



Destination Management at Aloha Pantai Indah Kapuk Tangerang

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Keywords	Abstract
destination management; tourism governance; urban tourism; destination competitiveness; Aloha PIK 2.	Aloha Pantai Indah Kapuk 2 is a Hawaii-themed coastal tourism destination that has emerged as one of the prominent urban recreational attractions in Indonesia. This study aims to analyze how Aloha PIK 2 operationalizes the components of the competitive destination framework proposed by Ritchie & Crouch and to identify the key governance challenges encountered in its destination management practices. A descriptive qualitative approach was employed through semi-structured interviews with destination managers and selected visitors, direct field observations, and documentation reviews of promotional and operational materials. Data collection was conducted during May–June 2025. Data analysis followed the interactive model developed by Miles, Huberman & Saldaña through data condensation, thematic display, and conclusion verification. Trustworthiness was ensured through source triangulation and member checking. The findings indicate that Aloha PIK 2 has implemented integrated destination management through a function-based organizational structure, digital-first marketing strategies, cloud-based information systems, professional human resource development programs, and a minimum spending policy as a visitor management instrument. The destination's competitive advantage is supported by its 4 km white-sand beach and multicultural entertainment programs, which strengthen its position in the urban tourism market. However, several challenges remain, including limited public transportation accessibility, insufficient educational attractions, limited local community engagement, and inconsistent staff competencies. The study concludes that Aloha PIK 2 represents an adaptive, data-driven, and sustainability-oriented model of urban destination governance that can serve as a replicable reference for the management of contemporary urban tourism destinations.

INTRODUCTION

Tourism has grown into one of the most consequential global phenomena of the modern era, transcending the confines of a single industry sector to encompass financial, societal, environmental, and cultural dimensions simultaneously (Basrawi & Choudhry, 2024; Krasnokutska et al., 2024; Singh, 2025; Tehseen et al., 2024). The World Tourism Organization (UNWTO) affirms that tourism constitutes a nexus of social, cultural, and economic forces, signaling that the sector does not operate in isolation but rather functions as an interdependent ecosystem upheld by cross-industry linkages (Marlina & N., 2023). This systemic complexity has

propelled tourism to rank among the fastest-growing contributors to global GDP, while simultaneously creating governance demands of increasing sophistication (Susanty et al., 2024).

The appeal of a tourism destination extends well beyond physical scenery. It encompasses the psychological and sensory dimensions of the visitor experience visual landscapes, atmospheric ambiance, spatial interaction, experiential challenges, and the historical or cultural narratives embedded in the place (Mulia, 2021). According to the destination competitiveness theory of Ritchie & Crouch (2010), a destination's sustained attractiveness depends not merely on its natural endowments but on the deliberate governance of its core and supporting resources, management systems, policy environments, and demand conditions. This framework has been applied across diverse destination typologies, from heritage sites and natural parks to urban entertainment hubs, and remains one of the most comprehensive analytical tools for destination management scholars.

In the Indonesian context, tourism has been positioned as a national strategic priority. Urban-based recreational destinations particularly those integrating entertainment, culinary experiences, and cultural showcases have emerged as some of the most rapidly growing tourism formats, especially in metropolitan peripheries such as the greater Jakarta (*Jabodetabek*) region (Nasrullah et al., 2023). This growth has generated both opportunities and governance imperatives, as high visitor volumes demand structured management to ensure quality, sustainability, and stakeholder satisfaction.

Aloha Pantai Indah Kapuk (Aloha PIK 2) represents one of the most prominent examples of this phenomenon. Developed as part of the Pantai Indah Kapuk 2 (PIK 2) reclamation corridor by Agung Sedayu Group, Aloha PIK 2 was soft-launched in April 2023 and formally opened in August 2023. Designed around a Hawaii-inspired tropical theme, the destination features approximately 4 km of white-sand beach, curated Instagram-able environments, outdoor recreation zones, an extensive culinary and lifestyle tenant network, and recurring cultural entertainment programming (Tempo, 2023). Its strategic location near toll access points and Soekarno-Hatta International Airport has made it one of the most accessible urban recreation destinations in the western corridor of the *Jabodetabek* region.

However, the rapid escalation of visitor numbers which can reach tens of thousands on peak days has generated governance challenges of considerable complexity. Issues documented in preliminary field observations include constraints in public transport access, periodic overcrowding during holidays and long weekends, the need for multi-stakeholder coordination across diverse tenant and operational units, and the management of environmental and social impacts on the surrounding coastal community. These challenges underscore the critical need to examine how Aloha PIK 2 operationalizes destination management principles in practice and to identify the gaps that must be addressed for sustainable long-term development.

Previous research on destination management in Indonesia has predominantly focused on natural heritage sites, rural cultural tourism, and established urban tourism zones such as Bali and Yogyakarta (Wibowo, 2023). Newly developed urban-commercial destinations like Aloha PIK 2, which blend private-sector commercial logic with public recreational functions, have received comparatively less scholarly attention despite their rapidly expanding role in the national tourism

landscape. This study addresses that gap by applying the Ritchie & Crouch (2010) competitive destination framework to analyze the full spectrum of destination management components at Aloha PIK 2.

The urgency of this research is underscored by the rapid proliferation of similar urban-commercial tourism destinations across Indonesia and other developing countries. Understanding the management practices, successes, and challenges of pioneering destinations like Aloha PIK 2 can inform the planning and governance of future developments, potentially reducing the risk of governance failures and environmental degradation. The research also contributes to theoretical development by testing and refining the application of the Ritchie & Crouch framework in non-Western, newly-developed tourism contexts.

The objectives of this research are threefold: (1) to describe the implementation of each destination management component at Aloha PIK 2 as operationalized through the Ritchie & Crouch framework; (2) to identify the principal challenges encountered in each management domain; and (3) to assess stakeholder perceptions from both managerial and visitor perspectives regarding the quality and effectiveness of current management practices. The findings are expected to contribute to the academic literature on urban destination management and to provide actionable insights for destination practitioners operating in similar high-growth, commercially-driven tourism environments.

METHOD

This study employed a descriptive qualitative research approach, consistent with the methodological orientation applied in studies of destination management processes where contextual depth, interpretive understanding, and stakeholder perspective are of primary analytical importance (Sugiyono, 2020). Qualitative methodology was selected because the research questions concern governance processes, organizational culture, managerial decision-making, and visitor experiences phenomena that inherently require nuanced interpretation rather than statistical quantification.

The research was conducted at Aloha PIK 2 in Kosambi District, Tangerang Regency, Banten Province, over the period of May to June 2025. The researcher served as the primary research instrument, responsible for data collection, observation recording, interview facilitation, and interpretive analysis throughout the research process.

Data were gathered through three complementary methods. First, semi-structured interviews were conducted with purposively selected informants comprising destination managers, department heads, frontline operational staff, and regular visitors. Purposive sampling was applied to ensure that informants possessed direct knowledge of and involvement in destination management operations (Sugiyono, 2020). Interview questions were constructed around the ten components of the Ritchie & Crouch (2010) competitive destination framework, supplemented by probing questions to elicit contextual detail and operational specifics.

Second, direct field observation was conducted across multiple visits to the destination during both weekday and peak-period (weekend/holiday) conditions. Observation focused on

visitor flow patterns, facility conditions, staff-visitor interaction quality, signage and wayfinding systems, cleanliness standards, emergency readiness, and the operation of attraction programs. Observational notes were recorded systematically and later triangulated with interview data.

Third, documentation review was conducted on promotional materials, digital content archives (Instagram, TikTok), operational standard operating procedures (SOPs), visitor satisfaction survey instruments, and event planning documents provided by destination management.

Data analysis followed the interactive model of Miles, Huberman & Saldaña, comprising three recursive stages: (1) data condensation, involving the selective reduction and summarization of raw data from all three collection channels; (2) data display, involving the thematic organization of condensed data into structured narrative and tabular presentations; and (3) conclusion drawing and verification, involving the formulation of interpretive findings confirmed through member checking with key informants and cross-source triangulation (Sugiyono, 2020).

Validity of findings was strengthened through source triangulation comparing data obtained from managers, visitors, and documentary sources and member checking, whereby preliminary interpretations were reviewed and confirmed by selected informants to ensure accuracy. The single focal variable of this study is destination management at Aloha PIK 2, encompassing its organizational structure, marketing strategies, visitor management instruments, facility governance, digital technology utilization, human resource development practices, financial management, core attractions, crisis response mechanisms, and policy and planning frameworks.

RESULTS AND DISCUSSION

Overview of Aloha PIK 2 as a Tourism Destination

Aloha Pantai Indah Kapuk (Aloha PIK 2) is a contemporary urban tourism destination located within the PIK 2 development zone, Kosambi District, Tangerang Regency, Banten Province. The PIK 2 corridor is part of a large-scale reclamation and mixed-use development project initiated by Agung Sedayu Group, representing one of the most ambitious private-sector urban development programs in the western periphery of the Greater Jakarta metropolitan area. The development integrates residential, commercial, and recreational zones within a master-planned environment, with Aloha PIK 2 serving as the flagship public tourism anchor of this wider spatial development.

The destination was formally opened on August 8, 2023, following a soft launch on April 14 of the same year. Its grand opening was attended by the Minister of State-Owned Enterprises, Erick Thohir, signaling both the commercial significance and national visibility of the project (Tempo, 2023). The destination adopts a Hawaii-inspired tropical design concept, featuring white-sand beach areas, palm-lined promenades, colorful thematic decorations, and a curated selection of culinary and lifestyle tenants. The white-sand shoreline extends approximately 4 km, constituting the most distinctive spatial and sensory asset of the destination.

Aloha PIK 2 operates free of general admission charges, instead generating revenue through tenant rental fees and service charges, as well as a minimum spending requirement (approximately

IDR 300,000) applied in designated premium beach zones during high-traffic periods. Visitor counts regularly reach tens of thousands during weekends and public holidays, with the destination attracting diverse demographic segments including urban families, young adults and social media content creators, corporate event organizers, and cultural tourism enthusiasts.



Figure 1. Aerial and Landscape Views of Aloha PIK 2 Tourism Destination
(Source: Field Documentation, 2025)

The physical layout of Aloha PIK 2 (Figure 1) reveals a spatially extensive destination that integrates natural beach elements with constructed recreational infrastructure. The white-sand beach zone constitutes the primary attraction core, flanked by a commercial tenant strip that includes restaurants, cafes, souvenir outlets, and experiential lifestyle brands. Supporting infrastructure includes shaded seating areas, children's play zones, sanitation facilities, emergency health posts, electric vehicle charging stations, and shuttle access points.



Figure 2. Thematic Concept and Facility Layout of Aloha PIK 2
(Source: Field Documentation, 2025)

Figure 2 illustrates the thematic and spatial concept underpinning Aloha PIK 2's design philosophy. The Hawaii-inspired motif evident in decorative elements, color palettes, and event programming serves not merely as an aesthetic differentiator but as a coherent brand identity that guides all aspects of facility design, event curation, and visitor experience management. This thematic consistency is a key factor in the destination's social media virality and repeat visitation rates.

Destination Organization

The organizational structure of Aloha PIK 2 is built on a function-based hierarchy comprising distinct operational departments: operations management, marketing communications, tenant relations, engineering and maintenance, and general administration. This structure aligns with established principles of destination organization theory, which emphasizes the importance of clearly delineated functional responsibilities, coordinated inter-departmental communication, and responsive decision-making mechanisms (Ambarwati, 2021; Banjarnahor et al., 2023).

Management cadence at Aloha PIK 2 is characterized by high-frequency evaluation cycles. Daily operational briefings are conducted by department heads, weekly performance reviews aggregate key operational metrics, and monthly strategic evaluations involve senior management participation. This multi-layered review cadence reflects what Ritchie & Crouch (2010) describe as the continuous monitoring imperative of competitive destination management the need to remain responsive to dynamic operational environments while pursuing long-term strategic objectives.

Decision-making follows a tiered protocol: routine operational and technical decisions (staff deployment, minor facility adjustments, daily event logistics) are delegated to departmental managers, while decisions carrying significant financial implications or safety consequences require corporate-level approval from Agung Sedayu Group's central management. This

delegation architecture enables operational agility without compromising the governance accountability required by a large-scale tourism investment. Inter-divisional coordination is further supported by weekly cross-departmental meetings and the use of collaborative digital platforms for real-time communication and document sharing.

Destination Marketing

Aloha PIK 2's marketing strategy is comprehensively oriented toward digital and social media channels, reflecting the destination's target demographic profile predominantly urban millennials and Generation Z visitors who rely on social media platforms as primary discovery and decision-making tools (Seran et al., 2023). Instagram and TikTok constitute the core promotional channels, leveraged for visual content distribution, user-generated content amplification, and event announcements.

Strategic collaborations with Key Opinion Leaders (KOL) and social media influencers are central to the destination's promotional model. KOL partnerships are structured around content creation agreements that generate authentic visitor narratives aligned with the destination's visual identity. This approach has proven particularly effective in sustaining organic reach beyond the initial post-launch buzz, as influencer content continues to circulate within audience networks long after initial publication (Banjarnahor et al., 2023).

Pre-event marketing campaigns are initiated a minimum of two weeks in advance of major programming, enabling sufficient lead time for audience anticipation building and logistical coordination with operational teams. Campaign effectiveness is measured primarily through people-counting data visitor traffic volumes as well as social media engagement metrics and survey response sentiment. Seasonal promotional cycles, aligned with national school holidays and long weekends, are integrated into the annual marketing calendar to maximize revenue during identified high-traffic periods.

A visitor satisfaction survey program targets a minimum of 1,000 respondents annually, administered through QR code-linked online forms accessible at multiple points within the destination. Survey data are used to iteratively refine service offerings, identify underperforming attraction components, and guide marketing messaging adjustments. Complaint management follows a structured response protocol with target resolution windows of 1–2 × 24 hours calibrated to the complexity and authority level of the issue.

Visitor Management

Visitor management at Aloha PIK 2 addresses the significant challenge of maintaining experience quality and facility integrity under conditions of extremely high visitor density. On peak days including national holidays and long weekends visitor counts can reach approximately 6,000 or more persons in the white-sand beach zone alone, creating pressure on physical capacity, sanitation systems, and service delivery quality (Suteja & Wahyuningsih, 2023).

The primary visitor management instrument employed is the minimum spending requirement, set at approximately IDR 300,000 per visitor in the designated premium beach zone. This policy functions simultaneously as a capacity regulation mechanism limiting access to those with sufficient spending capacity and as a revenue assurance tool for the dense tenant network that

constitutes Aloha PIK 2's commercial ecosystem. The policy also serves a positioning function, preserving the destination's premium experiential brand identity by filtering out casual walk-through visitors during capacity-constrained periods.

Additional peak-period visitor management measures include supplementary staffing deployment (particularly for security, cleaning, and information assistance roles), enhanced sanitation operation frequency, coordinated shuttle service activation with transport partners, and strategic queue management at entry and premium zone access points. Field staff are briefed on crowd management protocols at daily pre-shift meetings, ensuring consistent application of visitor management procedures across all visitor-facing roles.

Service Quality and Visitor Experience

Service quality at Aloha PIK 2 is operationalized through a multi-dimensional framework encompassing physical facility standards, frontline staff competency, complaint management responsiveness, and inclusive accessibility provisions. Premium facility standards include fully equipped restroom facilities, a permanent emergency medical post, retail-grade food and beverage tenant environments, children's play areas, electric vehicle charging stations, and a wheelchair loan program for mobility-impaired visitors (Wantara et al., 2024).

Frontline staff training is conducted through partnerships with professional hospitality training vendors, emphasizing customer orientation, conflict de-escalation, emergency response procedures, and service consistency under high-traffic conditions. Training intensity is highest during the onboarding phase of new operational programs or attraction launches, ensuring that staff are fully equipped to manage visitor expectations during transitional periods.

Complaint management follows a structured protocol with response windows calibrated to the complexity and required decision-making level of each complaint type. Complaints requiring only frontline authority are resolved immediately; those requiring managerial decision-making are addressed within 24 hours; and those requiring corporate-level authorization are processed within 48 hours. This tiered response architecture ensures that the vast majority of complaints receive timely attention without burdening senior management with routine service issues.

During low-traffic operational periods, service quality investment is redirected toward preventive maintenance, facility cleaning and restoration, staff skill refreshment training, and infrastructure improvement projects. This ensures that the destination maintains consistently high facility standards across all seasonal demand conditions rather than exclusively during peak-revenue periods.

Information Systems and Research

Aloha PIK 2 operates a comprehensive cloud-based information infrastructure that supports real-time operational management, cross-departmental communication, and evidence-based decision-making (M. et al., 2021). Core platforms include Google Workspace for document management and inter-team communication, SharePoint for institutional document archiving and version control, Microsoft Teams and Zoom/Google Meet for synchronous virtual coordination, and a dedicated online visitor-counting (people counter) system for real-time density monitoring.

The people-counting system provides real-time data on visitor arrival patterns, zone-specific density levels, and hourly and daily traffic volumes. This data feeds directly into operational decision-making for instance, triggering additional staffing deployment when zone occupancy reaches predefined thresholds, or signaling the activation of minimum spending policies when beach zone capacity approaches its experiential quality threshold.

Visitor satisfaction research is conducted systematically through QR code-linked online surveys available at multiple points within the destination. Survey instruments capture satisfaction ratings across key service dimensions, open-ended feedback on visitor experience highlights and pain points, and demographic data used for visitor segmentation analysis. Results are compiled and analyzed monthly, with findings integrated into the monthly strategic evaluation cycle to drive continuous service improvement initiatives.

Human Resource Development

Human resources constitute the most critical operational asset in Aloha PIK 2's management system. The destination's service delivery quality, crisis responsiveness, visitor experience standards, and organizational adaptability are all fundamentally dependent on the caliber and commitment of its personnel across all functional levels (Rahmawati et al., 2024).

Human resource development follows a structured capacity-building model incorporating initial onboarding training, role-specific competency development through professional vendor partnerships, periodic refreshment training aligned with new service launches, and performance evaluation reviews conducted as part of the weekly and monthly management cadence. Training programs cover technical skills (facility operation, POS systems, safety procedures), customer service excellence, emergency response protocols, and teamwork and communication competencies.

Role assignment is guided by competency-based placement principles, ensuring that personnel are matched to responsibilities commensurate with their skill levels while maintaining operational flexibility for cross-functional deployment during demand surges. Despite the overall professionalism of the management team, interviews identified uneven competency distribution among frontline operational staff particularly in service consistency under high-pressure peak-period conditions as one of the areas requiring continued development investment.

Finance and Venture Capital

Aloha PIK 2's financial model is grounded in a phased investment approach guided by capital efficiency and prioritized allocation principles. Initial development capital was provided entirely by Agung Sedayu Group as the corporate parent investor. Ongoing revenue is generated through two primary streams: fixed-term tenant rental agreements and variable service charges applied to tenant operations within the destination's commercial zones (M. et al., 2024; Zakaria et al., 2024).

Financial performance is evaluated on weekly and monthly cycles, with departmental heads responsible for tracking expenditure against allocated budgets and reporting variances to senior management. Capital investment prioritization follows a 'must-to-have versus nice-to-have' framework: spending on critical operational imperatives structural maintenance, emergency system readiness, core facility upgrades is funded immediately, while discretionary enhancements

aesthetic improvements, supplementary amenity additions, non-critical technology upgrades are phased in accordance with the broader PIK 2 development timeline.

This phased, prioritized investment approach reflects the financial sustainability orientation advocated by Ritchie & Crouch (2010), which cautions against over-investment in non-essential destination enhancements at the expense of long-term financial resilience. By aligning capital expenditure with the phased development blueprint of the wider PIK 2 corridor, Aloha PIK 2 ensures that its financial trajectory remains synchronized with the infrastructure evolution of its operational context.

Core Resources and Attractors

The core resources and attractors dimension of Ritchie & Crouch's (2010) framework identifies the primary elements that motivate visitation to a destination. At Aloha PIK 2, the foundational attractor is the 4 km white-sand beach the most distinctive physical asset of the destination and the most frequently cited reason for visitation across all visitor segments interviewed during this study. The combination of a tropical coastal aesthetic with urban accessibility creates a distinctive value proposition: the experiential quality of a beach resort destination within easy reach of the metropolitan population of Greater Jakarta.

Beyond the physical beach environment, Aloha PIK 2's attraction portfolio includes a rich programming schedule of cultural performances and thematic events. Regular cultural showcases include Saman dance performances (an intangible cultural heritage from Aceh, Indonesia), Tanoura dance (a Sufi-tradition spinning dance from the Middle East), and various cross-cultural musical and performing arts programs. This multicultural programming model reflects a deliberate strategy to position Aloha PIK 2 as more than a passive scenic destination offering dynamic, recurring reasons for visitation across diverse audience preferences.

Attraction programming is evaluated on a weekly basis through visitor feedback mechanisms, with underperforming programs discontinued and high-engagement programs scaled up and institutionalized as regular attractions. The Rainbow Slide installation exemplifies this evidence-based attraction management approach: originally introduced as a temporary seasonal feature, it was retained and expanded to permanent status following consistently strong visitor engagement metrics. This agile, data-responsive attraction management cycle is a key organizational capability supporting Aloha PIK 2's sustained visitor engagement.

Crisis Management

Crisis management at Aloha PIK 2 encompasses the destination's preparedness and responsiveness to both predictable operational challenges visitor overcrowding, adverse weather conditions, tenant service failures and unpredictable emergency events requiring immediate coordinated response (Rasyid & Utami, 2023). The destination's crisis management framework integrates preventive, responsive, and recovery dimensions across all operational departments.

Preventive crisis management is operationalized through the daily KPI monitoring cycle, which functions as an early warning system for emerging operational vulnerabilities. Real-time visitor density data from the people-counting system enables proactive crowd management interventions before capacity thresholds are breached. Weather contingency plans are pre-

established for coastal weather events particularly during monsoon season with predefined protocols for temporary attraction closures, visitor redirection to covered areas, and communication management through digital channels.

Responsive crisis management draws on a standing field emergency team equipped and trained for medical first response, structural emergency procedures, and visitor evacuation coordination. Cross-departmental emergency coordination is supported by the real-time communication infrastructure of the destination's digital platform stack. Recovery protocols focus on rapid service restoration, stakeholder communication, and post-incident evaluation to strengthen future preparedness. The minimum spending policy also functions as a secondary crisis management tool by limiting zone density during high-risk congestion periods, it reduces both the probability and potential scale of crowd-safety incidents.

Destination Policy, Planning and Development

The policy and planning framework of Aloha PIK 2 is nested within the broader development governance of Agung Sedayu Group's PIK 2 master plan. Destination-level policies including the minimum spending policy, tenant qualification standards, event programming guidelines, and environmental maintenance protocols are formulated at the corporate level and operationalized through departmental management structures (Nasrullah et al., 2023).

The phased development trajectory of Aloha PIK 2 reflects a deliberate long-term planning orientation. Rather than attempting to deliver all planned facility and attraction components at launch, the destination management adopted a staged rollout strategy: launching with the core beach and culinary tenant offer in 2023, progressively expanding cultural programming and event infrastructure, and planning future phases of facility enhancement and attraction diversification in alignment with the advancing development of surrounding PIK 2 infrastructure including the planned toll road extension that will significantly improve public transport access.

Environmental sustainability considerations are addressed through coastal maintenance protocols, waste management systems, and ongoing monitoring of beach-zone ecological conditions. However, interviews with management acknowledged that formal environmental impact assessment and community benefit-sharing frameworks remain areas for further development consistent with Ritchie & Crouch's (2010) emphasis on the integration of sustainability principles across all dimensions of destination planning.

Stakeholder Perceptions and Overall Assessment

Perceptions of destination management quality at Aloha PIK 2 were assessed from two principal stakeholder groups: internal management personnel and visitor respondents. Overall, both groups expressed predominantly positive evaluations of current management performance, while identifying specific areas warranting continued improvement.

Internal management respondents emphasized the cohesion and shared purpose of the organizational team, the effectiveness of the daily-weekly-monthly evaluation cadence in maintaining operational standards, and the responsiveness of the digital information infrastructure in supporting real-time decision-making. Management informants also acknowledged the ongoing

challenges of consistent frontline staff competency development and the limitations of current public transport access as factors that constrain the destination's full growth potential.

Visitor respondents highlighted the white-sand beach environment, the cultural programming diversity, and the cleanliness and maintenance of facilities as the most positively evaluated elements of the visitor experience. The minimum spending policy received mixed but predominantly positive perceptions most visitors interpreted it as a quality guarantee mechanism that distinguishes Aloha PIK 2 from lower-quality public beach alternatives, although a minority expressed concern regarding affordability accessibility. Traffic congestion on access roads was consistently cited as the most significant negative aspect of the visitor experience, underscoring the importance of the planned toll road improvement for future visitor satisfaction performance.

Table 1. Summary of Destination Management Implementation at Aloha PIK 2 Based on Ritchie & Crouch Framework

Component	Implementation at Aloha PIK 2	Key Indicators
Destination Organization	Function-based org structure; daily, weekly, monthly KPI review; participatory decision-making	Clear role division, rapid adaptability
Destination Marketing	Digital channels (Instagram, TikTok); KOL collaborations; minimum 2-week pre-event planning	Visitor traffic surge; QR-based satisfaction surveys
Visitor Management	Minimum spending policy (IDR 300,000); supplementary staffing at peak; cleaning reinforcement	Crowd control; premium experience maintenance
Service Quality	24–48-hour complaint resolution; frontline professional training; inclusive facilities	Response rate; visitor satisfaction score
Information Systems	Cloud-based (Google Workspace, SharePoint); online people-counting; QR survey tools	Real-time data monitoring; evidence-based decisions
Human Resource Dev.	Professional partner training; role-competency alignment; periodic evaluations	Staff competency index; service consistency
Finance & Capital	Phased budget allocation; tenant rental + service charge revenue; weekly-monthly evaluation	Cost efficiency; infrastructure ROI
Core Resources & Attractors	4 km white-sand beach; Saman & Tanoura dances; multicultural events; weekly program evaluation	Visitor return rate; attraction retention

Component	Implementation at Aloha PIK 2	Key Indicators
Crisis Management	Adaptive policies for weather/overload; daily operational KPI; field emergency readiness	Incident response time; disruption recovery rate
Policy, Planning & Dev.	Phased PIK 2 blueprint alignment; minimum spending as capacity policy; sustainability-oriented governance	Long-term occupancy; sustainable visitor experience

Source: Field Research Data, 2025

Table 1 provides a comprehensive summary of how each component of the Ritchie & Crouch (2010) competitive destination framework is operationalized at Aloha PIK 2. The overall picture is one of sophisticated and integrated management that effectively addresses the core dimensions of destination governance, with identifiable areas of continued development particularly in public accessibility, community engagement, and educational attraction development.

Table 2. Visitor Satisfaction Assessment Across Key Destination Management Dimensions

Aspect Evaluated	Rating (Visitor Perception)	Notes
White-sand beach aesthetics	Very Positive	Primary draw for all visitor segments
Culinary tenant variety	Positive	Diverse options; premium pricing noted
Facility cleanliness	Positive	Regular maintenance; enhanced at peak periods
Staff responsiveness	Very Positive	Quick complaint handling within 24–48 hours
Digital wayfinding & info	Positive	QR-based guides; real-time updates
Accessibility (disabled/elderly)	Moderately Positive	Wheelchair loans available; parking still limited
Cultural attraction quality	Positive	Tanoura & Saman performances well-received
Minimum spending policy	Mixed–Positive	Seen as quality guarantee by most; some resistance
Traffic congestion (access road)	Needs Improvement	Awaiting new toll road completion

Source: Field Research Data (Visitor Interviews and Observation), 2025

Table 2 consolidates visitor perception data across the key service dimensions evaluated in this study. The findings indicate that Aloha PIK 2 performs strongly in its core physical attraction assets, staff responsiveness, and cultural programming quality, while confronting persistent

challenges in transport accessibility and the perceived inclusivity of its premium zone pricing policies. These findings are broadly consistent with the management self-assessment provided by internal informants, suggesting a high degree of organizational self-awareness regarding both strengths and developmental priorities.

CONCLUSION

This study affirms that Aloha PIK 2 constitutes a sophisticated and increasingly mature implementation of integrated destination management principles consistent with the Ritchie & Crouch (2010) competitive destination framework. Across all ten management components analyzed destination organization, marketing, visitor management, service quality, information systems, human resource development, finance, core resources and attractors, crisis management, and policy and planning Aloha PIK 2 demonstrates a coherent, adaptive, and evidence-driven management model that has successfully established the destination as a leading urban recreational tourism asset in the Greater Jakarta region. The destination's key competitive strengths include its distinctive and spatially extensive core attractor (4 km white-sand beach), its sophisticated digital marketing and data collection infrastructure, its responsive multi-tiered complaint and crisis management systems, its agile event programming evaluation cycle, and its phased financial planning approach that ensures operational sustainability within the broader PIK 2 development trajectory. The minimum spending policy while generating mixed visitor perceptions functions effectively as an integrated visitor management, quality assurance, and brand positioning instrument, and represents an innovative governance mechanism that other urban destination managers may consider for adaptation in comparable contexts. Principal challenges identified include the persistent limitation of public transport accessibility to the destination (pending toll road completion), uneven distribution of frontline staff competency under peak operational pressure, limited development of educational and community-based attraction programming, and the absence of formal frameworks for local community benefit-sharing and environmental impact assessment. Addressing these gaps will be essential to Aloha PIK 2's long-term sustainability and to realizing its potential as a fully inclusive, socially responsible, and environmentally conscientious urban destination. Future research directions include longitudinal assessment of the destination's environmental sustainability performance as visitor volumes continue to scale, comparative analysis of urban coastal destination management models in Indonesia and Southeast Asia, and evaluation of the social and economic impact of Aloha PIK 2 on surrounding communities. Methodologically, the integration of quantitative visitor satisfaction measurement instruments alongside qualitative approaches would strengthen the evidentiary basis for future governance recommendations.

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