

BUILDING A SPORT TOURISM HUB IN THE HEART OF CENTRAL JAVA: A COMPREHENSIVE ANALYSIS OF SURYA YUDHA PARK BANJARNEGARA DEVELOPMENT

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Abstract:

This study analyzes the potential for developing Surya Yudha Park Banjarnegara as a leading sports tourism destination in Central Java. This qualitative research was conducted for three months (January-March 2025) using in-depth interview methods, participatory observation, and documentation studies of 11 key informants. The results of the study indicate that Surya Yudha Park has enormous strategic potential to develop into a sports tourism hub thanks to its strategic geographical position as the "heart of Central Java", complete sports facilities (international standard futsal field, sports swimming pool, fitness center, and indoor tennis court), and government policy support through the "10 New Bali" program. However, there are significant challenges in the form of limited expertise in sports facility management, HR competency gaps, an unintegrated management system, limited accessibility, and competition with metropolitan destinations. Recommended quality improvement strategies include: adoption of a three-phase development approach, organizational restructuring with the formation of a Sport Tourism Division, integration of a smart facility management system, formation of a Sport Tourism consortium, and revenue diversification. The implementation of this strategy is expected to position Surya Yudha Park as a leading sports tourism destination that contributes to local economic development and sustainable tourism.

Keywords: Sport Tourism, Sport Tourism Hub, Surya Yudha Park, Banjarnegara, Quality Involvement

INTRODUCTION

The sport tourism industry has experienced significant growth following the COVID-19 pandemic, with recovery rates reaching 85% of pre-pandemic levels by 2023 (UN Tourism, 2023). Indonesia, as a country with extraordinary natural resources, has a great opportunity to develop sports tourism as a leading sector. Central Java, especially the Banjarnegara region, has a strategic position as the geographical heart of Indonesia with good accessibility from various regions, making it an ideal location for the development of a sports tourism hub.

The development of global sport tourism shows an encouraging trend. The World Travel Organization (2024) reports that sport tourism contributes about 15% of total global tourism receipts, with an average growth of 8-10% per year. This segment attracts tourists with high purchasing power and longer visit duration than conventional tourists. The latest data from the Indonesian Ministry of Tourism and Creative Economy (Kementerian Pariwisata dan Ekonomi Kreatif, 2023) shows that domestic sport tourism has recovered 95% from pre-pandemic levels, while international sport tourism reached 78% recovery.

Indonesia, as an archipelago of 17,508 islands, offers an incredible diversity of sports activities. Based on data from the Indonesia Tourism Board (2023), the most popular sport tourism activities



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include diving (40%), hiking and tracking (25%), water sports (20%), cycling (10%), and other adventure sports (5%). Central Java, with its diverse topography from highlands to coastal areas, has the potential to accommodate all these sport tourism segments.

Recent trends show a shift in sport tourism traveler preferences from mainstream activities to more authentic and sustainable experiences. A survey conducted by the Adventure Travel Trade Association (2023) revealed that 78% of sport tourists prefer destinations that offer authentic local experiences and environmentally responsible practices. This phenomenon creates opportunities for destinations such as Banjarnegara that have a rich local culture and commitment to sustainable tourism.

Banjarnegara has a unique geographical advantage as the "heart of Central Java" with relatively similar travel distances to major cities such as Yogyakarta (120 km), Semarang (130 km), Solo (115 km) and Jakarta (280 km). This strategic location is reinforced by improved transportation infrastructure, including the completion of the Trans Java toll road, which reduces travel time from Jakarta to only 3.5 hours. The Banjarnegara region offers an incredible diversity of sport tourism activities. Wonosobo figures (2023) state that the Banjarnegara-Wonosobo region has 15 mountains with altitudes above 1,500 meters above sea level, 35 waterfalls with accessible access, 12 natural lakes, and hundreds of kilometers of tracking trails that can be developed. This combination of natural assets creates a strong destination pull factor for sport tourism.

Despite its great potential, the development of sport tourism in Banjarnegara faces several challenges. The results of a survey conducted by the Tourism Research Center of Gadjah Mada University (2023) identified the main challenges as: 1) limited quality accommodation facilities (only 12% of star-rated hotels), 2) lack of human resources trained in sport tourism (30% of guides are certified), 3) limited marketing digital presence (60% of businesses have not utilized digital platforms), and 4) fragmentation in destination management. On the other hand, various strategic opportunities are open to be utilized. The "10 New Bali" program initiated by the Government provides a special allocation for the development of super priority destinations, including the development of sport tourism clusters. The Village Fund (DD) in 2024, which reached Rp 72 trillion, opens opportunities for villages in Banjarnegara to develop BUMDesa based on sports tourism. In addition, the rapidly growing trend of digital nomadism and workation after the pandemic has created a new segment of sport tourism that combines work with sports activities.

Surya Yudha Park, as one of the leading accommodations in Banjarnegara, has a strategic role in the regional sports tourism ecosystem. Occupancy rate analysis shows that hotels in Banjarnegara still have an average occupancy of 55-60%, below the national average of 65%. This gap indicates significant growth potential if the quality of services and facilities is improved in accordance with international sport tourism standards. Data owned by the Indonesian Hotel and Restaurant Association (PHRI) reveals that sport tourism have a willingness to pay that is 25-40% higher than conventional leisure tourists, provided that the hotel provides sport-specific amenities. The most needed facilities include a 24-hour fitness center (90% demand), equipment storage and maintenance (85%), recovery facilities such as a spa and jacuzzi (80%), healthy dining options (75%), and concierge services for sports activities (70%).

The development of sport tourism hubs is projected to have a significant economic impact. The economic impact study projects that every 1 sport tourist generates a local economic impact of IDR 2.8 million per visit, 60% higher than a conventional tourist (IDR 1.75 million). The sustainable impact of sport tourism is also higher because it involves more local service providers, such as tour guides, equipment rentals, and local food providers. From a social perspective, sport tourism



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contributes to community strengthening through skills enhancement, entrepreneurial opportunities and protection of local culture. Programs that have been running in other sport tourism destinations show that the involvement of local communities in the sport tourism value chain reaches 85%, much higher than conventional mass tourism (45%). The digital 4.0 era presents an opportunity to integrate technology in sport tourism development. The Internet of Things (IoT) can be used for smart tracking monitors, mobile apps for booking and guidance, virtual reality for tourism destination promotion, and artificial intelligence for personalized recommendations. Surya Yudha Park has the opportunity to be a pioneer in smart tourism technology in Central Java.

In recent decades, tourism has expanded beyond the usual leisure activities to include more specific forms of experiences, one of which is sport tourism. Sports tourism is defined as travel undertaken for the purpose of participating in sporting activities, witnessing sporting events, or visiting attractions related to the world of sports (Akhtar et al., 2021; H. J. Gibson, 1998). Higham's classification of sport tourism includes three main categories: event sport tourism (travel to watch sporting events), active sport tourism (travel to participate directly in sporting activities), and nostalgic sport tourism (travel to historical places in sport) (Hinch & Higham, 2001).

Over time, the concept of sports tourism has expanded. Weed (2005) and Getu & Amelia (2023) state that sports tourism is now not only centered on games or competitions, but also includes aspects of health, fitness, and lifestyle. It has led to the diversification of sports tourism products such as fitness retreats, sports training and boot camps.

In the context of sports tourism destinations, service quality is a key determinant of success. Kim in Cao et al. (2022) identified five important dimensions in the service quality of sports tourism destinations: quality of sports facilities, staff expertise, activity programs, accessibility of information, and integration with local communities. Zeithaml in Njoroge et al. (2019) added that tourists' perceptions of service quality are not only influenced by general service standards such as those found in conventional hotels, but are also largely determined by the quality of the sports experience offered. Therefore, quality improvement should be comprehensive and integrated, covering both lodging services and sports activities.

Some hotels have even adopted the concept of sports tourism as part of their business strategy. Models for developing hotels as sports tourism destinations include focused models (focusing on one type of sport), integrated models (providing various types of sports in one complex), and collaborative models (working with external sports facility providers), as identified by Alexandris in Martins et al. (2024). The success of these developments is influenced by various factors such as the technical quality of sports facilities, staff competence in sports, synergy between hotel services and sports experiences, targeted marketing strategies, and involvement in local and national sports networks (Mustafa et al., 2023).

To improve the competitiveness and quality of sports tourism destinations, various strategies have been proposed by researchers. Hallmann in Downward et al. (2014) emphasized the importance of a multidimensional approach, which includes physical infrastructure development, human resource capacity building, innovation in activity programs, and strengthening destination image. In addition, an experiential approach that emphasizes the creation of meaningful and transformative experiences for tourists is also an important aspect. Gibson (2017) emphasized the importance of personalized program design, integration of local culture, and building an inclusive sports community as part of the strategy. Understanding the motivations of tourists is key to creating experiences that meet expectations while strengthening the sustainability of the tourism business (Waruwu et al., 2024).



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Based on this description, this research develops a conceptual framework that focuses on four main dimensions in improving the quality of sports tourism destinations, namely: (1) sports facilities and infrastructure, (2) human resources and services, (3) programs and activities, and (4) destination integration. This framework is used as the basis for analyzing the existing conditions of Surya Yudha Park and for formulating relevant and contextual quality improvement strategies.

Based on the comprehensive analysis above, the urgency to develop Banjarnegara as a sports tourism hub with Surya Yudha Park as the anchor property is very clear. The momentum of post-pandemic tourism recovery, Government support through various programs, and the growing demand for authenticity of sport tourism experiences create a window of opportunity that should be optimally utilized. This research aims to provide a comprehensive roadmap for the improvement of Surya Yudha Park as a catalyst in the development of a sports tourism hub in the heart of Central Java. Through an analysis of existing conditions, this research explores aspects that support and hinder efforts to transform the area into an accommodation-based sports tourism center (Heykal et al., 2024). This approach enables the formulation of applicable and contextualized quality improvement strategies to strengthen Surya Yudha Park's position in the national sports tourism landscape.

The main contribution of this research lies in efforts to develop the concept of sports tourism outside metropolitan areas, especially in areas with semi-rural characteristics such as Banjarnegara. In addition to enriching the academic literature on tourism product diversification, this research is also expected to provide concrete input for destination managers in designing services and infrastructure that are aligned with the trend of sports tourism. Furthermore, the findings can be utilized by the Government of Banjarnegara Regency in formulating local potential-based sports tourism development policies, as well as being a practical reference for tourism industry players in developing an integration model between accommodation facilities and sports activities sustainably.

METHODS

This study used a constructivist paradigm with a qualitative approach. This approach was chosen because it allows in-depth exploration of complex phenomena involving social interactions, perceptions, and experiences of various stakeholders in sports tourism development (Creswell & Poth, 2016; Njoroge et al., 2019; Wilco et al., 2024).

The research was conducted at Surya Yudha Park, Banjarnegara Regency, Central Java. The location selection was based on its position as a pioneer of integrated sports facility development in Banjarnegara. Field research was conducted for three months, from January to March 2025.

The data sources in this research include:

1. Primary data: obtained through in-depth interviews with hotel management, staff, tourists, athletes/sports teams who have stayed, the surrounding community, and stakeholders from the local government. Direct observations were also made of facilities, activities and services related to sports tourism.
2. Secondary data: hotel planning documents, annual reports, visitation statistics, hotel social media, online reviews from guests, local government publications on tourism, and previous studies on sports tourism in Indonesia.

Data collection was done through several techniques:

1. In-depth interviews: Conducted with 11 key informants consisting of: 2 people from hotel management (General Manager and Marketing Manager), 2 staff directly involved in sports



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tourism services, 3 tourists/users of sports facilities (both individuals and team representatives), 1 local government representative (Tourism Office, Youth and Sports Office) and 2 community leaders around the hotel.

2. Participatory observation: Researchers were involved in sports activities and stayed at the hotel to experience first-hand the quality of services and facilities offered. Observations included physical aspects of facilities, service processes, staff-guest interactions, and sports activity programs.
3. Documentation study: Analyzed planning documents, reports, social media, online reviews, and publications related to Surya Yudha Park and sports tourism in Banjarnegara.

Data were analyzed using a thematic analysis approach following the steps suggested by Braun & Clarke (2006):

1. Familiarization with the data through interview transcriptions and field notes
2. Initial coding to identify units of meaning
3. Search for potential themes based on emerging codes
4. Review of themes to ensure internal coherence and external distinction
5. Defining and naming final themes
6. Writing up the results of the analysis by integrating findings and literature

To increase the credibility of the research, source triangulation (comparing the perspectives of various informants) and method triangulation (comparing data from interviews, observations, and documentation studies) were used. To ensure data validity, several techniques were used:

1. Triangulation of sources and methods
2. Member checking: Verification of data interpretation with key informants
3. Peer debriefing: Discussion of findings with other researchers in the field of sports tourism
4. Audit trail: Systematic documentation of the entire research process
5. Reflexivity: The researcher explicitly acknowledges biases and subjective positions that may influence interpretations.

RESULT AND DISCUSSION

Profile of Surya Yudha Park as a Sports Tourism Destination. Surya Yudha Park is a successful example of transformation from a conventional hotel to an integrated sports and recreation destination. This evolutionary process began in 2005 when Satriyo Yudiarto (a businessman from Banjarnegara) established an entertainment facility in the form of a waterpark and sports center. Initially, Surya Yudha Park was just a simple swimming pool, but over time, the facility developed into an integrated tourism area that includes a hotel, waterpark, sports center, and various other facilities. In 2011, Surya Yudha Park began to open to the public commercially and began building several hotels as support. Today, the hotel offers 120 rooms of various types, ranging from standard to president suite, as well as a 15-person tour room.

Founder Satriyo Yudiarto's vision in developing sports facilities at Surya Yudha Park aims to provide a complete recreational facility for the people of Banjarnegara and the surrounding areas. Surya Yudha Sport Center, which forms part of the complex, is equipped with a range of high-standard sports facilities, such as indoor and outdoor futsal courts, tennis courts, a sports swimming pool, and a fitness center. In addition, the center also regularly hosts various sporting events and competitions, ranging from futsal and basketball tournaments to swimming competitions. The development of Surya Yudha Park is in line with the efforts of the Banjarnegara Regency



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government in developing the tourism sector, especially sports tourism. In addition to Surya Yudha Park, Banjarnegara also has various other sports tourism destinations, such as rafting on the Serayu River and paragliding tours in Sijenggung Village. Events such as Etawalin Dieng Run 2024 also help promote the potential of sports tourism in this area. With various facilities and events, Surya Yudha Park is not only a favorite tourist destination but also contributes to advancing sports tourism in Banjarnegara.

Analysis of Existing Conditions. Based on field observations, sports facilities at Surya Yudha Park, Banjarnegara, show varying levels of conformity to national and international technical standards. Surya Yudha Park is not just an inn, but has been transformed into a modern sports and recreation center in the Central Java region, especially in Banjarnegara. The complex is designed to meet the needs of a wide range of segments, from professional athletes to family travelers who want to exercise while on vacation. Facilities include:

1. International Standard Futsal Court
 - a) Technical Specifications: Uses high-quality non-slip interlock or vinyl flooring, supporting fast movement and player stability. Equipped with stadium lighting that allows night matches. Field size follows FIFA standards for futsal, allowing for official matches and professional tournaments.
 - b) Function and Utilization: Used for regular training of local and regional teams. Hosts national futsal tournaments at the student, community and professional levels. It can be rented for community and corporate training or fun matches.
2. Swimming Pool
 - a) Pool Type: Sports pool (lap pool) with a long track for training and championships. Recreational swimming pool with water rides (slides, fountains and lazy river) for children and families.
 - b) Supporting Facilities: Showers, rinse rooms, separate changing rooms, and certified swimming instructors for children and adult classes. Fish therapy area for relaxation after swimming activities.
 - c) Technical Excellence: The pool water is regularly maintained with a filtration system and regular water changes. Certified lifeguards maintain pool safety.
3. Indoor Tennis Court
 - a) Characteristics: The court surface is made of synthetic cushioned hard court material, reducing the risk of injury and comfortable to use. The indoor roof allows year-round use regardless of the weather.
 - b) Additional Facilities: Spectator stands, floodlights, and player lounges are available. Suitable for inter-club matches, athlete training, and recreation.
4. Fitness and Spa Facilities (Wellness Area)
 - a) Fast Fit Gym: Equipped with modern fitness equipment: treadmill, cross trainer, bench press, cable machine, free weights. Provides classrooms for aerobics, zumba, yoga, and body combat programs.
 - b) Spa and Body Therapy: Offers traditional massage, reflexology, aromatherapy and sauna services. Perfect for post-workout recovery or total relaxation for travelers.
5. Jogging and Bicycle Path
 - a) Location: Through the gardens and artificial lake at Surya Yudha Park 2.
 - b) Path Design: The path is made of non-slip paving blocks. Surrounded by shady vegetation, suitable for morning and evening jogging.



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c) Additional Facilities: Lane signs and night lighting, suitable for users of folding bikes or leisure bikes.

6. Supporting Facilities

- a) Changing Rooms & Lockers: Each sports facility is equipped with clean changing rooms, private lockers, and hotel-standard restrooms.
- b) Medical Room: There is a medical officer on standby and a first aid room with basic equipment.
- c) Spectator Tribune: The futsal and tennis courts are equipped with mini stands with a capacity of 50-200 people.

Surya Yudha Park offers not only sports facilities, but also a variety of professionally designed physical and fitness activity programs.

1. Training Camp for Professional Teams

- a) Target: Futsal, basketball, volleyball and swimming teams from clubs, sports schools and communities.
- b) Supporting Facilities: A combination of field, swimming pool, gym, meeting rooms, and hotel accommodation.
- c) Duration: 3-day, 7-day, and 14-day packages are available. Training camp packages are designed with an integrated approach - combining technical training, physical recovery, nutrition and relaxation at the hotel spa.

2. Regular Sports Tournament

- a) Type: Futsal, volleyball, tennis, basketball, and swimming between students and communities.
- b) Scale: Regional (District), Provincial to national level student tournaments.
- c) Supporting Facilities: Online registration system, digital score recording, and results publication.
- d) Benefits: Reviving the local economy (lodging, culinary), increasing Surya Yudha's branding as the sports center of Central Java.

3. Fitness Program for Individual Guests

- a) Regular Classes: Aerobics, yoga, pilates, and Zumba every morning and evening.
- b) Professional Trainers: Personal trainers available for consultation and customized diet-fitness programs.
- c) Integration with Hotel: Fitness programs can be bundled with hotel room packages and spa vouchers.

4. Recreational Sports Activities

- a) Target: Family visitors, office groups, and general tourists.
- b) Types of Activities: Water games, fun futsal, mini golf, water bike, and billiards.
- c) Function: Creating a fun experience for all ages without the pressure of competition.
- d) Benefits: Increase the duration of tourist stay and repeat visits.

5. Special Programs (Sport Retreat & Wellness Retreat)

- a) Sport Retreat: For the fitness or professional sports community who want a quality camp. Incorporates training, nutrition, physical evaluation, and recovery programs.
- b) Wellness Retreat: Focuses on balancing the body and mind. A combination of yoga, meditation, spa, detox, and healthy food in a serene setting.



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- c) Market Segmentation: Executives, women's community, government agencies, and international travelers.

Surya Yudha Park's sports facilities and programs are designed based on industry standards and modern market needs. Its strengths lie in the completeness of sports infrastructure for various user levels, integration between sports and hospitality facilities (hotel, spa, culinary) and adaptation to the growing trend of fitness and health tourism. With this strategy, Surya Yudha Park has successfully transformed itself from an ordinary hotel into a leading sports tourism destination in Central Java.

Surya Yudha Park Banjarnegara plays a strategic role in the local tourism ecosystem, serving as a multifunctional recreation center that integrates entertainment, sports, education and culinary. With an area of around 6 hectares and complete facilities, Surya Yudha Park is not only a leading tourist destination, but also contributes significantly to the economy and tourism development in Banjarnegara Regency.

1. Relationship with Surrounding Tourist Attractions. Surya Yudha Park is strategically located on Jalan Raya Rejasa No.KM, Madukara, Banjarnegara, is only about 3 minutes from the city center. Its location close to Banjarnegara square makes it easy to access for tourists. In addition, the area is surrounded by various natural and cultural tourist attractions, creating a mutually beneficial synergy. For example, Surya Yudha Park 2 offers various interesting spots such as glass suspension bridges, cactus gardens, giant animal replicas, and sports areas such as the Tennis Park. The existence of these facilities attracts tourists to visit the area, which in turn increases visits to nearby attractions.
2. Contribution to Local Economy and Tourism. Surya Yudha Park provides a significant economic impact to Banjarnegara through several channels:
 - a) Job Creation: The operation of tourist parks and related facilities creates various employment opportunities, ranging from operational staff to other support personnel.
 - b) Revenue from Tourists: With facilities such as waterparks, movie theaters, and sports arenas, Surya Yudha Park attracts tourists from within and outside the region, increasing revenue for the local tourism sector.
 - c) Increase in Local Businesses: The presence of tourists encourages the growth of culinary, souvenir, and other service businesses around the area, strengthening the local economy.
3. Role in Diversifying Banjarnegara's Tourism Product. Surya Yudha Park plays an important role in diversifying Banjarnegara's tourism products by offering various types of attractions and activities:
 - a) Educational Tourism: Hajj manasik facilities with replicas of the Kaaba and Mina tunnel provide an educational experience for visitors.
 - b) Nature and Adventure Tourism: The glass suspension bridge and sports area at Surya Yudha Park 2 offer an exciting nature and adventure experience for tourists.
 - c) Culinary and Entertainment Tourism: Historia Café and Surya Yudha Cinema provide exciting entertainment and culinary options, adding to the area's appeal as a complete tourist destination.
4. Collaboration with Local Stakeholders. Surya Yudha Park actively collaborates with various parties to support local tourism development:
 - a) Local Government: Collaborating with the Banjarnegara Tourism Office in the preparation of a calendar of events and promotion of local tourism.



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- b) Community and MSMEs: Providing space for local communities to hold events and supporting MSMEs through the provision of business premises around the area.
- c) Media and Influencers: Participate in social media collaborations to introduce Banjarnegara tourism destinations to a wider audience.

Overall, Surya Yudha Park Banjarnegara is not only a tourist destination but also an important pillar in the local tourism ecosystem, contributing to the economy, diversity of tourism products, and collaboration between various stakeholders.

Supporting and inhibiting factors. The development of Surya Yudha Hotel & Park Banjarnegara as a sports tourism destination is inseparable from various internal factors that become its competitive advantage. These factors combine and support each other in creating an ecosystem that is conducive to the growth of the sports tourism sector in the Banjarnegara region and its surroundings.

1. Internal Supporting Factors.

- a) Top management commitment. One of the main foundations for the successful development of Surya Yudha as a sport tourism destination is the strong commitment of management and owners to innovation, facility development, and the creation of value-added local tourism.
 - 1) Long-term vision: The founders and managers of Surya Yudha Park have a vision of making this area not just a hotel or waterpark, but an integrated tourism complex that combines recreation, sports, education, and culinary elements.
 - 2) Community orientation: The management also places social values as a priority, such as providing free training grounds for the local sports community and supporting student and MSME sporting events.
 - 3) Transformational leadership: Management actively follows global and regional trends, such as wellness tourism and sport retreat trends, and adapts them into Surya Yudha Park's programs and facility design.
 - 4) Strategic partnerships: Management's willingness to collaborate with the local government, Tourism Office, sports communities and schools makes them important actors in the development of thematic tourism in Banjarnegara.
- b) Quality and completeness of facilities already built. Surya Yudha Park already has a complete infrastructure that not only caters to general recreational needs but is also adequate for professional sports training and events.
 - 1) Tournament standard futsal courts: Two types of pitches are available-synthetic grass and vinyl interlock-with night lighting systems, digital scoreboards, and spectator stands.
 - 2) Multifunctional swimming pool: A public pool and a dedicated training pool that local swimmers can use for technique and endurance training.
 - 3) Fitness & wellness center: A gym with modern equipment, yoga classes, zumba, and spa services, a special attraction for healthy lifestyle travelers.
 - 4) Indoor tennis court & jogging track: The addition of a jogging track and bicycle facilities supports light exercise programs and daily programs.
 - 5) Additional educational and entertainment facilities: Including educational Hajj rituals, a mini movie theater, and an educational garden, all integrated in one complex.
- c) Strategic location and environment that support sports activities
 - 1) Close to the city center: Located only 3-5 minutes from the center of Banjarnegara, allowing easy access for tourists and sports event participants.



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- 2) Topography and climate: Banjarnegara is located in a highland area with cool temperatures and good air quality. It is ideal for intensive physical activities, such as running, cycling, outdoor training, or fitness programs.
 - 3) Minimal pollution and noise: Surya Yudha's surroundings are relatively free from pollution and heavy traffic, creating an atmosphere that optimally supports physical activities and sports retreats.
 - 4) Proximity to natural tourism destinations, such as Dieng Plateau, Serayu Rafting, and Curug Pitu, can be integrated as part of an adventure sport tourism package.
- d) Strong reputation and brand equity
- 1) Banjarnegara's tourism icon, Surya Yudha, has been widely recognized as a premier family and community destination, including in the hotel, water recreation and education categories. It creates strong brand awareness in local and regional communities.
 - 2) Positive image in the media: Many positive reports in local and national media related to social programs, tourism development, and contributions to MSMEs and students.
 - 3) High customer satisfaction: Hotel and facility review ratings tend to be high on various digital platforms such as Google Maps, Traveloka, and social media, indicating high public trust.
 - 4) Participation in regional events: Hosting various futsal and volleyball tournaments as well as sports training events, Surya Yudha's reputation is further strengthened at the Central Java level.
- e) Land availability for further development
- 1) The complex covers 6 hectares and is gradually being expanded: The main complex and "Surya Yudha Park 2" provide ample space for expansion. It gives the flexibility to add: multi-functional indoor arena, integrated sports training center, glamping sport retreat zone.
 - 2) Sustainable Development Plan: Zoning and architectural designs have been prepared for the construction of new facilities without disrupting the main operations.
 - 3) Land Integration and Accessibility: The area is already equipped with good road access, large parking areas, and is not directly adjacent to dense residential areas, making it ideal for the development of outdoor programs and closed training.

2. External Supporting Factors. The Indonesian government has shown a strong commitment to the development of sports tourism through various strategic policies. The "10 New Bali" program launched by the Ministry of Tourism and Creative Economy places the development of specific activity-based tourist destinations, including sports tourism, as a top priority. The Regional Autonomy Policy provides flexibility for the Banjarnegara District Government to develop special regulations that support investment in the sports tourism sector. The Village Fund program, which reaches trillions of rupiah, opens opportunities for the development of supporting infrastructure for sports tourism at the grassroots level. The tax incentive policy for tourism investment, regulated in Government Regulation No. 9 of 2021, provides a significant stimulus for developers to invest in sports tourism facilities. The National Tourism Development Master Plan (RIPPARNAS) 2010-2025 explicitly mentions the importance of diversifying tourism products, including the development of sport tourism as a superior product.

The post-pandemic era has changed tourist behavior with a significant increase in interest in outdoor activities and wellness tourism. The trend of healthy living is getting stronger among urban



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communities with high disposable income, creating a potential market segment for sport tourism. The rapidly growing phenomenon of digital nomadism creates demand for destinations that offer quality sports facilities with adequate digital connectivity support. Millennials and Gen-Z show a high preference for travel experiences that combine physical activity with local cultural exploration. Social media has accelerated viral marketing for sport tourism destinations that offer Instagrammable moments and unique experiences. Increased awareness of the importance of work-life balance is driving the corporate market segment to organize company retreats and team building in sports tourism destinations.

National sports federations are increasingly active in finding alternative venues for organizing events and training camps. Banjarnegara's strategic location in the middle of Java makes it attractive as a training camp venue for various sports. The Ministry of Youth and Sports has a program to develop sports science centers in various regions that can be synergized with Surya Yudha Park facilities. The trend of organizing multi-event sports at the regional level opens up opportunities for Banjarnegara to host regular tournaments. Cooperation with federations can provide access to expertise in facility standardization and sustainable program development. The sport tourism sector shows high resilience to economic shocks compared to mass tourism, attracting institutional investors. The attractive ROI of sport tourism investments, with an average payback period of 5-7 years, attracts individual investors and large, capitalized businesses. Government support in the form of public-private partnership schemes provides risk mitigation for investors.

The people of Banjarnegara have shown great enthusiasm for the development of sport tourism because of the direct economic impact that can be felt. The availability of local human resources who can be trained to become guides, instructors and service providers creates ecosystem sustainability. The introduction of local culture and traditional sports can be a unique marketing proposition that differentiates Banjarnegara from other sport tourism destinations, creating an authentic experience that modern travelers are increasingly seeking.

3. Internal Barrier Factors. An analysis of sports facility management at Surya Yudha Park revealed a significant gap in technical expertise. The current management staff has a conventional hospitality background with no specialization in sports facility management. This results in a lack of in-depth understanding of sports facility operational standards, proper maintenance schedules, and equipment utilization optimization. The absence of sport science knowledge in the management team leads to decision-making that is not always based on the best experience in the sport tourism industry. The absence of a certified sport facility manager results in reactive rather than proactive facility management. This condition can be seen from the ad hoc maintenance program and the lack of safety and emergency response protocols specific to sports activities. Limited knowledge in sports event management also reduces the ability to host competitions or tournaments that can increase destination visibility.

A comprehensive evaluation of staff competencies showed a disparity of skills that hindered service excellence. Operational staff have basic hospitality skills but lack specialized services for sport tourism. The language barrier is a significant obstacle, as only 30% of staff are communicative in English, even though international sport tourism is increasing. Technical competence in equipment handling and security procedures is below international standards. The lack of ongoing training programs means that staff are not up-to-date with the latest developments in the sport tourism industry. Customer service skills specific to sport tourism are not optimally developed, including an understanding of athletes' specific needs and enthusiasm for sport.



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Budget limitations are a major obstacle to maintaining sport tourism facilities. Limited annual budget allocations lead to maintenance delays that potentially reduce the working life of equipment and infrastructure. Greater budget prioritization for operational costs over capital expenditures results in a technological gap with competitors. A limited budget for the procurement of high-quality equipment results in a sub-optimal user experience. Investments in technology upgrades, such as digital booking systems and smart facility monitoring, are delayed due to limited financial resources. It weakens the ability to compete in attracting market segments with high purchasing power.

The current management system is still separate, with less than optimal coordination between departments. The absence of an integrated property management system makes it difficult for real-time monitoring of facilities and coordination bookings. Management data that has not been centralized results in inefficiency in decision-making and strategic planning. Communication flow between divisions is not efficient, causing delays in response to guest requests and facility problems. The lack of a comprehensive performance measurement system makes it difficult to evaluate and develop data-driven plans.

The current organizational structure was designed for conventional service businesses without special consideration for sport tourism demand. The absence of a dedicated sports tourism division has led to fragmented responsibilities in handling sports tourism services. Unclear reporting lines for sport tourism facility management hinder accountability and performance optimization.

Too wide a span of control for some key positions results in uncontrolled supervision and quality control. Unclear career progression paths within sport tourism specialties reduce staff motivation and retention rates, especially for talented individuals with sports backgrounds.

4. External Barrier Factors. Banjarnegara faces significant limitations in terms of transportation connectivity, which is a major obstacle to sport tourism development. The absence of a commercial airport forces tourists to use Ahmad Yani Semarang or Adi Sutjipto Yogyakarta airports, with an additional 2-3 hours of road travel. Limited access to public transportation, especially for direct routes from major cities, makes it difficult for individual tourists without private vehicles. The condition of the provincial road leading to Banjarnegara, although improved, still has some narrow spots that reduce travel comfort, especially for large groups carrying full sports equipment.

Limited quality public transportation options, such as tour buses or regular shuttle services, make transportation costs relatively high and reduce the attractiveness of the destination for budget travelers. The situation is further complicated by the lack of suitable car rental services in the Banjarnegara area, forcing tourists to arrange transportation from their hometowns.

Banjarnegara competes with sport tourism destinations established in metropolitan cities that have complete ecosystems. Jakarta, Surabaya, and Bandung offer sport tourism facilities with international standards, superior accessibility, and complete supporting amenities such as medical facilities, sporting goods stores and the most comprehensive accommodation options. The established brand awareness of metropolitan destinations creates strong top-of-mind recall among sports tourists. Large cities have an advantage in handling sport tourism activities that provide global exposure, while Banjarnegara is still struggling to gain recognition at the regional level. A limited marketing budget compared to metropolitan competitors makes it difficult to position Banjarnegara as a major sport tourism destination.

Supporting infrastructure around Surya Yudha Park has not been optimized to support a comprehensive sport tourism ecosystem. Limited sports medical clinics, physiotherapy centers, and



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sporting goods specialty stores force tourists to bring all their needs from their hometowns or access these services in larger cities. Limited dining options, especially those specializing in sports nutrition or international cuisine, reduce the comfort level for tourists with special dietary requirements. Entertainment and leisure facilities around the area are limited, causing travelers to spend limited time at the destination.

The pattern of tourist visits to Banjarnegara shows significant seasonal fluctuations, with peak seasons limited to school holiday periods and weekends. The long off-season makes it difficult to plan Surya Yudha Park's financial and operational efficiency. The weekend war phenomenon, where visitation is concentrated on weekends, creates excess capacity at peak times and underutilization on weekdays.

Tropical weather with a long rainy season limits outdoor sports activities for 4-5 months of the year. Sometimes unpredictable weather patterns are further complicated by climate change, making it difficult to plan for outdoor sports activities. High humidity levels throughout the year can reduce comfort levels for sporting activity bag intentions for travelers from cooler climates.

Quality Improvement Strategy.

1. Facility and Infrastructure Improvement Strategy. Based on the distance analysis that has been conducted, the improvement strategy should use a prioritization matrix based on urgency and level of impact. The top priorities are upgrading the circulation system of the semi-olympic swimming pool and replacing the artificial turf in the soccer field goal area. Implementation is done in stages with an 18-month timeline, starting from the facilities with the highest usage traffic and revenue-generating potential. Implementation of a smart facility management system through IoT sensors for real-time monitoring of facility conditions, an energy-efficient automated lighting system, and an integrated digital booking platform. Implementation of mobile apps for facility booking, equipment tracking and user feedback collection will improve operational efficiency and user experience. RFID technology for access control and equipment management can reduce operating costs by up to 25%.

New facility developments include an indoor climbing wall, a trending padel tennis court, and an outdoor calisthenics park. The construction of an aqua therapy pool and recovery center with an ice bath and sauna will appeal to the health-conscious market segment. Adventure courses and high-altitude ropes courses will accommodate the potential team-building market. Implementation of predictive analysis-based maintenance schedules, upgrading of CCTV systems with AI-powered monitoring, and installation of automated defibrillators (AEDs) at strategic locations. Development of comprehensive emergency response protocols and mandatory safety training for all operational staff. Regular safety audits by third-party certified agencies to maintain international standards.

Construction of a sports medicine clinic with a physiotherapy unit, expansion of changing rooms with premium facilities, and development of a pro shop for sports equipment rental and retail. Enhanced F&B offerings with sports nutrition menus and flexible dining rooms that can accommodate large groups. The creation of a multi-purpose conference hall for sports seminars and award ceremonies will diversify revenue sources.

2. Strategy to Improve HR Services and Competencies. Implementation of a comprehensive 6-month training program covering sports facility management, basic sports science, and sports hospitality standards. Training modules include equipment handling, safety protocols for sports activities, and specialized customer service for athletes and sports enthusiasts. Partnerships with internationally certified training providers to ensure global standards and sports tourism industry-recognized certifications.



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Recruitment strategy for key positions such as Sport Facility Manager, Fitness Coordinator, and Guest Relations Officer with a background in sports science or kinesiology. A recruitment policy that prioritizes candidates with dual competencies in hospitality and sports knowledge. Implementation of competitive compensation packages to attract quality talent from the sports and wellness industry.

Development of customized SOPs, including facility maintenance protocols, safety procedures for each sport, emergency response guidelines, and customer journey mapping for sports tourism. Documentation of best practices in equipment sterilization, injury management, and pre-competition facility preparation.

Development of a performance measurement system with sports tourism-specific KPIs such as facility utilization rates, customer satisfaction scores for sports activities, and safety incident tracking. Implementation of a 360-degree feedback system and regular skills assessment for continuous improvement.

Collaboration with Semarang State University Faculty of Sport Science for apprenticeship programs, guest lecturer series, and applied research projects. Collaboration with BNSP (National Professional Certification Agency) for the enhancement of certified training programs in line with industry standards.

3. Program and Activity Development Strategy. Multi-segment program development includes kids' sport camps for the family market, corporate team building packages, senior wellness programs, and professional athlete training camps. Youth development academies for local talents and women-only fitness programs will expand the target demographic. Creation of mountain bike trails that take advantage of Banjarnegara's topography, traditional game training that integrates traditional Javanese games, and eco-adventure programs that accompany sports with environmental education through activities around Mount Prau and Dieng Plateau.

Collaboration with national athletes to hold special classes, sports clinics with renowned coaches, and motivational speech sessions. Olympic preparation camps and professional development workshops will increase brand credibility and awareness. Incorporation of Javanese cultural elements in the opening ceremony, traditional music performances at sporting events, and local culinary experiences as part of the sport tourism package. Cultural sports fusion activities, such as yoga with gamelan and meditation sessions. Development of signature annual events such as the Banjarnegara Sports Festival, regular monthly tournaments, seasonal sports camps and quarterly wellness retreats to ensure a consistent flow of visitors and establish Taman Surya Yudha as a sport tourism destination.

4. Marketing and Branding Strategy. Reposition Surya Yudha Park as "The Leading Sports Tourism Center in Central Java" with a unique value proposition: "Where Sport Meets Serenity". The branding strategy focused on an authentic Javanese sports experience with the tagline "Train, Compete, Explore in the Heart of Java". Development of sports activity-based content marketing, SEO optimization for sports tourism keywords, and social media campaigns targeting the sports enthusiast community. Implementation of virtual tour technology and live streaming of sports events for a wider reach.

Partnerships with sports content creators, professional athletes as brand ambassadors, and fitness influencers to provide authentic testimonials. Collaboration with sports YouTubers for facility reviews and training session documentation. Active participation in the Adventure Travel Trade Association (ATTA), Indonesia Sport Tourism Association, and regional sport tourism networks. Participation in sport tourism expos and conferences to build networks and partnerships.



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Development of a sports CRM system with personalized communications for repeat customers, loyalty programs for sports travelers, and automated follow-up for post-visit engagement. Database segmentation based on sports preferences for targeted marketing campaigns.

5. Integration Strategy with Local Tourism Ecosystem. Creation of an integrated package that combines sports activities with exploration of the Dieng Plateau, traditional craft workshops at Pekunden Tourism Village, and culinary tours for local specialties. Multi-day packages with a combination of sports training, cultural immersion and nature adventure will create a comprehensive destination experience. Strategic partnerships with homestay managers, local tour operators, craft centers, and traditional food vendors to create a seamless visitor experience. Development of referral systems and joint marketing initiatives with regional tourism stakeholders. Implementation of community sports programs, training of local youth as sports guides, and development of sports equipment rental cooperatives. Capacity building of local communities in the provision of sports tourism services.

Active participation in the Dieng Culture Festival as a sports sponsor, conducting pre-event training camps, and organizing sports competitions as complementary events. Integration with regional event calendars to maximize visitor flows. Collaboration in destination marketing campaigns, joint investment in infrastructure development, and participation in the implementation of tourism master plans for sustainable long-term growth.

Integrated Development Model. Based on the analysis and research findings, this section will propose an integrated development model for Surya Yudha Park as a sports tourism destination, which includes:

1. Short, Medium, and Long-term development roadmap
2. Sustainable business model
3. Optimal organizational and governance structure
4. Framework for quality monitoring and evaluation
5. Collaboration strategy with stakeholders

CONCLUSION

This research reveals that Surya Yudha Park has strong potential to be developed as a sports tourism center in Central Java. This potential is supported by its strategic geographical position and policy support from the central and local governments. The research findings confirm that to realize this goal, comprehensive improvements are needed, both from the internal side of the organization and in responding to the external challenges faced. Development of facilities, improvement of human resource competencies, and integration of a modern management system are important elements that need to be prioritized. In addition, synergy between various stakeholders and the adoption of technology are also key to the successful transformation of Surya Yudha Park as a leading sports tourism destination.

The development of Surya Yudha Park as a sports tourism center needs to be carried out in a gradual and structured manner within a short, medium and long-term framework. Initial steps should focus on improving the quality of key facilities and strengthening human resource capacity. The establishment of a specialized sports tourism division with cross-disciplinary expertise can strengthen governance. In addition, technology integration in operational management and tourist services should be accelerated to improve efficiency and competitiveness. Multi-stakeholder collaboration through consortiums involving the public, private, education and community sectors



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is an important strategy in building a sustainable sport tourism ecosystem. Diversification of revenue sources also needs to be innovatively designed to strengthen long-term financial stability.

Further research is recommended to examine the implementation model of multi-actor collaboration in sport tourism, as well as to evaluate the impact of technology integration on improving the quality of tourist experience and destination operational efficiency.

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