

## **STRATEGY TO IMPROVE SPORTS TOURISM IN THE JAKABARING SPORT CITY AREA, PALEMBANG CITY**

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### **Abstract**

Jakabaring Sport City (JSC) in Palembang, South Sumatera Province has become the largest centralized sport complex in Asia. This sport complex is the host of PON XVI 2004, SEA GAMES XXVI 2011 and ASIAN GAMES XVIII 2018. With the presence of several mega events, the Jakabaring Sport City (JSC) is one of the centres of international standard sport and tourism activities in Indonesia. Based on the data from Dinas Pemuda dan Olahraga, Palembang City, the number of international sporting events held in Jakabaring Sport City (JSC) has increased from 2015 by 14 events until 2019 increase to 3 events. From the existence of this matter, this research aims to study the actual development and potential in the tourism sector. The method used in this research is descriptive method by obtaining qualitative. And data collection techniques using literature studies. The data that has been obtained is than analyzed using an interactive analysis method by wich researchers are required to conduct data collection activities, data reduction, data presentation, and finally conclusions are obtained. This research resulted in an assessment direction on strategies to increase sport activities especially to increase the sport tourism events in Jakabaring Sport City (JSC), Palembang city.

**Keywords:** Jakabaring Sport City (JSC); Event; Sport Tourism Event; Strategy.

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### **A. INTRODUCTION**

Based on the Strategic Plan of the Ministry of Tourism and Creative Economy in 2015-2019, which includes the Policy Direction and Strategy of the Ministry of Tourism, One of the contents of the Indonesian Tourism Marketing Development policy is tourism artificial tourism consisting of MICE & event tourism, sports tourism, and integrated regional tourism.

This is in line with the statement of the Indonesian Minister of Tourism (2014-2019), Mr. Arief Yahya stated that sport tourism could be a strategy for increasing efforts tourism industry in Indonesia. This is proven by the incessant sporting events held in Indonesia such as, Musi Triboattoon, Tour de Banyuwangi Ijen, Tour de Flores, Tour de Singkarak, Tour de Jakarta, Jakarta Marathon and others. There is implementation of Several sports tourism activities are also based on the policies stated within Law of the Republic of Indonesia Number 3 of 2005, Article 1 paragraph 12 concerning Systems National Sports which states that recreational sports are sports that carried out by people with desires or abilities that grow and develop in accordance with the conditions and cultural values of local communities to improve health, fitness, and fun. Therefore, sports and tourism are two things that cannot be separated, because both are interconnected and have similar goals almost the same so they can provide benefits to each other. Good sports activities held in tourist destinations and sports tourism development has great potential as a means of regional promotion to attract tourist interest because it can provide entertainment and trigger the creation of new businesses such as hotels, shopping places, entertainment and recreation places, restaurants, and small business development such as selling souvenirs, regional specialties and others

(Sudiana, 2012). Recently in 2018 Indonesia held a mega event, namely the 2018 Asian Games will take place in two cities in Indonesia, namely DKI Jakarta and Kota Palembang, South Sumatra Province. These two cities were appointed as hosts organizing the 2018 Asian Games considering the sports facilities in both provinces This has met international requirements, especially in South Sumatra Province.

These match facilities not only meet the requirements but are also one of the the best in Southeast Asia. Previously, South Sumatra Province, especially the City Palembang has experience in hosting various sporting events, both on a national and international scale. This activity is in line with the Master Plan South Sumatra Provincial Tourism Development (RIPPARPROV) 2015-2025 which includes the Focus of Tourism Development in Districts/Cities in the Province South Sumatra based on the 2013-2014 RPJMD. Where the city of Palembang is included of 10 regencies/cities focused on tourism development, and one of the focus of the tourist attraction in Palembang City is Jakabaring Sport City, namely through national and internationally competitive tourism development strategies with policy for developing sports tourism by organizing sports events national and international scale.

Furthermore, the Palembang City Tourism Office has prepared a plan Strategic (RENSTRA) which is designed to be more specific than regional development planning Palembang City, so that every step prepared in the Strategic Plan (RENSTRA) The Palembang City Tourism Office is in line with the Medium Term Development Plan Regional (RPJMD) Palembang City 2018 – 2023. Includes vision “Golden Palembang Darussalam 2023”.

Along with its mission regarding the efforts that will be made to realize this vision The 5 missions for the development of Palembang City will be carried out to achieve the vision development of Palembang City for the period 2018 – 2023. And one of the missions concerns Sports is the fifth mission, namely making Palembang a tourism city rivers and culture and world-class sporting events that bring harmony between human life and nature. Then in the Strategic Plan there are 14 leading tourist destinations in Palembang City one of them is Jakabaring Sport City (JSC) which has become a centralized sports complex the largest in Asia.

This sports complex is located in the Seberang Ulu area which is 5 km from the center Palembang city. And has a land area of 325 hectares whose construction began in in 2001. Jakabaring Sport City (JSC) is also the host for major events such as PON XVI 2004, SEA Games XXVI 2011 and Asian Games XVIII 2018. With several mega events being held, it can become complex This sport is one of the areas that is the center of high-level sports activities internationally as well as being a leading tourist destination in Indonesia. In its management, Jakabaring Sport City has goals which are explained through a vision and mission. Based on missions It can be seen that JSC is prioritizing activities that are sporting events with tourist destinations. However, based on data from the Youth and Sports Department and the Department Culture and Tourism of South Sumatra Province, number of international sporting events held in Palembang City experienced a decrease from 2015 by 14 events until 2019 decreased to 3 international events. From these problems, It is felt that the city of Palembang needs to increase its performance and number of sporting events both nationally and internationally, especially in the JSC area for the sake of its operation JSC functions as a sports and tourist area center.

To improve the performance of JSC event management can be done in several ways, one of which is through strategies that can be used as a means to achieve goals. According to Robbins (Pareek, 2012), understanding strategy within the scope of an organization is the determination of various long-term goals and objectives which is fundamental for an organization, which is then continued with planning activities and allocating the necessary resources to achieve various goals target. Strategy is also used as a tool to maximize the management of a company organization in this case the Jakabaring Sport City destination and minimize losses and negative impacts from other sports tourism activities (sport tourism events).

Based on the initial data found, it can be said that Jakabaring exists Sport City (JSC) is one of the leading tourist destinations in Palembang City has considerable potential to increase the number of tourist visits as well resulting in economic improvements from the tourism sector for the City of Palembang. However The Jakabaring Sport City (JSC) area has previously been supported by various policies regions, in fact, are experiencing a decline in the number of events each year, so this is the case can have a risky impact on the use of venues and facilities and have an impact on tourism development in South Sumatra, especially in the city of Palembang. Refer to the vision of Jakabaring Sport City (JSC) which is focused on becoming a center for sports activities and recreation on a national and international scale in South Sumatra, as well as missions that 5 proclaimed cannot be separated from the organization of sports and tourism events, so this is necessary supported by the right strategy that will be able to lift and optimize performance and function of Jakabaring Sport City (JSC) itself. So for the sake of improving sustainability of sports tourism activities and improving performance and number of sporting events, it is necessary to increase them through a sport tourism event strategy.

So this research intends to provide a strategy through sport tourism events which can be used sustainably to maximize the potential of sport tourism located in the Jakabaring Sport City (JSC) area. Therefore, sports tourism activities can be developed with a long-term view in accordance with strategic objectives tourism and economic development goals. Based on the concept of Sport Tourism Destination (Weed, 2005) there are 6 development paths Sports tourism that is relevant to destination management, namely destination profile, events sport tourism, tourism development, service sector development, tourist demand, and visitors experiences at tourism destinations. Which is applied through a sports promotion mix strategy from (Pitts & Stotlar, 2013) namely through sponsorship, public relations, licensing and also personal selling.

## **B. RESEARCH METHOD**

In conducting this research the author used a descriptive method with qualitative approach. According to (Clark-Carter, 2009) Descriptive Method aims to provide an overview of the situation and conditions observed, more detailed, for example accompanied by numerical data, characteristics and patterns of relationships between variables. According to (Brennen, 2021), the qualitative descriptive research method is a method used by researchers to discover knowledge or theories about research at a particular time.

The data collection tool used by the author in this research is via collecting secondary data through documentation studies and literature studies based on setting background and focus of research that has been previously determined in it there are questions that originate from literature studies in the form of theories that has been processed for data retrieval purposes.

Then the data that has been obtained is analyzed using the analysis method interactive (Miles & Huberman, 1984), namely researchers are required to do data collection activities, data reduction, data presentation, until final withdrawal conclusion.

## **C. RESULTS AND ANALYSIS**

In this research, data was obtained by collecting data sourced from journals, articles, websites, and documentation regarding anything related to Jakabaring Sport City (JSC), especially data regarding sport tourism events. Data collection too come from various best Sport Cities and Sport Centers from all over the world and It was found that there are 7 examples of sports cities and sports centers that can be used as benchmarks benchmark for the development and management system of sports cities or sports centers in Indonesia especially for Jakabaring Sport City (JSC). Data collection was carried out for less more than two months from May to June.

1. Jakabaring Sport City (JSC)

This sports complex is located at Jalan Gub. H. A Bastari, Jakabaring District, Palembang, South Sumatra Province. Jakabaring Sport City (JSC) not only intended for sports activities, but is also often visited by local tourists from outside the region, both weekdays and holidays, not only when there are matches or certain events. Generally they want to travel with their families and colleagues at several beautiful spots in this location. In addition, some of the visitors use this location for light exercise such as jogging, taking a leisurely walk and so on other. There are also visitors who just visit certain spots, whatever just to take selfies or relax and spend time with relatives.

2. Management System

PT Jakabaring Sport City (PT JSC) was first established in 2001 based on the vision of the Governor of South Sumatra Province to create an area a modern sport with an international standard and a "smart" and "green" character. Process development of this area began in 2001 and continues to host in implementation of PON in 2004. After that the development of this area continued to be developed to holding the Sea Games in 2011, and to hosting the biggest mega event in Asia, namely the XVIII Asian Games in 2018. At the beginning. The management of the JSC area is under and is the responsibility of the agency government, namely the Regional Asset Management Agency (BPKAD). However, the management is felt needs to be improved. So an independent Regional Owned Enterprise was formed and can manage the JSC Area professionally on the initiative of the Provincial Government South Sumatra through South Sumatra Province Regional Regulation Number 8 of 2017 dated June 12 2017 concerning the Establishment of Limited Liability Company Regional Owned Enterprises Jakabaring Sport City by establishing the establishment of a Regionally Owned Enterprise Company Limited Jakabaring Sport City to manage regional assets belonging to the Provincial Government South Sumatra in the form of the Jakabaring Sport City area on Jalan Governor H. A Bastari Jakabaring, Palembang.

As the largest sports city in Indonesia, Jakabaring Sport City (JSC) has various main attractions equipped with supporting facilities. The main attractions in this area has approximately 15 public venues / arenas that can be accessed used and enjoyed by all visitors without exception, and some venues / This arena has international standards. And equipped with facilities can support the running of this area such as Jakabaring Lake, places of worship, and other. A tourist attraction itself is an object that has uniqueness and power attraction to attract the interest of tourists with the aim of providing entertainment or recreation in tourist destination areas. There is a description of the main attractions and facilities supporters owned by Jakabaring Sport City (JSC).

The sports industry has become one of the key component elements in the industry tourist. In recent years, this industry has developed very rapidly (Kaplanidou & Vogt, 2007). Based on statistical data on the sports market in 2018, it was found that global sports market revenue increased from 46.5 to 90.9 billion US dollars from 2005 to 2017 (Sports Global Sports, 2018). Apart from that, events sports have succeeded in attracting more tourists to visit the countries who is organizing this event with the aim of wanting to witness a live match. Therefore, currently there is a new term called the sports tourism industry (Kouthouris & Alexandris, 2005).

In the case of the sports tourism industry, there is the term sport city which has been used applied by many countries in various corners. The term "Sport City" has also been used often used as a city brand strategy throughout the world. Sport city itself consists of several main

components from attractions, facilities, events to management systems formed into one ecosystem that will support each other. In this case the author has collected several examples of sports cities or sports centers that not only have succeeded in holding various large-scale prestigious events, but also has the attractions and supporting facilities are fairly complete and meet standards international which is found in several countries in Asia to Australia.

### 3. Benchmark

From several examples of sports cities or sports centers that have been collected, Researchers took a comparison of Doha Sport City, Qatar, and Dubai Sport City, Uni Arab Emirates. These two cities have become examples of successful urban development Middle East Country. Among the Middle Eastern countries, Dubai and Doha are well known with successful sports cities (Bromber et al., 2013). Different from most of the sports cities in post-industrial Europe and North America are switching regenerating unused land to change urban economic conditions into the entertainment and tourism sector, the two sports cities are Dubai and Doha in fact, they are in the process of reducing their dependence on resources limited oil and natural gas, and has the aim of attracting tourists and newcomers (Smith, 2010).

Doha is the capital of Qatar. Currently Qatar is in the process of building the country as a leading business and financial center (EIU, 2016), The population in Doha has grown rapidly, in 2017 the population in Doha was around 2 million compared to 2010 which only amounted to 800,000 (Henderson, 2017). Doha emerged as Qatar's economic center and a major city for Middle East Asia. As for Qatar's national vision in 2030, sport is indicated as a factor the key to economic diversification from the economy produced by petroleum (QSDP, 2009).

In Doha City there is a sports city area called the Aspire Zone also known as Doha Sport City. This area is a sports complex covering an area of 2.5 km<sup>2</sup> located in Al-Waab district. In 2007, this sports complex was successful won a silver medal in the sports center category. This award was held and awarded by the International Olympic Committee (IOC) and the International Association for Sports and Leisure Facilities (IAKS).

Dubai is the largest and busiest city in the UAE. With The discovery of oil in 1966 accelerated the city's development. As wrong one of the cities with the fastest economic growth in the world, over the last few decades Dubai has been trying to refocus its economic development. In 1990, oil contributed as much as 24% of GDP, whereas in 2004, the contribution oil has been reduced to 7% of GDP (Sampler & Eigner, 2008). Such that said by the Dubai Department of Tourism and Commerce Marketing, field tourism ambitions to generate 20 million international visits by 2020 (Zaidan, 2015)

Dubai Sport City (DSC) was built in 2003. A sports complex multi-location which has an area of 4.65 km<sup>2</sup> and is located on the main road of Dubai, Muhammad Bin Zayed Road. Inside there are various facilities from housing, retail to recreation areas. This sports complex was founded by two prominent entrepreneurs UAE, Abdul Rahim Al Zarooni and Abdulrahman Falaknaz.

Doha and Dubai are examples of cities where the term "sports city" is used "sports city" as a brand that can promote resources and development their city. As standardized by (Azzali, 2015), that is a sports city must be able to balance their own economic situation in the tourism, event market sports, accommodation, facilities and other community needs. And to build, maintain the image, maintain the legacy in the long term and encourage "sports cities" in preserving sustainable development. Qatar itself has instilling their national vision in 2030, where sport is a key factor economic development in their country. Plus the Aspire Zone sports complex who increasingly became a pilot after successfully getting a silver medal in sports center category awarded by the International Olympic Committee (IOC) and International

Association for Sports and Leisure Facilities (IAKS). So apart from having great commitment to sports and young people, Aspire Zone has also been recognized by the party internationally as a sports complex with world-class sports facilities. With these standards, Aspire Zone often gets the world's trust hosting various mega events, one of which is the complex this sport has been chosen and entrusted to host one of the events the biggest sporting event in the world World Cup 2022. From this event, Doha will have the opportunity to transform Aspire Zone into the best sports city in the world.

Likewise with Dubai Sport City (DSC) in the city of Dubai, which has become a leading sports complex with world-class facilities that has hosted various mega events with the main branch being cricket. At the sports complex this is also where the International Cricket Council (ICC) is located. DSC has even attracted various types of sponsorship and partnerships from world-famous brands in each event the event.

#### **D. CONCLUSION**

Based on research results through secondary data or existing literature collected and processed by the author, it can be concluded that the Jakabaring area Sport City (JSC) which is located at Jalan Gub. H. A Bastari, Jakabaring District, Palembang, South Sumatra Province, is at the regional development stage to improve their quality and performance, one of which is by taking part in various mega events, both national and international events. Jakabaring Sport City (JSC) is improving its quality as seen from the main attractions and supporting facilities increasingly equipped from time to time plus the presence of several venues and international standard facilities that have been used in various events internationally, one of the biggest is the holding of the Asian Games mega event 2018. This sports complex is also supported by various policies from the regional government, both included in the vision and mission of the City of Palembang, strategic plan (RENSTRA) Palembang City Tourism Office, to the Provincial Tourism Development Master Plan South Sumatra (RIPPAPROV). This could be quite big potential for development of the Jakabaring Sport City (JSC) area with its status one of the priority destinations for South Sumatra Province, especially Palembang City.

Of the two international sports cities, namely Aspire Zone (Doha Sport City) and Dubai Sport City (DSC) which has been described previously, it can be said that construction and development of a sports area or sports city, cannot be regardless of the strategy of the area manager. Strategy can assisting a region in achieving and realizing all goals and targets which had been planned. Whether it is an area management strategy or an internal strategy promote an area and events in it. All of the above achievements is a benchmark and benchmark that can be used by Indonesia, especially parties Jakabaring Sport City (JSC) to be able to follow the success of this sports city. Name The Jakabaring Sport City (JSC) area is not as big as the sports city area others who have successfully organized various world-class events. But with there are comparisons or benchmarks and look at the success of sports cities such as Aspire Zone (Doha Sport City) and Dubai Sport City (DSC), then Jakabaring Sport City (JSC) is expected to pay attention and further improve quality as well destination performance by continuing to make improvements and improvements in various ways aspects, especially by improving sports events so that in the future they can be able to compete with sports city which has previously successfully held mega events. Moreover again because this area is being prepared for FIFA international sporting events The U-20 World Cup is planned to be held in 2021.

In the previous chapter it was also explained that through organizing sports Events in an area are capable of having a multi-fold impact on various layers community, whether in the form of economic improvement, infrastructure improvement, development potential tourist attraction, promotion of

regional tourist destinations, and can also increase domestic and foreign tourist visits. JSC also has the potential to applying sport city standards by maintaining the economic situation in the market tourism, sporting events, accommodation, facilities and other community needs in order. In the end, the development of this area was not neglected and was able to be maintained good image in the long term and encourage this area to be preserved sustainable development.

(Marpaung et al., 2022) mentioned that in order to develop sports and educational tourism, the local government and its stakeholders need to formulate strategies as follows:

1. Communication  
Making a program or policy regarding educational tourism. Clear direction is needed in the development of educational and sport tourism. Thus, it is necessary to hold more discussions regarding the direction and policies of educational and sport tourism, besides that the coordinator of the museum management should be invited to participate in making programs and policies for educational tourism.
2. Resources  
Conducting training and certification related to tour guides so that tour guides can be more competent and can increase their credibility and professional attitude in their fields. In addition, the government is expected to hold a special seminar for staff in the field of culture and tourism of the Youth Service, Sports, Tourism, and Culture about tourism management to gain more knowledge about tourism and can better understand tourism.
3. Disposition  
Appreciation is given to staff in the form of certificates and cash prizes for those who carry out all their duties and functions, which can be seen from the commitment and honest attitude of the staff as an expression of their success in carrying out their duties. This is done to build motivation within the staff and increase the sense of professionalism within the staff.
4. Bureaucratic Structure  
Make standard work procedures regarding the management and direction of the development of educational and sport tourism. This is intended so that the direction of development and management in educational and sport tourism can be directed systematically and has a clear development program.

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