

Integrating Compliance, Risk Management, and Sustainability in Indonesian Music Festivals: Toward a Unified Governance Framework

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ABSTRACT: The governance of music festivals in Indonesia is undergoing a paradigm shift driven by rising demands for legal compliance, risk management, and sustainability. This study investigates the integration of these three dimensions within the context of Indonesian music festivals, drawing from qualitative case studies, regulatory analysis, and international best practices. The objective is to develop a scalable framework that aligns operational safety, environmental responsibility, and legal adherence. Methodologically, the research employs a qualitative design, focusing on in depth case analyses of three Indonesian festivals Java Jazz, Synchronize, and Joyland. Data were gathered through document reviews, stakeholder interviews, and thematic analysis of relevant laws and standards, including PP 56/2021, PP 109/2012, UU 27/2022, ISO 20121, and the Event Safety Guide. The results highlight effective practices in operational risk management, including the use of Safety Cells, tabletop drills, and digital monitoring tools. Sustainability efforts show traction in waste reduction, renewable energy usage, and vendor accountability, guided by ISO aligned practices. However, legal compliance remains inconsistent due to enforcement gaps and low regulatory literacy among organizers. Stakeholders such as sponsors, artists, and audiences significantly influence accountability, while public policy and interdisciplinary research emerge as enablers of broader adoption. This study concludes that an integrated governance model uniting compliance, risk, and sustainability is essential for the long term viability of Indonesian festivals. The proposed framework not only improves operational performance but also fosters public trust, stakeholder alignment, and environmental stewardship.

Keywords: Festival Governance, Safety Compliance, Sustainability, Risk Management, Indonesia, ISO 20121, Event Policy.



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INTRODUCTION

The management of music festivals has entered a transformative era, shaped significantly by the aftermath of the COVID 19 pandemic. Globally and regionally, particularly within Southeast Asia,

the pandemic has catalyzed a paradigm shift in how music festivals are conceptualized, organized, and experienced. This evolution is not confined merely to reactive changes addressing the health crisis; rather, it represents a broader systemic adjustment toward resilience, accountability, and forward thinking governance (Suharto & Jamali, 2023). In this context, Indonesian music festivals are situated at the intersection of regulatory scrutiny, technological innovation, and shifting public expectations. As such, their future viability depends heavily on their ability to navigate and integrate three increasingly critical dimensions: compliance with legal frameworks, risk management for public safety, and commitment to environmental sustainability.

Safety protocols such as health screenings, weather monitoring, and crowd control have become standard in Indonesian festivals, reflecting global trends. Festivals are increasingly viewed as complex public events requiring systemic safeguards, particularly in Indonesia's dense and diverse urban settings (Harris & Schlenker, 2018).

Parallel to concerns about safety is the growing call for environmental sustainability within festival operations. Post pandemic, audiences are increasingly vocal in demanding that entertainment experiences align with broader societal goals of sustainability and environmental consciousness. The adoption of practices such as waste segregation, energy efficient equipment usage, and sustainable vendor policies is no longer optional. Rather, these have become key performance indicators for festival legitimacy and long term success. Research has found that audiences prefer and trust festivals that transparently implement green practices, and many are willing to pay a premium for events that demonstrate environmental stewardship (Kim & Kim, 2018). Thus, sustainability is not only a moral or ethical imperative but also a strategic advantage.

Moreover, this pivot toward sustainability and safety is further amplified by the rapid digital transformation in the events sector. Digital ticketing, QR coded entries, and cashless payment systems, now commonplace in major Indonesian festivals, serve dual purposes. They streamline operational logistics while minimizing physical contact, thus enhancing safety. More importantly, these technologies support robust data collection and compliance monitoring mechanisms, allowing organizers to better align with national regulations such as the Personal Data Protection Law (UU 27/2022). This law mandates that event organizers collect, process, and store attendee data transparently, with informed consent and secure protocols. However, many festival teams, particularly those operating mid sized or emerging events, struggle with implementing these protocols in full, often due to limited technical capacity or financial constraints.

The complexity of legal compliance for music festivals in Indonesia is heightened by the multiplicity of applicable laws. For instance, PP 56/2021 mandates that organizers pay royalties for public performances through the LMKN licensing framework, which necessitates clarity and transparency in reporting. Meanwhile, PP 109/2012 places restrictions on tobacco related sponsorship, introducing reputational and legal risks for festivals that rely on such sponsors. These regulations reflect broader policy efforts to align the creative economy with public health and cultural integrity. However, despite these regulations being in place, compliance remains inconsistent due to gaps in enforcement, limited awareness, and the absence of standardized implementation tools for festival organizers (Yeom et al., 2021).

Globally, successful music festivals have demonstrated that legal, operational, and sustainability strategies must be interconnected. Research indicates that holistic approaches where compliance is embedded within the operational and creative processes are more effective in managing both risks and public perception (Smith et al., 2022). Western festivals, for instance, often align themselves with broader environmental policy initiatives to enhance their legitimacy. They perform sustainability audits, publish environmental impact reports, and engage local communities in their planning phases. This integrated model stands in contrast to many Indonesian events, where these elements are often treated as separate or secondary concerns. The absence of a cohesive framework results in fragmented compliance and reactive crisis management, which undermines the resilience and credibility of the events.

One of the critical concepts emerging in the literature is that of risk resilience in cultural events. This refers not only to the capacity to prevent and respond to operational disruptions but also to the ability to adapt to evolving regulatory and societal expectations. Risk resilience requires comprehensive planning, stakeholder engagement, and the institutionalization of learning mechanisms from past events (Kibwage et al., 2019). It also involves adopting flexible structures such as modular site designs or scalable programming that allow festivals to adjust rapidly in the face of health crises, environmental threats, or regulatory changes. This adaptability is especially vital in Indonesia, where regulatory interpretations may vary regionally and where climatic risks (such as sudden rainstorms or heat waves) can compromise festival logistics.

This study argues for an integrated model uniting compliance, risk management, and sustainability into one framework. Such a model enhances regulatory legitimacy, stakeholder trust, and sectoral resilience, while simplifying training, decision-making, and crisis prevention.

The novelty of this study lies in its attempt to synthesize disparate but interdependent domains law, operations, and sustainability into a single actionable framework specifically tailored for the Indonesian context. While international models provide useful templates, they often lack the cultural and regulatory specificity necessary for local adaptation. By focusing on Indonesian laws, organizational practices, and technological capabilities, this study provides contextually grounded insights that are both academically relevant and practically applicable.

This study covers three domains: legal compliance (PP 56/2021, PP 109/2012, UU 27/2022), risk management (crowd control, health, weather), and sustainability (ISO 20121). Through this multidisciplinary lens, the research contributes to responsible festival governance and offers a practical framework for organizers and policymakers.

METHOD

This chapter outlines the methodological approach employed in analyzing the integration of compliance, risk management, and sustainability practices within Indonesian music festivals. The approach is qualitative, built upon the case study tradition, and adapted to the local socio regulatory

context. This chapter details the rationale behind the research design, data sources, analytical framework, and ethical considerations.

A qualitative research design was chosen due to its strength in capturing complex operational dynamics, stakeholder perspectives, and context specific variables. As noted by Majid & Vanstone (2018), qualitative approaches allow researchers to explore how sustainability and compliance strategies are enacted on the ground, offering insights that quantitative metrics may overlook. Flexible and iterative data collection methods including semi structured interviews, focus groups, and document reviews were employed to ensure depth and contextual richness.

This study uses multiple embedded case studies of prominent Indonesian music festivals Java Jazz Festival, Synchronize Festival, and Joyland Festival. The case study method is particularly effective in emerging markets like Indonesia, where socio cultural variables significantly influence compliance and sustainability practices. This approach allows for an in depth examination of festival operations, providing real world illustrations of how legal frameworks and environmental standards are applied (Mogakwe et al., 2019).

Each case study was selected based on its visibility, diversity of practices, and engagement with regulatory or sustainability frameworks. Java Jazz represents a large scale, commercial event with documented legal compliance. Synchronize and Joyland offer medium scale perspectives with strong emphasis on community engagement and environmental consciousness. These cases offer both contrast and convergence, making them ideal for comparative analysis.

Data was gathered from four principal sources:

1. Regulatory Documents – Indonesian government regulations: PP 56/2021 on music licensing, PP 109/2012 on tobacco sponsorship, and UU 27/2022 on personal data protection.
2. Festival Reports – Post event assessments, sustainability reports, and public communications by the festivals.
3. Stakeholder Interviews – In depth interviews with festival organizers, vendors, and relevant government officials.
4. Supplementary Literature – Academic sources on sustainability, compliance, and risk management in cultural events.

This triangulation of data sources enhances the credibility of findings and ensures a comprehensive understanding of the field. To guide quality assessment of qualitative insights, appraisal checklists were used in line with Majid & Vanstone (2018), ensuring that conclusions are both valid and reliable.

The analytical framework was structured around three themes:

- Legal Compliance: Involving obligations under PP 56/2021 (LMKN music licensing), PP 109/2012 (sponsorship restrictions), and UU 27/2022 (data protection). Analysis focused on levels of adherence, reporting transparency, and enforcement gaps.

- Risk Management: Drawing from the Event Safety Guide, focus was given to operational risk planning, Safety Cell coordination, and emergency simulation practices.
- Sustainability Practices: Based on ISO 20121, including vendor policies, energy usage, waste management, and community engagement.

NVivo was used to code textual data and identify thematic patterns across cases. Data was further interpreted through a comparative lens to evaluate differences and similarities among festivals.

One of the significant challenges addressed in this study was the localized implementation of ISO 20121. As qualitative research shows, sustainability standards in non Western contexts often require adaptation to local practices and regulatory environments. Indonesian festivals engaging with ISO 20121 have done so at varied paces, reflecting differences in institutional capacity and stakeholder commitment. Training sessions, community consultations, and localized sustainability committees have been used to embed ISO principles into event operations.

Harris et al. (2022) was excluded due to its lack of direct relevance to ISO 20121 in event contexts. Instead, this research draws from qualitative case evidence and participatory frameworks to demonstrate how ISO principles are enacted locally.

In line with Pham et al. (2016), this study integrates participatory action research (PAR) elements by involving stakeholders not only as sources of data but as contributors to analysis and feedback. During interviews and follow ups, stakeholders were asked to reflect on their current compliance practices and suggest improvements, allowing the research to become an active dialogue on improving festival standards.

This PAR approach provided additional layers of insight, particularly around barriers to sustainability adoption and the socio political dynamics that influence festival decisions. It also aligned with ISO 20121's emphasis on continual improvement and stakeholder engagement.

Ethical approval was secured prior to data collection. Participants were informed about the research goals, confidentiality assurances, and their right to withdraw. Data was anonymized where necessary and stored securely, in accordance with Indonesia's UU 27/2022 data protection law. Consent protocols were rigorously followed, ensuring that interviews and documents used were ethically sourced.

Despite rigorous design, the study has limitations. First, access to internal festival data was occasionally restricted due to confidentiality clauses. Second, while the case study approach offers depth, it limits generalizability. Lastly, the evolving nature of Indonesian data and sustainability laws means that findings may need periodic updating to remain valid.

This methodology combines the rigor of qualitative research with the applied focus of case study analysis. It draws on regulatory, operational, and community based data to explore how Indonesian music festivals are addressing complex demands around compliance, sustainability, and risk management. By embedding participatory elements and focusing on contextually grounded

practices, the research aims to produce not just analysis but actionable insights that resonate with both academia and industry.

RESULT AND DISCUSSION

This chapter presents the findings from the analysis of compliance, risk management, and sustainability practices across selected Indonesian music festivals. Data was drawn from document reviews, stakeholder interviews, and case study analysis. The findings are structured across three key domains: operational risk management, sustainability practices, and legal compliance.

Operational Risk Management

Risk mitigation strategies at Indonesian music festivals are characterized by varying degrees of sophistication. Across all case studies, the establishment of multi tiered safety protocols was a common approach. These typically encompassed crowd management systems, health screening areas, and dedicated emergency response teams. Organizers utilized structured risk assessment frameworks that incorporate stakeholder inputs and historical data to predict and address vulnerabilities (Lund & Turris, 2017).

A notable example of institutionalization is the use of "Safety Cells." These are multi agency, cross functional units composed of security officers, emergency medical staff, weather analysts, and logistics coordinators. Their effectiveness relies on pre established communication protocols and rapid response capability. In Java Jazz Festival, for instance, the Safety Cell was supported by a live command center equipped with real time video surveillance and digital radio systems to coordinate responses swiftly (Lund & Turris, 2017).

Tabletop drills simulated emergency exercises were also implemented, particularly at Synchronize Festival. These drills allowed event staff to rehearse responses to scenarios such as sudden weather changes, crowd surges, or fire hazards. Their impact was significant in reducing response time and improving operational confidence among staff members (Lund & Turris, 2017).

The operationalization of weather and crowd risks relied heavily on digital tools. Crowd monitoring was facilitated through mobile apps and wearable technology, which helped measure density and movement patterns. Predictive weather systems were used to forecast severe events, enabling contingency planning for stage closures or evacuations (Hollett & Gately, 2019; Morooka et al., 2022). These digital systems improved agility and minimized the impact of disruptions.

Sustainability Practices

All festivals showed some alignment with ISO 20121, though at different scales. Joyland, for example, engaged local vendors with sustainable sourcing, while others reduced emissions and adopted reusable stage infrastructure. These practices suggest that vendor accountability and logistics innovation are emerging as drivers of sustainability (Collins & Cooper, 2016; Larasti, 2023).

Several festivals implemented transportation programs aimed at reducing attendee emissions. These included shuttle services from urban centers and bike rental incentives. Additionally, the integration of solar powered lighting and energy efficient generators helped reduce on site electricity consumption (Fleming et al., 2018).

Vendor ecosystem policies also played a role. Organizers implemented contracts that required environmental compliance, especially in waste management and material sourcing. For example, Synchronize Festival required vendors to use biodegradable packaging and participate in post event waste audits. These policies were supported by audit mechanisms and vendor briefings (Hazel & Mason, 2020).

The outcomes of these efforts were measurable. Synchronize and Joyland reported increases in recycling rates and reductions in total energy usage. Java Jazz implemented composting programs that diverted significant amounts of organic waste from landfills. Case studies from international festivals like Coachella and Glastonbury reinforced the viability of such measures, showing recycling rates of up to 90% (Larasti, 2023; Zhu et al., 2022).

Table 1: Sustainability Initiatives and Outcomes

Festival	Key Practices	Measurable Outcomes
Joyland	Green vendor policy, shuttle programs	28% reduction in single use plastic
Synchroni ze	ISO 20121 alignment, composting system	40% reduction in landfill waste
Java Jazz	Renewable power sources, waste segregation	32% reduction in fossil fuel consumption

Legal Compliance

Legal compliance emerged as a complex area with uneven implementation across festivals. The LMKN licensing process (PP 56/2021) was observed to be more thoroughly implemented in large scale events like Java Jazz, where digital platforms facilitated transparency and documentation of royalty payments (Jutbring, 2018). Smaller festivals faced challenges due to resource limitations or lack of familiarity with licensing procedures.

Sponsorship risk, particularly concerning tobacco and alcohol brands, was addressed with varied rigor. While PP 109/2012 restricts tobacco related sponsorships, enforcement remains inconsistent. Some festivals adopted self regulation practices by declining sponsorship from industries that could compromise brand reputation or public health values (Day et al., 2018; Garius et al., 2020). However, others did not disclose their sponsorship policies, reflecting a need for standardized guidelines.

Data protection (UU 27/2022) remains at an early stage. Java Jazz and Joyland implemented consent-based systems, while Synchronize lagged in full compliance. Compared to GDPR, Indonesian law provides similar principles but weaker enforcement, leaving implementation fragmented (Jin et al., 2024).

Technological support for compliance included the use of event management platforms that tracked user data access and automated consent processes. These platforms also supported anonymization and opt out mechanisms, essential for aligning with the PDP Law and maintaining public trust (Jutbring, 2018).

Table 2: Legal Compliance Overview

Regulation	Festival	Implementation Status	Tools Used
PP 56/2021	Java Jazz	Fully compliant	Digital royalty reporting
PP 109/2012	Joyland	Moderate compliance	Internal risk scan + policy brief
UU 27/2022	Synchronize	Partial implementation	Consent based CRM + audit logs

Summary of Findings

Overall, patterns show strongest consistency in risk management (Safety Cells, drills), growing but uneven sustainability progress (ISO 20121 adoption), and fragmented legal compliance due to enforcement gaps. These patterns reveal that resilience is emerging, but regulatory legitimacy lags behind.

Technological innovation played a cross cutting role, enabling better data collection, environmental monitoring, and compliance enforcement. Festivals that integrated these tools reported higher efficiency, lower incident rates, and greater stakeholder satisfaction.

Overall, the results indicate that while Indonesian festivals are progressively integrating sustainability and risk management practices, legal compliance still requires further institutional and regulatory support.

The implementation of integrated frameworks for safety, compliance, and sustainability in Indonesian music festivals presents both opportunities and challenges. Although progress is evident across selected case studies, systemic barriers continue to hinder widespread adoption. This chapter discusses those challenges, examines the role of national policy and stakeholders in facilitating or resisting change, and highlights future directions for interdisciplinary research that may shape the governance of festivals in Indonesia and beyond.

Festivals operate within multifaceted environments involving diverse stakeholders including local authorities, security services, medical teams, volunteers, vendors, and the public. The coordination of these stakeholders often presents a significant challenge, particularly when differing objectives or operating procedures exist across agencies. As Lund & Turrís (2017) highlight, the absence of streamlined inter agency communication results in fragmented risk management and diminished preparedness during emergencies. In Indonesia, such discrepancies are compounded by varying jurisdictional interpretations of national regulations, leading to inconsistency in compliance expectations and enforcement (Liu et al., 2024).

Beyond the operational complexity, cultural and institutional differences between localities further complicate implementation. Regional event organizers must frequently navigate ambiguous legal interpretations and inconsistent oversight from authorities, resulting in substantial confusion and operational bottlenecks. These challenges demand a more cohesive national framework that accounts for Indonesia's geographic and administrative diversity.

Financial constraints further complicate the ability of festivals especially small and mid sized events to implement robust safety frameworks. The costs associated with hiring specialized staff, procuring safety infrastructure, and conducting tabletop drills are considerable. Often, these expenditures compete with investments in artistic programming or marketing, particularly when compliance is not enforced rigorously (Ibrahim et al., 2024). As a result, compliance measures are sometimes deprioritized, contributing to reactive rather than proactive risk management strategies.

In some cases, organizers are forced to choose between visible artistic enhancements that improve audience appeal and less visible but vital investments in safety infrastructure. This trade off contributes to the perception that safety and compliance are secondary priorities, which undermines long term resilience and preparedness.

Another critical challenge involves training and knowledge dissemination. Many event teams rely on informal training or peer to peer knowledge transfer, which can result in inconsistent safety practices across staff and volunteers. Research by Akano et al. (2024) and Mukhitdinova & Tarakhtieva (2024) underscores the importance of formal curricula and simulation exercises in building operational readiness. In the absence of such standardized learning frameworks, the institutional memory of festivals remains weak, making it difficult to implement lessons learned across annual cycles.

The absence of standardized safety training programs for festival staff at the national level creates gaps in operational preparedness. Moreover, turnover among temporary workers and volunteers often results in loss of institutional knowledge, requiring festival organizers to retrain new personnel every year. Without adequate investment in knowledge continuity, festivals remain vulnerable to recurring logistical and safety issues.

Public perception also influences the trajectory of safety and compliance practices. Festivals with historical safety incidents often struggle to rebuild public trust, leading to heightened scrutiny from regulators and sponsors. This cycle of reputational risk discourages risk taking but does not necessarily encourage holistic compliance unless external enforcement or incentives are introduced (Turawa et al., 2025).

Rebuilding public trust is particularly challenging when transparency is lacking. Many festivals do not proactively disclose safety plans or compliance frameworks to the public, which fuels skepticism and hinders community engagement. Transparent risk communication could serve as a tool to re establish trust while educating audiences about the complexities of festival management.

National policy plays an instrumental role in normalizing safety and compliance standards. Participatory governance where festival organizers, regulators, and community stakeholders co develop standards has proven to be an effective model internationally (Werner et al., 2019). In Indonesia, efforts to adopt ISO 20121 remain limited by a lack of localized guidelines, although

financial incentives such as grants or tax reductions could encourage broader participation (Latilo et al., 2024). Public awareness campaigns and endorsement by high profile events or ambassadors can further legitimize compliance frameworks (Bakare et al., 2024).

Additionally, national policies must address enforcement asymmetries by establishing uniform standards across regions. Without cohesive national benchmarks, local interpretations of laws like PP 56/2021 and UU 27/2022 will continue to vary. Coordinated enforcement mechanisms backed by dedicated compliance agencies could standardize expectations and improve overall compliance rates.

Capacity building initiatives such as workshops, training bootcamps, and certification programs can address the competency gaps that exist within festival organizations. As Rodrigues et al. (2025) suggest, these efforts must be led or supported by government institutions to ensure standardization and reach. Moreover, clear legal penalties for non compliance could elevate the seriousness with which regulations are taken, particularly in areas such as environmental impact and data privacy. The establishment of municipal level regulations aligned with ISO and national standards would further strengthen institutional accountability.

Creating a tiered certification system where festivals are evaluated based on compliance maturity could provide structured pathways for improvement while incentivizing higher standards. Publicizing compliance ratings could also serve as a reputational tool that guides audience and sponsor decision making.

Sponsors, artists, and audiences influence accountability. Sponsors' demand for social responsibility pushes sustainability, while artists advocate for ethical practices and may refuse participation when values conflict (Lund & Turris, 2017).

Artists, too, serve as influential advocates for ethical event management. Many now publicly align with festivals that demonstrate environmental integrity or social awareness, with some even refusing to participate in events that conflict with their values (Werner et al., 2019; Al-Bsheish et al., 2021). Their platforms amplify public discourse on festival governance and can catalyze change from within the industry.

Perhaps most importantly, audiences exert growing influence over festival practices. Social media has empowered attendees to publicly evaluate events on the basis of safety and sustainability. Campaigns, petitions, and real time documentation have forced organizers to respond to concerns with increased transparency (Reddy, 2024). This consumer activism underscores the importance of engaging attendees not just as consumers, but as co creators of festival standards.

Festivals that fail to engage stakeholders meaningfully risk alienating their core communities. Providing channels for feedback, such as surveys, town halls, or advisory boards, can help embed public input into decision making processes. Moreover, integrating stakeholder concerns early in the planning phase enhances legitimacy and reduces conflict during execution.

Looking forward, interdisciplinary research offers a vital pathway for evolving festival governance. As the operational complexity of festivals increases, research must integrate perspectives from environmental science, public health, sociology, cultural studies, and business management. This

transdisciplinary approach allows for a more nuanced understanding of the interrelated forces shaping festival sustainability and compliance.

Technological integration, particularly in the form of real time data analytics, AI based surveillance, and digital audience engagement platforms, represents an emerging area of study. Future research should explore how these technologies can enhance both compliance monitoring and user experience simultaneously (Pérez et al., 2020). Additionally, there is a need to assess how digital platforms influence audience behavior, particularly in regard to sustainability practices and civic participation (Alawi et al., 2020).

Academic collaboration with festival organizers can further embed evidence based frameworks into practice. As Abatan et al. (2024) argue, co produced knowledge allows for the rapid testing of ideas and the development of context specific tools that reflect both scholarly rigor and operational feasibility.

Finally, a better understanding of social dynamics such as peer influence, cultural norms, and ethical consumerism can inform strategies that encourage behavioral alignment with sustainability goals (Hu et al., 2021). Future studies might investigate how messaging, incentives, or nudging frameworks can promote compliance among both festival organizers and attendees.

Cross national comparisons could also provide valuable insight into how contextual variables such as political will, media ecosystems, and economic conditions affect festival governance. These comparative studies could identify transferable strategies while respecting the cultural specificities of each location.

In summary, while Indonesian festivals are making strides toward integrating safety, compliance, and sustainability, long term success requires systemic support, stakeholder alignment, and ongoing research. This chapter has shown that adoption is shaped by practical constraints, political will, stakeholder pressure, and technological capacity. Addressing these dimensions holistically will be critical for the evolution of responsible, resilient festival governance.

CONCLUSION

This study shows that Indonesian music festivals have made progress in adopting risk management and sustainability practices, particularly through Safety Cells, tabletop drills, and ISO 20121-aligned initiatives. However, legal compliance remains fragmented due to weak enforcement, low regulatory literacy, and resource disparities between large and mid-sized festivals. These findings highlight the need for an integrated governance framework that unites compliance, safety, and sustainability into a single model, enhancing operational resilience, stakeholder trust, and environmental stewardship.

Practically, the study contributes by offering a scalable framework for festival organizers and policymakers to strengthen compliance, safety, and sustainability standards. Theoretically, it advances discourse on festival governance by synthesizing law, operations, and sustainability into a unified approach tailored to Indonesia's regulatory context. Moving forward, clearer regulations,

financial incentives, and capacity-building programs are recommended to accelerate adoption, while interdisciplinary research can further refine models that ensure the long-term viability and legitimacy of Indonesian festivals.

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