recent developments. This section integrates up-to-date empirical data, Jakarta-based case studies, and critical analysis of how international models can be adapted to the city's unique context.

Jakarta's tourism and creative economy have shown resilience and innovation, especially in the post-pandemic era. For example, the **Jakarta Hajatan 2023** festival, celebrating the city's anniversary, drew over 500,000 visitors and generated an estimated IDR 150 billion in local economic activity (BPS, 2024). This event not only boosted the hospitality sector but also provided a platform for local creative entrepreneurs to showcase their products. Similarly, the **Kemang Creative Festival 2024** brought together more than 200 creative SMEs, revitalizing the local economy and drawing national media attention.

However, challenges persist. **Traffic congestion** remains a significant deterrent for both tourists and creative entrepreneurs, with average travel times in central Jakarta exceeding 60 minutes during peak hours (Jakarta Transportation Agency, 2024). **Environmental issues**, particularly air quality and waste management, continue to affect the city's image and visitor satisfaction. The uneven promotion of peripheral destinations, such as Pulau Seribu and Setu Babakan, limits the dispersal of tourism benefits and community-based economic opportunities.

A recent survey by the Jakarta Creative Economy Agency (2024) found that 68% of creative entrepreneurs identify digital marketing skills as a major gap, while 54% cite regulatory complexity as a barrier to business growth. These findings underscore the need for targeted policy interventions that address both human capital and bureaucratic hurdles.

Jakarta-Based Case Studies and Local Illustrations

1. **Revitalization of Kota Tua:** The adaptive reuse of heritage buildings in Kota Tua has transformed the area into a vibrant cultural and creative destination. Partnerships with private investors and NGOs have been instrumental, but balancing commercial interests with heritage preservation remains a challenge (Richards, 2020).
2. **Jakpreneur Digital Training:** This government-led program has provided digital marketing and business skills to thousands of creative entrepreneurs, resulting in increased online sales and business resilience during the pandemic (British, 2020).
3. **Community-Based Tourism in Setu Babakan:** The Betawi Cultural Village has become a model for community-based tourism, offering authentic cultural experiences while empowering local residents. However, limited public transport and marketing have constrained its growth.

Singapore's "Smart Nation" initiative and Barcelona's integrated digital tourism platforms offer valuable lessons. Jakarta has begun adapting these models through the "Enjoy Jakarta" app and QR code-based ticketing at major attractions. However, digital literacy among small business owners is uneven, and data integration across government agencies is still in progress. Expansion of digital training, as piloted in the "Jakpreneur" program, is essential to bridge this gap.

Amsterdam's approach to managing visitor flows using real-time data and promoting off-the-beaten-path neighborhoods can inspire Jakarta's efforts to disperse tourists beyond the city center. The "Explore Jakarta" campaign, launched in 2024, encourages visits to lesser-known destinations like Setu Babakan and Kampung Betawi. Yet, limited public transport connectivity and lack of multilingual signage hinder broader adoption, highlighting the need for coordinated investment in infrastructure and community-based tourism development.

Barcelona's focus on creative districts and community engagement aligns with Jakarta's efforts to develop creative hubs in Kemang, Cikini, and Blok M. The "Jakarta Creative Hub" provides co-working spaces, mentorship, and access to funding, but bureaucratic red tape and inconsistent policy support can slow progress. Learning from Barcelona's streamlined permitting processes and public-private partnerships could help Jakarta foster a more enabling environment for creative entrepreneurs.

Seoul's integration of cultural preservation with tourism growth through community involvement is mirrored in Jakarta's "Kampung Wisata" initiative, which empowers residents to develop and manage tourism products. However, scaling these successes requires ongoing capacity building and equitable benefit-sharing mechanisms.

Barriers to Adaptation in Jakarta

1. **Social:** Diverse linguistic and cultural backgrounds require tailored communication and engagement strategies.
2. **Economic:** Many creative entrepreneurs lack access to capital and digital infrastructure, limiting their ability to innovate.
3. **Bureaucratic:** Overlapping regulations and slow permit processes can stifle the growth of creative businesses and delay the implementation of innovative tourism services.

CONCLUSION

This study has critically examined the strategic policy landscape for advancing tourism and the creative economy in DKI Jakarta by integrating global best practices with local empirical realities. The analysis confirms that Jakarta benefits from significant strengths, including strong government support, rich cultural diversity, and improving infrastructure, which collectively form a solid foundation for sectoral growth. However, persistent challenges such as traffic congestion, environmental pollution, and skills gaps continue to impede sustainable development.

Jakarta's key opportunities lie in accelerating digital transformation, responding to rising demand for sustainable and personalized experiences, and leveraging the growth of creative clusters alongside the MICE sector. At the same time, the city must proactively address external threats such as intensified regional competition, climate change impacts, and uncertainties in the post-pandemic environment.

Importantly, this study demonstrates that Jakarta's success depends on adopting a holistic, adaptive, and inclusive policy framework—one that integrates sustainability, digital innovation, and multi-stakeholder collaboration. To move beyond broad visions, Jakarta requires a clear, actionable roadmap focusing on priority interventions that can be implemented in the short to medium term to catalyze tangible progress.

Implications

The findings suggest several critical implications for policymakers, industry stakeholders, and urban planners in Jakarta:

1. **Integrate Sustainability and Digital Innovation at the Core:** All tourism and creative economy strategies must embed environmental sustainability and digital technologies to enhance competitiveness and resilience.
2. **Adopt Evidence-Based and Adaptive Policies:** Continuous benchmarking against international best practices, combined with real-time stakeholder feedback, is essential to ensure policies remain relevant and effective.
3. **Foster Multi-Stakeholder Collaboration and Participatory Governance:** Jakarta's transformation hinges on institutionalizing mechanisms that engage government agencies, private sector, academia, and local communities in joint planning and implementation.

4. **Prioritize Human Capital Development:** Building the capacity of the creative workforce through targeted training and skills upgrading is fundamental to sustaining sector growth.

By operationalizing these implications, Jakarta can enhance its global standing while ensuring equitable distribution of benefits across its diverse communities.

Based on the analysis, the following priority actions are recommended for immediate and near-term implementation:

1. **Accelerate Digital Transformation:**

- a. Invest in smart tourism platforms, integrated digital marketing, and data analytics to improve visitor experience and support creative entrepreneurs.
- b. Expand digital literacy and e-commerce training programs targeting SMEs and creative workers, building on successful initiatives like the “Jakpreneur” program.

2. **Promote Sustainable and Inclusive Tourism:**

- a. Incentivize the adoption of eco-friendly infrastructure and green transport solutions.
- b. Support community-based tourism initiatives that empower local residents, particularly in peripheral areas such as Pulau Seribu and Setu Babakan.
- c. Develop and implement certification programs for sustainable hotels, attractions, and events to enhance Jakarta’s reputation as a responsible destination.

3. **Strengthen Creative Clusters and the MICE Sector:**

- a. Provide grants and incubation support for local artists and creative startups.
- b. Upgrade and market international-standard conference and exhibition facilities to attract regional and global business tourism.

4. **Enhance Stakeholder Collaboration:**

- a. Institutionalize participatory planning frameworks and continuous feedback mechanisms.
- b. Facilitate public-private-academic-community partnerships to co-create innovative policies and programs.

5. **Build Resilience and Adaptability:**

- a. Integrate climate adaptation measures, public health protocols, and comprehensive risk management into all tourism and creative economy strategies.

6. **Expand Research and Data Collection:**

- a. Conduct empirical studies, including stakeholder surveys, interviews, and impact assessments, to inform ongoing policy refinement and innovation.

This study has several limitations: it relies mainly on secondary data and literature, which may overlook real-time stakeholder perspectives and grassroots innovations in Jakarta’s tourism and

creative sectors; international benchmarking provides useful insights but may not fully apply due to Jakarta's unique socio-economic, cultural, and regulatory context; and the lack of primary data collection, such as interviews or surveys, limits a deeper understanding of local challenges and stakeholder priorities.

Future research should adopt mixed-methods, combining qualitative fieldwork (interviews, focus groups) and quantitative surveys to capture diverse stakeholder perspectives, while also conducting longitudinal evaluations of digital platforms and sustainability initiatives. This empirical approach will provide essential evidence to refine policies, making them more adaptive, participatory, and aligned with Jakarta's evolving local context.

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