

## KARAKTERISTIK DAN KINERJA *MULTI-CENTRAL BUSINESS DISTRICTS* (*MULTI-CBD*) PADA AREA SEGITIGA EMAS JAKARTA

### INTISARI

Bukan hal yang aneh jika sebuah kota metropolitan seperti Jakarta memiliki beberapa *Central Business District* (CBD). Namun, yang membedakan Jakarta dengan kota lainnya adalah keberadaan beberapa CBD yang berdekatan satu sama lain, membentuk sebuah kluster multi-CBD yang sering disebut sebagai Area Segitiga Emas Jakarta. Area Segitiga Emas Jakarta, sebagai kluster multi-CBD di Indonesia, menunjukkan sebuah anomali di mana meskipun mendominasi pasokan properti, kawasan ini menghadapi tren penurunan permintaan yang kontras dengan CBD yang berada di luar kluster multi-CBD. Fenomena ini menimbulkan pertanyaan fundamental mengenai karakteristik dan kinerja dari struktur multi-CBD yang terkonsentrasi di dalamnya. Penelitian ini bertujuan untuk mengidentifikasi karakteristik yang dimiliki oleh multi-CBD di Area Segitiga Emas Jakarta, dan mengeksplorasi kinerja dari keberadaan sistem multi-CBD tersebut. Dengan menggunakan pendekatan deduktif-kuantitatif dan mengadopsi Teori *Multiple Nuclei* sebagai landasan utama: Kawasan Istora Senayan Central Business District, Sudirman Central Business District (SCBD), dan Kawasan Mega Kuningan Central Business District. Data primer dan sekunder dianalisis melalui sepuluh indikator kinerja yang mencakup dimensi bentuk, fungsi, dan fitur kawasan.

Hasil penelitian menyimpulkan bahwa karakteristik sistem multi-CBD di Area Segitiga Emas menunjukkan adanya homogenisasi fungsional yang kuat, namun di saat yang sama sudah mulai diwarnai oleh benih-benih spesialisasi peran masing-masing kawasan. Homogenisasi terlihat dari dominasi sektor jasa dan perdagangan di ketiga kawasan. Namun, diferensiasi mulai terbentuk, di mana Istora Senayan Central Business District memantapkan diri sebagai pusat rekreasi dan MICE, SCBD sebagai pusat hiburan dan gaya hidup premium, dan Mega Kuningan Central Business District sebagai *hub* diplomatik dan kluster teknologi.

Kinerja sistem multi-CBD ini berfungsi pada tingkat yang belum sepenuhnya optimal (sub-optimal) akibat dominasi hubungan kompetitif daripada komplementer. Tidak ada satu pun kawasan yang unggul secara holistik. Sebaliknya, setiap CBD memiliki profil kinerja yang timpang. Kinerja yang kurang baik ini, yang salah satunya disebabkan oleh fragmentasi tata kelola, berisiko menciptakan redundansi dan kejenuhan pasar. Penelitian ini merekomendasikan intervensi kebijakan yang berfokus pada penguatan spesialisasi fungsional melalui zonasi insentif dan pembentukan badan pengelola kawasan terpadu di bawah koordinasi pemerintah daerah untuk mendorong sinergi dan meningkatkan daya saing kolektif.

**Kata Kunci:** *Central Business District (CBD)*, *Multi-CBD*, Segitiga Emas Jakarta, Karakteristik Kawasan, Kinerja Kawasan.

## CHARACTERISTICS AND PERFORMANCE OF MULTI-CENTRAL BUSINESS DISTRICTS (MULTI-CBD) IN THE GOLDEN TRIANGLE AREA OF JAKARTA

### ABSTRACT

*It is not uncommon for a metropolis such as Jakarta to possess multiple Central Business Districts (CBDs). However, what sets Jakarta apart is the presence of several CBDs in close proximity to each other, forming a multi-CBD cluster that is often referred to as the Jakarta Golden Triangle Area. The Golden Triangle Area of Jakarta, the primary Central Business District (CBD) cluster in Indonesia, exhibits an anomaly in that despite its domination of property supply, it is facing a downward trend in demand that contrasts with CBDs outside the multi-CBD cluster. This phenomenon gives rise to fundamental inquiries concerning the characteristics and performance of the multi-CBD structures concentrated within them. The objective of this study is to ascertain the characteristics of multi-CBDs in Jakarta's Golden Triangle Area and to assess the efficacy of the multi-CBD system. The utilization of a deductive-quantitative approach, in conjunction with the adoption of the Multiple Nuclei Theory as the foundational framework, is imperative. Istora, Senayan, Central Business District, Sudirman Central Business District (SCBD), and Mega Kuningan Central Business District. The analysis of primary and secondary data is conducted using ten performance indicators that encompass the dimensions of form, function, and regional features.*

*The findings of the study indicated that the characteristics of the multi-CBD system in the Golden Triangle Area exhibited a pronounced degree of functional homogenization. However, concurrently, the seeds of specialization in the role of each region began to take shape. The homogenization of these regions is evident in the predominance of the services and trade sectors across all three areas. However, the city is undergoing a period of differentiation, with the Istora Senayan Central Business District establishing itself as a leisure and MICE (Meeting, Incentive, Conference, Exhibition) center, the SCBD (Sudirman Central Business District) becoming a premium entertainment and lifestyle center, and Mega Kuningan Central Business District emerging as a diplomatic hub and technology cluster.*

*The performance of this multi-CBD system functions at a sub-optimal level due to the dominance of competitive relationships over complementary relationships. It is evident that no specific region can be regarded as being consistently superior. Instead, each CBD exhibits an uneven performance profile. This underperformance, which is partly due to governance fragmentation, risks creating redundancy and market saturation. This research recommends policy interventions that focus on strengthening functional specialization through incentive zoning and the establishment of an integrated regional management body under the coordination of local governments to promote synergy and improve collective competitiveness.*

**keywords:** *Central Business District (CBD), Multi-CBD, Jakarta Golden Triangle, District Characteristics, District Performance.*