



Towards a Global City: A Study of the Global Cities Index Dimensions in Jakarta

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ABSTRACT

Following Indonesia's announcement of its plan to relocate the national capital from Jakarta to Nusantara, the City of Jakarta is projected to pursue global city status by 2045. Its transformation into a global city, however, remains a complex and challenging process. For this reason, this study aims to analyze Jakarta's readiness to evolve into a global city by examining its performance across the five dimensions outlined in Kearney's Global Cities Index. Through a qualitative method and literature review, this article argues that a contradiction exists between Jakarta's national potential as a global city and its actual performance based on Kearney's standards. On the national scale, Jakarta is the most potential city to be prepared to become a global city because it excels in all dimensions compared to other cities in Indonesia. However, if the analysis is carried out through a comparison of Jakarta with global cities in the world and the dimensions set by Kearney, Jakarta is still quite behind. Jakarta needs to focus on city development to meet the standards as a global city in the extent of business activity, human capital, information exchange, cultural experience, and political engagement.

KEYWORDS

Global City; Jakarta; Kearney; National Capital; Transformation

INTRODUCTION

Since the enactment of Law Number 3 of 2022 concerning the National Capital (*Ibu Kota Negara/ IKN*), Indonesia has officially moved its capital from Jakarta to IKN Nusantara in East Kalimantan. This step marks the end of Jakarta's dominance as the center of Indonesian government which has been going on since 1966. The relocation of the capital is not a new idea, because it has been discussed since the era of President Soekarno in 1957, who planned to move the capital to Palangkaraya ([Ayundari, 2022](#)). This discourse re-emerged in 1997 during the era of President Soeharto with the Jonggol development plan, and was continued by President Susilo Bambang Yudhoyono in 2013. Finally, during the leadership of President Joko Widodo, the discourse was realized by establishing IKN Nusantara as the new capital city which aims to distribute the center of government and economy more evenly outside Java ([Ayundari, 2022](#)).

With the loss of its status as the administrative capital, Jakarta now faces the challenge of shifting its urban development direction. The transition has begun with Jakarta changing its name from 'Special Capital Region' (*Daerah Khusus Ibukota/ DKI Jakarta*) to 'Special Region of Jakarta' (*Daerah Khusus Jakarta/ DKJ*) ([Yulianti & Khotimah, 2024](#)). Under this new name, Jakarta aims to focus more on developing itself as a national economic hub and a global city ([Bappeda DKI Jakarta, 2024](#)). As a global city, Jakarta is projected to have greater opportunities for international collaboration. Therefore, Jakarta must prepare to compete with other cities worldwide that have already excelled in sectors such as business, information technology, human resources, politics, and culture—key indicators in the assessment of a global city.

The term 'global city' has long been used to describe advanced cities that act as command centers of the global economy ([Wang & Ran, 2022](#)). These cities are not merely centers of economic activity but also serve as crucial nodes in international trade, finance, and cultural networks. With strong international connectivity, global cities play a strategic role in mobilizing capital, human resources, ideas, and innovations that have a broad impact on the global economy. These cities often influence global economic policies and attract international investments, creating a domino effect that drives growth across various sectors ([Chakravarty et al., 2021](#)). Consequently, global cities function as power hubs that integrate local economies with the global economy, making them the primary engines of globalization dynamics ([Pennisi, 2012](#)).

Based on The Global Cities Report 2023 by Kearney, Jakarta ranks 74th out of 156 cities, a decline from its 54th position in 2015 ([Kearney, 2023](#); [ATKearney, 2015](#)). In Southeast Asia, Jakarta lags behind cities such as Singapore (7th), Bangkok (45th), Manila (70th), and Kuala Lumpur (72nd) ([Indraswari, 2024](#)). This decline reflects Jakarta's persistent challenges in enhancing its global competitiveness, particularly in the wake of the Covid-19 pandemic. As Indonesia's economic hub, Jakarta was significantly affected in business performance, human capital, and quality of life ([Jakarta Investment Centre, 2021](#)). Meanwhile, cities like

Guangzhou and Shenzhen have made rapid progress, rising 16 and 11 places respectively, indicating the urgent need for Jakarta to accelerate its transformation ([Indraswari, 2024](#)).

Several cities worldwide ranked in the top 10 according to the GCI 2023 are New York, London, Paris, Tokyo, Beijing, Brussels, Singapore, Los Angeles, Melbourne, and Hong Kong ([Kearney, 2023](#)). Singapore, Indonesia's neighboring country, is the only Southeast Asian nation to make it into the top 10. Singapore has long branded itself as a global city, as highlighted by former Foreign Minister S. Rajaratnam in his 1972 speech titled *Singapore: Global City* ([Bennett, 2018](#)). In his address, Rajaratnam outlined strategies to position Singapore as a global city and emphasized that, even though its role as a regional trading hub might decline, Singapore's potential in the global economy remained significant. It took 36 years for Singapore to realize this vision. According to the *Global Cities Index and Emerging Cities Outlook 2012*, Singapore ranked 8th as a global city ([ATKearney, 2012](#)). If Singapore's journey is reflected upon Jakarta, it suggests that Jakarta's vision of becoming a global city might not materialize until 2060.

Nevertheless, Jakarta remains optimistic about realizing its vision of becoming a global city. This vision is outlined in the Jakarta Regional Long-Term Development Plan (RPJPD) 2025–2045, with the mission of *Jakarta: A Progressive, Competitive, and Sustainable Global City* ([Bappeda DKI Jakarta, 2024](#)). Additionally, the phrase 'global city' was adopted as the theme for Jakarta's 497th anniversary, celebrated under the banner *Jakarta: A Global City with Millions of Charms*. Notably, the narrative no longer speaks of 'moving toward a global city' but declares 'Jakarta as a global city' instead. This theme was chosen to symbolize the transition from being the capital of the nation to embarking on a new developmental path as a global city. This shift makes the discussion even more compelling. Despite the decline in global city index rankings, Jakarta continues to set itself up as a global city, affirming its commitment to this ambitious goal. Although this discourse has garnered both criticism and support from various groups, Jakarta's role as the trendsetter of the national economy, supported by its advanced infrastructure, remains one of its key strengths. However, unresolved economic disparities and environmental issues could hinder Jakarta's progress toward becoming a global city.

This article aims to identify Jakarta's potential in realizing its ambition to become a global city, while addressing the challenges and opportunities it faces. The topic is particularly critical in the context of the growing discourse on global cities within international relations, where such cities are increasingly recognized as important actors in world politics or as hubs through which global processes operate ([Kangas, 2017](#)). Additionally, the study is closely linked to the national capital relocation policy to IKN Nusantara, which has altered Jakarta's status to Daerah Khusus Jakarta (DKJ, or Special Region of Jakarta).

This article argues that a contradiction exists between Jakarta's national potential as a global city and its actual performance based on Kearney's standards. Moreover, it highlights how Jakarta's transformation into a global city not only affects urban dynamics but also has

significant implications for strengthening Indonesia's position in global diplomacy. By utilizing Jakarta as a case study and referencing Kearney's Global Cities Report, this article contributes to a deeper understanding of the 'global city' concept, particularly within the context of metropolitan cities in developing countries. The findings provide crucial insights for policymakers, researchers, and other stakeholders in shaping informed policies and development strategies to guide Jakarta's evolution into a global city.

THEORETICAL FRAMEWORK

Global City

The term 'global city' is an academic concept first introduced by John Friedmann in The World City Hypothesis to describe the emergence of cities with global networks that serve as centers of the world economy ([Friedmann, 1986](#)). Over time, Saskia Sassen expanded on this idea in her book *The Global City*, using the term to highlight the critical roles of cities like London, New York, and Tokyo as command centers of the global economy ([Sassen, 2013](#)). Today, cities worldwide possess the ability to integrate with the global economy, international capital, production sectors, and both domestic and international markets ([Wang et al., 2020](#)). A global city is not solely measured by its economic and business strength but also by five distinctive characteristics, as outlined by [Clark \(2016\)](#): 1) Supporting and excelling in traded sectors; 2) Attracting and sustaining diverse entrepreneurial activities; 3) Creating innovations that enhance the city's influence; 4) Focusing on the creation of new markets, routes, products, or services; and 5) Exerting significant influence in geopolitics.

Openness is a key indicator of a global city ([Zhou, 2020](#)), as evidenced by factors such as the presence of international headquarters, multinational companies, international airports, global events and conferences, and the volume of international tourist arrivals in a city ([Gibb, 2007](#)). In practice, global cities exhibit the capacity to integrate with the global economy, international capital, production sectors, and both domestic and international markets ([Friedmann, 1986](#)). Some scholars go even further, suggesting that global cities can evolve into geographical units that replace nation-states ([Brenner, 1998](#)). Consequently, developing cities worldwide are striving to transform their development approaches to seize greater growth opportunities and position themselves as peers to other advanced cities on the global stage.

Various international institutions assess global cities worldwide using different variables and measurement methods. While certain studies consider urbanization levels as the primary indicator, others focus on quality of life as a key measure. Another group of researchers evaluates a city's economic capacity, including factors such as GDP per capita and economic expansion. Some analyses also incorporate indicators associated with smart cities and urban resilience ([Lin et al., 2021](#)). However, globalization and increasing regional integration have introduced more diverse challenges in urban development, including contemporary issues. Consequently, global cities are linked to cultural heritage and the

culture of sustainability ([Naheed & Shooshtarian, 2022](#)). Taking these factors into account, the discussion of global cities extends to considerations such as sustainability, cultural heritage, and the future of urban development ([Lin et al., 2021](#)).

Several institutions have identified Jakarta as a city with the potential to transform into a global city. First, the 2023 Global Cities Index (GCI) evaluates global city standards based on six variables: business activity, human capital, information exchange, cultural experience, and political engagement. In 2023, GCI ranked Jakarta 74th out of 156 global cities ([Bappeda DKI Jakarta, 2024](#)). Second, the Global Power Cities Index (GPCI) measures global cities using six variables: economy, research and development, cultural interaction, livability, environment, and accessibility. In 2022, GPCI ranked Jakarta 45th out of 48 global cities ([Bappeda DKI Jakarta, 2024](#)). Third, the Economic Intelligence Unit (EIU) Livability Index assesses the livability of global cities through five variables: stability, healthcare, culture and environment, education, and infrastructure. In 2023, the EIU Livability Index ranked Jakarta 139th out of 173 cities worldwide ([Bappeda DKI Jakarta, 2024](#)). Fourth, the Cities in Motion Index evaluates global cities based on nine variables: economy, social cohesion, environment, human capital, governance, mobility and transportation, urban planning, international profile, and technology. In 2022, this index placed Jakarta 153rd out of 183 cities worldwide ([Bappeda DKI Jakarta, 2024](#)).

In the report titled *Establishing Jakarta as a Smart Global City* published by the Board of Regional Development Planning (*Bappeda*) of DKI Jakarta Province, a global city is defined as a city that plays a pivotal role in connecting transnational economies, functions as a key node in the global economic network, and possesses the capability to attract capital, goods, human resources, ideas, and information on a global scale ([Bappeda DKI Jakarta, 2023](#)). Meanwhile, according to Law Number 2 of 2024 on the Special Region of Jakarta Province, a global city is described as a city capable of hosting various international activities across multiple sectors, including trade, investment, business, tourism, culture, education, and healthcare. It is also a hub for the headquarters of companies and institutions at the national, regional, and international levels. In this regard, a global city serves as a center for the production of strategic international products, generating significant economic value not only for the city itself but also for surrounding regions ([Law No. 2 of 2024 on the Special Region of Jakarta Province, 2024](#)).

Based on the definition of a global city as applied to Jakarta, its role can be crystallized as an active participant in the global economy and business landscape, supported by various other activities such as human capital development, cultural engagement, technological advancement, healthcare, and internationally recognized events. Therefore, in analyzing Jakarta as a global city, the variables established by the Global Cities Index (GCI) become the most relevant compared to those used by other institutions (GPCI and EIU). Despite some limitations, the GCI has the advantage of comprehensively measuring urban competitiveness through five key dimensions: business activity, human capital, information exchange, cultural experience, and political engagement.

Global Cities Index

The Global Cities Index (GCI) is a report published by A.T. Kearney, a global management consulting firm established in 1926, specializing in providing organizations with data-driven strategies and solutions ([Kearney, 2023](#)). The GCI aims to evaluate a city's ability to attract, retain, and generate global flows of capital, people, and ideas. These global cities act as microcosms of the world, each with unique characteristics that serve as hubs of social, political, and economic activity, reflecting the dynamics of the global environment ([Kearney, 2023](#)). Kearney's measurements not only focus on today's leading cities but also consider future cities. The index assesses the potential of cities in low- and middle-income countries to elevate their global standing over the next 10 to 20 years ([Leff & Petersen, 2015](#)).

In 2023, Kearney assessed the performance of 156 cities worldwide. The evaluation was not limited to major cities but also included cities in countries classified by the World Bank as low- or middle-income nations, aiming to address disparities ([Leff & Petersen, 2015](#)). Kearney employed five key dimensions with varying weightings to measure performance: business activity, human capital, information exchange, cultural experience, and political engagement, as shown in Table 1 ([ATKearney, 2014](#)). The table provides percentage-based insights into Jakarta's characteristics according to Kearney's five dimensions of a global city, which will help contextualize Jakarta's position and serve as a framework in the discussion section.

Table 1. Jakarta's Characteristics Based on Kearney's Five Dimensions of a Global City

Subject	Characteristics
Business Activity (30%)	<ol style="list-style-type: none">1. Hosts more than 10 companies listed in the Top 500 Global Companies.2. Total market capitalization reached USD 24.3 trillion.3. Possesses well-developed airport cargo and port infrastructure.4. Recognized as a member of the International Congress and Convention Association (ICCA).5. Hosts over 100 unicorn companies.
Human Capital (30%)	<ol style="list-style-type: none">1. Hosts more than 100 universities ranked among the world's top 1000.2. Over 50% of the city's population holds a university degree.3. Accommodates 107,000 international students.
Information Exchange (15%)	<ol style="list-style-type: none">1. Supports robust information exchange networks.2. Provides high-quality access to television broadcasting.3. More than 30 million broadband subscribers.4. Ensures the protection of freedom of expression on digital platforms.

Cultural Experience (15%)	<ol style="list-style-type: none">1. More than 30 million international tourists visit annually.2. Hosts 240 cultural centers and museums.3. Organizes 25 multi-sport events annually.4. Maintains sister city agreements with over 200 cities globally.
Political Engagement (10%)	<ol style="list-style-type: none">1. Serves as the host city for embassies and consular offices.2. Hosts 29 international organization secretariats, think tanks, and local institutions with global influence.

Source: Drawn from [Bappeda DKI Jakarta \(2024\)](#)

METHODS

This study employs a qualitative method with a primary data collection technique using a literature review approach. A literature review is defined as an activity involving methods of collecting data from various library sources, such as reading, taking notes, and processing relevant materials for research purposes ([Zed, 2003](#)). In literature studies, four main characteristics should be considered: *first*, researchers interact directly with text or numerical data; *second*, library data is 'ready to use'; *third*, library data is generally secondary in nature; and *fourth*, library data is not limited by space and time ([Zed, 2003](#)). The primary sources examined in this research include documents related to global cities, legal documents, books, activity reports, journals, policy documents, and other relevant materials discussing Jakarta's preparation to become a global city.

All collected data and information, gathered from 15 journals, 7 books, and 22 website pages, are categorized based on the research domain and objectives. The data are then processed and analyzed using a qualitative approach to assess Jakarta's readiness to become a global city according to the dimensions defined by Kearney in the Global Cities Index. Qualitative data is generally used in exploratory research, especially when the focus is on limited cases ([Gerring, 2017](#)). The qualitative method is applied in this study to gain an in-depth understanding of the series of agendas aimed at transforming Jakarta into a global city by evaluating its feasibility through the dimensions outlined in the Global Cities Index. Through a comprehensive discussion, this article aims to generate conclusive perspectives and insights. The findings of this study provide insights into Jakarta's readiness to become a global city, along with the opportunities and challenges it faces.

RESULTS AND DISCUSSION

Jakarta will celebrate its 500th anniversary in 2027. Over five centuries, the city has transformed into a modern and dynamic city. Along with these changes, in 2022, Indonesia enacted Law Number 3 of 2022 concerning the National Capital (IKN), which resulted in Jakarta no longer having the status of the nation's capital. However, Jakarta continues to hold significant role as a global economic and business center. In the Jakarta Long-Term

Regional Development Plan (RPDJPD) 2025–2045, the city's grand vision is reflected in the effort to make Jakarta an *Advanced, Competitive, and Sustainable Global City* ([Bappeda DKI Jakarta, 2024](#)). This vision hinges on three key descriptors—advanced, competitive, and sustainable—that define what ‘global’ entails in this context. *Advanced*, is described as an innovative, modern, progressive, and responsive city, with the ability to adapt to the times. *Competitive*, defined as a city that has the ability to compete competitively and continue to transform to achieve excellence, both at the national and global levels. This aims to attract various resources, such as financial, human, goods, as well as information and knowledge, to the maximum by utilizing its comparative, competitive, and collaborative advantages. Meanwhile, *sustainable* is explained as Jakarta's commitment to the future development of Jakarta which prioritizes harmony in economic, social, and environmental development ([Bappeda DKI Jakarta, 2024](#)).

Jakarta's vision to become a global city by 2045 is being realized through five key objectives: *First*, enhancing human resource competitiveness by improving education, skills, and competencies while fostering innovation and creativity, which indirectly contributes to economic growth. *Second*, reducing poverty and inequality through inclusive economic development. This includes a targeted reduction in the Gini ratio from 0.42–0.43 to 0.36–0.38 by 2025. *Third*, increasing per capita income, which reflects positive economic growth and raises the standard of living for Jakarta residents. Efforts to achieve this focus on creating high-quality jobs, with particular emphasis on sectors that offer high added value as a primary strategy for boosting per capita income. *Fourth*, positioning Jakarta as a globally competitive city, enhancing its ability to attract investment, talent, and innovation on the international stage. *Fifth*, reducing greenhouse gas (GHG) emissions toward achieving net zero emissions, with a targeted reduction of 88.47% by 2025 ([Bappeda DKI Jakarta, 2024](#)).

Optimism for Jakarta to become a global city is supported by numerous opportunities, as the city has long been the center of economic activity in Indonesia. In 2022, Jakarta's Gross Regional Domestic Product (GRDP) reached IDR 3,200 trillion, contributing 16.6% to the national GRDP. Jakarta's GRDP per capita stood at USD 17,966, or approximately IDR 298 million, making it the highest in Indonesia ([Bappeda DKI Jakarta, 2024](#)). With a population of around 10.67 million, Jakarta accounts for 4.11% of the national population, while its residents' per capita income reached IDR 182.91 million ([Sadya, 2023](#)). Jakarta's economic potential is expected to continue growing, especially if it can capitalize on the opportunities presented by the demographic dividend.

A significant 71.28% of Jakarta's population, or approximately 7.61 million people, are in the productive age group ([Resti & Cahyati, 2022](#)). In 2022, Jakarta successfully attracted foreign direct investment (FDI) amounting to USD 3.7 billion, or approximately IDR 53.8 trillion, reflecting its economic appeal and high investment potential. The five sectors contributing the most to Jakarta's GRDP are wholesale and retail trade (15.75%), information and communication (13.42%), manufacturing industry (10.81%), construction (10.81%), and financial and insurance services (10.78%) ([Bappeda DKI Jakarta, 2024](#)). The significant

contributions from these sectors highlight the importance of Jakarta's economic diversification, which is increasingly strengthening as a key driver in achieving its vision of becoming a global city.

However, the standardization of a global city is not solely measured by its economic sector. The Global Cities Index (GCI), developed by Kearney, establishes five key indicators to assess a city's feasibility as a global city ([ATKearney, 2014](#)). *First*, business activity which measures the strength of a city's economic and business activities, including the presence of developed financial markets and the ease of conducting large-scale global business operations. *Second*, human capital which evaluates the quality of education, innovation, and research networks within a city. *Third*, information exchange which focuses on how well a city is digitally connected and its infrastructure's capability to support the flow of information. *Fourth*, cultural experience which assesses access to various cultural, social, entertainment, sports activities, and interpersonal interactions that enrich urban life. *Fifth*, political engagement to examines a city's role in international diplomacy, its participation in global political forums, and its influence on world policies.

Business Activity

Economic activity is a crucial indicator for cities competing on the global stage. A city's high productivity levels enable the production of more goods and services by leveraging available resources and focusing on optimizing production processes. This contributes to the creation of jobs that meet the needs of the local population. A productive city supports attracting investments from both local and global sources, boosting exports, and building a positive image that enhances its competitiveness with other cities.

Before the relocation of the national capital's functions to IKN Nusantara, Jakarta served as both the national business and economic center as well as the seat of government. These activities made Jakarta the city with the highest urbanization rate in Indonesia, with an average population increase of 80,000 people per year ([Javier, 2024](#)). Without sustainable development, this dynamic has the potential to create various issues that could hinder the city's growth. The implementation of several flagship projects in Jakarta carries strategic implications for economic resilience and business activities. The ongoing development processes provide Jakarta with a greater opportunity to transform into a global city.

This potential is also highlighted in the Emerging Cities Outlook report published in 2014, where A.T. Kearney Inc. identified Jakarta as one of the Asian cities with significant potential to evolve into a global city within the next 10 to 20 years ([ATKearney, 2014](#)). In fact, Jakarta ranked first, followed by other cities such as Manila (Philippines), Addis Ababa (Ethiopia), São Paulo (Brazil), New Delhi (India), Rio de Janeiro (Brazil), Bogotá (Colombia), and Mumbai (India) ([Yulianti & Khotimah, 2024](#)).

In the post-Covid-19 period, Foreign Direct Investment (FDI) in Jakarta has shown a significant upward trend. In 2021, Jakarta's FDI hit a low point of USD 3.31 billion but rebounded to a peak of USD 4.83 billion in 2023 (Bappeda DKI Jakarta, 2024). This

achievement can be claimed as a positive start for Jakarta in its journey toward becoming a global city, although it still lags far behind Singapore, which successfully attracted investments totaling USD 424.21 billion ([Department of Statistics Singapore, 2024](#)). In addition to investment volume, investment efficiency in Jakarta also poses a challenge. In 2022, Jakarta's Incremental Capital Output Ratio (ICOR) stood at 7.54, higher than the national average of 6.25 ([Bappeda DKI Jakarta, 2024](#)). The high ICOR indicates that Jakarta requires more capital to produce the same output, suggesting that investment efficiency in Jakarta remains lower compared to other regions in Indonesia.

On the other hand, Jakarta's Gross Regional Domestic Product (GRDP) per capita growth, despite its fluctuations, has consistently remained above the national average. The period from 2018 to 2023 shows significant fluctuations in Jakarta's economic growth. In 2018, GRDP grew by 5.16%, slightly increasing to 5.46% in 2019 before sharply declining to -3.03% due to the impact of the Covid-19 pandemic. In the post-pandemic, growth began to recover, reaching 4.91% in 2022, but slowed again to 4.65% in 2023, as seen in Figure 1. Despite these fluctuations, Jakarta remains a key contributor to the national GDP, accounting for 16.9% in 2022, while also recording the highest GRDP in Indonesia ([Bappeda DKI Jakarta, 2024](#)).

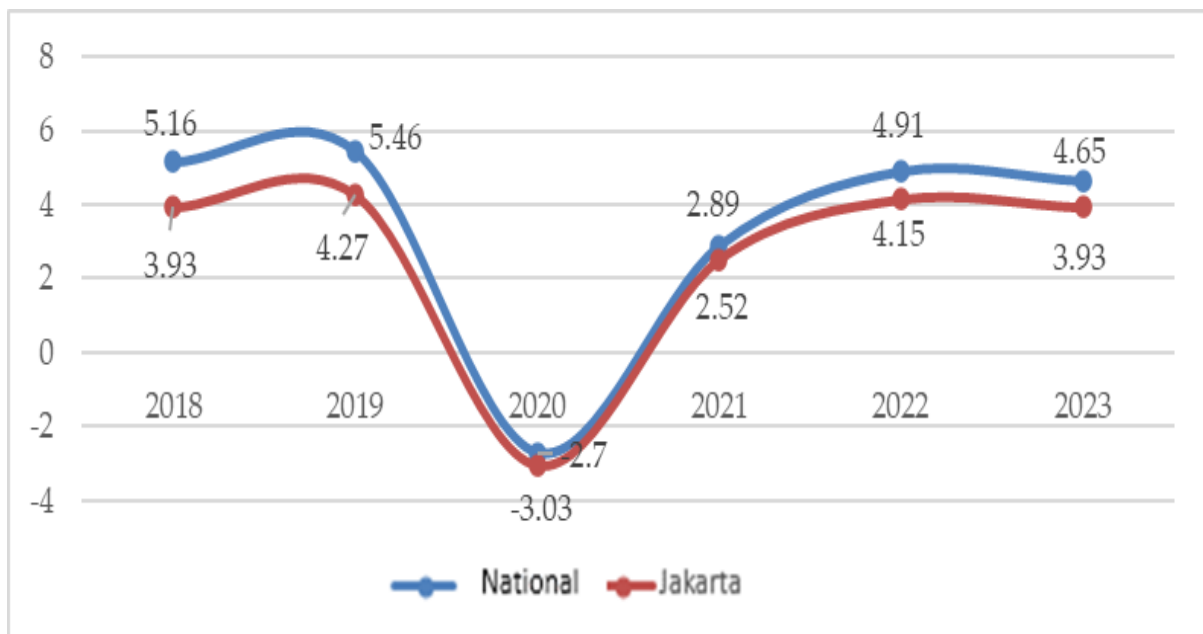


Figure 1. Jakarta's GRDP Per Capita Growth Rate (ADHK) 2018 – 2023. *Source:* Drawn from [Bappeda DKI Jakarta \(2024\)](#)

Although Jakarta's GRDP per capita has consistently been higher than the national average, it remains insufficiently competitive compared to other global cities. In 2022, Jakarta recorded the highest GRDP per capita in Indonesia at USD 17,996, according to the Global Power City Index. However, this figure is still far below Singapore's GRDP per capita

of USD 59,828 and Tokyo's USD 88,322 ([Institute for Urban Development, 2022](#)). Moreover, when compared to New York, which has been ranked among the top five global cities for the past five years, Jakarta lags significantly, with New York's GRDP per capita reaching USD 122,980. Even within Southeast Asia, Jakarta falls behind Bangkok, which has a GRDP per capita of USD 19,099 ([Bappeda DKI Jakarta, 2024](#)). Jakarta's low GRDP per capita is influenced by various factors, including rapid population growth that is not matched by improvements in human resource quality or the availability of high-value-added job opportunities.

Another indicator set by Kearney in the business activity sector is the presence of more than 10 Top 500 World Companies to establish a stable and sustainable global economic ecosystem. The presence of multinational companies can attract global talent and foreign investment, fostering global connectivity and integration. Currently, Jakarta hosts only one Top 500 World Company and seven unicorns, falling short of the minimum target of 100 companies. However, the growth of start-ups in Jakarta has been significant, with a total of 377 start-ups, although it still lags behind other global cities such as Singapore with 4,000, Tokyo with 1,200, and Shanghai with 971. Meanwhile, the shipping volume at Tanjung Priok Port in 2021 only reached 6.85 million TEUs, which remains relatively low compared to Shanghai's 47.03 million TEUs in the same year. Kearney also requires global cities to be part of the International Congress and Convention Association (ICCA) Conference, which has been held once in Jakarta. The ICCA Conference is a global organization representing organizers, service providers, and destinations involved in the international meetings, conferences, and events industry. In this context, the ICCA Conference Ranking assesses cities based on the number and quality of international conferences they host ([Diskominfotik Provinsi DKI Jakarta, 2024](#)). The comparison of Jakarta's performance against the variables defined by Kearney and other global cities is presented in Table 2.

Table 2. Business Activity Variable¹

Subject	Characteristics	Jakarta	Other Cities	
Business Activity (30%)	Hosts more than 10 companies listed in the Top 500 Global Companies.	1	Tokyo	50
			New York	53
			Beijing	18
	Total market capitalization reaching USD 24.3 trillion.	762.585 USD bn	Singapore	633.803 USD bn
	Possesses well-developed airport cargo and port infrastructure.	6,85 million	Sanghai	47,03 million
			Singapore	37.5 million

¹ The cities listed in the table vary across different dimensions and characteristics due to the limitations of data sources. Not all cities publish the latest data that aligns with the required characteristics, including Kearney. Because of these data limitations, the comparison between Jakarta and other global cities is intended solely to understand Jakarta's current position, rather than to compare it directly with specific cities. This information also applies to Tables 3, 4, 5, and 6.

		London	51.8 million
Recognized as a member of the International Congress and Convention Association (ICCA).	1	Bangkok	1
Hosts over 100 unicorn companies.	7	Singapore	20
		Bangkok	7
		Sanghai	38
		Seoul	33

Source: Drawn from [Bappeda DKI Jakarta \(2024\)](#)

Although Jakarta has not yet fully met the economic and business indicators established by Kearney, the potential to achieve a ranking within the top 20 global cities by 2045 remains open. This goal can be attained through the optimization of investments, improvements in economic policy efficiency, and enhancements in productivity and human resource quality ([Dany, 2023](#)). Jakarta's transformation into a global city requires consistent, proactive government policies and active public participation in creating an inclusive and competitive urban ecosystem ([Bappeda DKI Jakarta, 2024](#)).

Human Capital

Human Capital refers to how well a city attracts diverse talents. This includes the number of foreign-born residents, the quality of universities, the number of international schools, the number of college graduates, and the number of international students ([Toh, 2022](#)). The human capital indicator in the Global Cities Index (GCI) reflects how prepared a city is to compete globally by leveraging human potential as a valuable resource. This indicator plays a strategic role in supporting urban economic growth and sustainable livability ([Stolarick & Mellander, 2016](#)). Thus, the reflection of human capital achievements in a region influences the quality of human development and the life expectancy of its residents. Human capital enhances human development by improving education levels, income, and access to healthcare, which in turn increases life expectancy ([Bloom et al., 2018](#)). Cities with strong human capital tend to have better health outcomes and social well-being for their residents ([OECD, 2021](#)).

With a population of 10.67 million, Jakarta achieved a Human Development Index (HDI) score of 83.55 in 2023 (see Figure 2). This figure has shown consistent growth since 2018 when it stood at 80.47 ([Bappeda DKI Jakarta, 2024](#)). This positive trend is also evident in Jakarta's life expectancy rate, which has consistently increased from 72.67 in 2018 to 75.81 in 2023 ([Bappeda DKI Jakarta, 2024](#)). With these figures, Jakarta continues to hold the highest HDI in the nation.

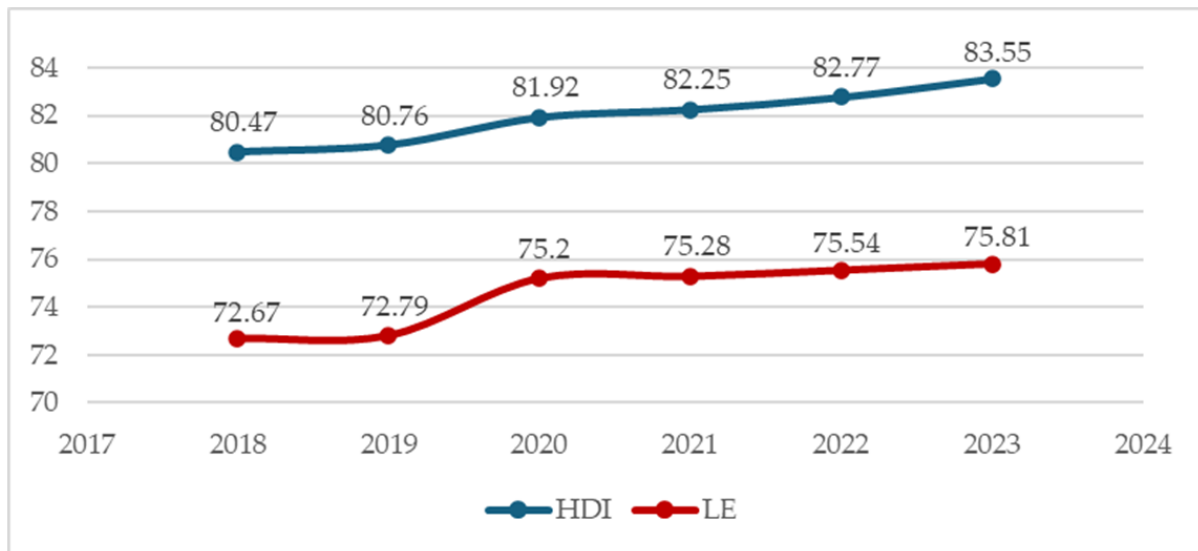


Figure 2. Jakarta Human Development Index (HDI) and Life Expectancy (LE) Jakarta 2018 – 2023.

Source: Drawn from [Bappeda DKI Jakarta \(2024\)](#)

The increase in Jakarta's Human Development Index (HDI) and Life Expectancy (LE) is influenced by several factors related to improvements in healthcare services, education, public services, and citizens' income. The enhancement of public health rankings in Jakarta has been achieved through the provision of comprehensive healthcare services across all aspects of life (continuum of care), aiming to create a golden generation and high-quality human resources. Efforts to improve the education sector in Jakarta focus on producing graduates with a strong educational background in STEAM (Science, Technology, Engineering, Arts, and Mathematics), particularly in fields relevant to Jakarta's key potentials, such as the blue economy, water sector, and biotechnology ([Bappeda DKI Jakarta, 2024](#)). Meanwhile, in the public service sector, Jakarta has implemented the concept of e-government with various innovations that have successfully realized bureaucratic reform efforts, as evidenced by Jakarta's Bureaucratic Reform Index score of 93 in 2023, which signifies maximum achievement and implementation ([Bappeda DKI Jakarta, 2024](#)). On the other hand, in the citizens' income sector, income inequality in Jakarta tends to increase based on the Gini Ratio trend from 2018 to 2023, with the figure being higher than the national average. This inequality is likely caused by limited access to high value-added employment opportunities.

However, if human capital measurement is conducted by referring to the indicators established by Kearney in the GCI, such as the calculation of the number of world-class universities, the number of international students, the graduate index, and including the unemployment rate, Jakarta still lags behind the standard points that need to be met. Currently, Jakarta only has 1 university ranked in the top 1000 out of the 100 universities required by Kearney. Interestingly, not all global cities meet this indicator, one example

being Singapore, which ranks 7th as a global city and only has 2 universities in the top 1000. However, the number of international students in Jakarta is relatively high, reaching 5,772 students, surpassing Bangkok with a total of 3,079 students but lower than Singapore, which has 14,492 international students ([Diskominfotik Provinsi DKI Jakarta, 2024](#)). With these figures, Jakarta has not yet been able to meet Kearney's GCI requirement that 50% of the city's population must be college graduates, as Jakarta has only achieved 14.9% of the total population ([Diskominfotik Provinsi DKI Jakarta, 2024](#)).

In addition, the Open Unemployment Rate (TPT) in Jakarta reached 10.95% in 2020 due to the Covid-19 pandemic. Jakarta managed to reduce the open unemployment rate to 6.53% in 2023, marking the lowest level since 2018 ([BPS Provinsi DKI Jakarta, 2021](#)). A deeper look reveals that the highest contributors to Jakarta's TPT over the past five years were high school graduates, totaling 121,360 individuals, and vocational school graduates, totaling 89,500 individuals in 2023 ([BPS Provinsi DKI Jakarta, 2021](#)). Compared to several global cities, Jakarta still lags behind New York with an unemployment rate of 5.30%, Tokyo at 2.70%, and Singapore at 1.90%. This is also reflected in the Global Talent Competitiveness Index (GTCI), where Jakarta ranks 133rd, while Singapore ranks 6th, New York 23rd, and Seoul 68th ([Lavin & Monteiro, 2023](#)). Overall, Jakarta's standing based on Kearney's standards for measuring the human capital variable, along with its comparison to other global cities, is detailed in Table 3.

Table 3. Human Capital Variable

Subject	Characteristics	Jakarta	Other Cities	
Human Capital (30%)	Hosts more than 100 universities ranked among the world's top 1000.	1	Singapore	2
			Bangkok	4
			London	15
	Over 50% of the city's population holds a university degree.	14,90%	Singapore	36,60%
			Sanghai	39,90%
	Accommodates 107,000 international students.	5772	Singapore	14492
			Bangkok	3079
			London	> 100000

Source: Drawn from [Bappeda DKI Jakarta \(2024\)](#)

Overall, although Jakarta has made significant progress in improving the Human Development Index (HDI) and Life Expectancy (LE), the city still faces major challenges in meeting the human capital indicators set by Kearney in the GCI. The limited number of world-class universities, the low proportion of college graduates, and the relatively high unemployment rate indicate that Jakarta needs to continue improving the quality of higher education by promoting research, fostering international collaboration, and attracting global educational institutions. The expansion of vocational education and skills training must be

strengthened to produce job-ready graduates, aligning with the development of an innovation-driven economy. Additionally, bureaucratic reforms, the startup ecosystem, and investment attractiveness must be enhanced to make the city more competitive in attracting global talent.

Information Exchange

Information Exchange is one of the dimensions measuring how well a city can access and share information globally. This dimension reflects a city's ability to provide information accessible to individuals and businesses and its openness to the flow of global information. On this indicator, Jakarta has implemented several strategic measures to support global public information openness. Based on Jakarta's Public Information Openness Index in 2023, which assesses three aspects—physical and political dimensions, economic dimensions, and legal dimensions—the city achieved a score of 76.67 points, surpassing the National Index score of 75.40 in the 'moderate' category ([Komisi Informasi Provinsi DKI Jakarta, 2023](#)). Public information openness in Jakarta is supported by inclusive digitalization of information for city residents, one of which is through Jakarta Smart City (JSC), established in 2015.

Jakarta Smart City is part of the Board of Regional Public Service (BLUD) under the Communication, Information, and Statistics Office of the DKI Jakarta Provincial Government. This program aims to optimize the use of Information and Communication Technology (ICT) to monitor, understand, and manage Jakarta's resources more effectively and efficiently, thereby improving the quality of public services in the city ([Diskominfo DKI Jakarta, 2023a](#)). The seven indicators developed by JSC to realize public information openness in Jakarta include Smart Environment, Smart Economy, Smart People, Smart Mobility, Smart Governance, Smart Living, and Smart Branding. One of the products created by Jakarta Smart City (JSC) is JAKI, a Jakarta super-app providing integrated services to simplify residents' daily lives and support effective and accurate information exchange in Jakarta. With over 60 features, JAKI has received four awards: Top 45 Public Service Innovations 2022, Gold Medal at the ASEAN ICT Awards 2021, Best Future of Digital Innovation at the IDC Future Enterprise Awards 2021, and the Digital Innovation Award 2022 ([Diskominfo DKI Jakarta, 2023b](#)).

Table 4. Information Exchange Variable

Subject	Characteristics	Jakarta	Other Cities	
Information Exchange (15%)	Supports robust information exchange networks (5G)	22%	Singapore	95%
			Seoul	93% - 96%
			Shanghai	37%
	Provides high-quality access to television broadcasting (digital television)	100%	Tokyo	100%

			Seoul	100%
			Bangkok	100%
	More than 30 million broadband subscribers.	12,41 million	not found	
	Ensures the protection of freedom of expression on digital platforms.	76,67	not found	

Source: Drawn from [Bappeda DKI Jakarta \(2024\)](#)

However, Jakarta's digital infrastructure still lags behind global cities in developed countries. Jakarta's overall performance in meeting Kearney's indicators for the information exchange variable is illustrated in Table 4 above. In 2023, Jakarta's internet speed was recorded at 39.55 Mbps for downloads and 32.03 Mbps for uploads, compared to the global average speed of 90.93 Mbps for downloads and 41.76 Mbps for uploads ([Bappeda DKI Jakarta, 2024](#)). This condition is primarily due to the suboptimal 5G service coverage, which currently only covers 22% of Jakarta's total area. High internet speeds can have a significant positive impact on the economy, including increasing company and workforce productivity, creating jobs, improving production process efficiency, and accelerating the pace of innovation. Moreover, quality digital infrastructure also plays a crucial role in enhancing human resources through educational institutions and broader access to knowledge.

Cultural Experience

The cultural experience dimension in the GCI measures how well a city can provide and integrate diverse and high-quality cultural experiences for both local residents and international visitors. This indicator encompasses several aspects, such as cultural and tourism facilities, the number of international tourist visits, the hosting of international events, and international city diplomacy efforts. The diversity of cultural attractions and tourism can serve as a driver for economic growth and the city's global presence, indirectly contributing to its advancement.

To qualify as a global city, Kearney requires at least 240 cultural centers, while Jakarta currently has only 84 cultural attractions, consisting of 63 museums, 10 stadiums, and 11 cultural art studios ([Diskominfo Provinsi DKI Jakarta, 2024](#)). In addition to tourism facilities, accommodation is also a critical element supporting business development, particularly for hosting conferences. In 2023, Jakarta had 448 star-rated hotels with a total of 57,116 rooms. Of this number, 74,333 beds were available, although this figure represented a slight decrease compared to 2022, which recorded 74,762 beds ([Bappeda DKI Jakarta, 2024](#)). Despite Jakarta's adequate tourism and cultural infrastructure, the tourism sector's contribution to the city's Gross Regional Domestic Product (GRDP) only reached 16.65% of the total GRDP. Meanwhile, the creative economy sector contributed no more than 11%. In

2023, the number of international tourists visiting Jakarta was recorded at 1,963,059 people, fulfilling only 6.54% of Kearney's target of at least 30 million international tourists annually ([Diskominfo DKI Jakarta, 2024](#)).

These figures are still far behind compared to other global cities. For instance, in 2023, the number of international tourists visiting Singapore reached 13.6 million, while Bangkok recorded 19 million tourists. Furthermore, Jakarta has not yet met its diplomatic targets through the sister cities program, which involves more than 200 cities worldwide (Bappeda DKI Jakarta, 2024). Currently, Jakarta has established sister city partnerships with only 42 cities globally ([Diskominfo DKI Jakarta, 2024](#)). Several factors hindering Jakarta's tourism and creative economy sectors in attracting international tourists include high international airfare costs and the limited number of direct flights to the city. This situation makes it challenging for Jakarta to compete with other cities that offer better international accessibility and connectivity. Although Jakarta boasts a variety of tourism potentials, such as urban, natural, and cultural tourism, these potentials have not been fully optimized. A comprehensive overview of the information exchange variable, as measured by the Global Cities Index, is provided in Table 5.

Table 5. Cultural Experience Variable

Subject	Characteristics	Jakarta	Other Cities	
Cultural Experience (15%)	More than 30 million international tourists annually.	1.963.059	Singapore	13,6 million
			Bangkok	19 million
			Paris	26,9 million
	Hosts 240 cultural centers and museums.	63	New York	240
			Seoul	130
			Singapore	59
	Organizes 25 multi-sporting events annually	297	not found	
	Maintains sister city agreements with over 200 cities globally.	42	not found	

Source: Drawn from [Bappeda DKI Jakarta \(2024\)](#)

In addition, the creative economy sector also requires greater attention to develop, given its significant role in contributing to regional revenue and job creation. Currently, Jakarta has 17 creative economy sub-sectors that can be developed, including fashion, antiques and art markets, interactive games, photography and video, film, music, design, crafts, advertising, research and development, performing arts, radio and television, architecture, printing and publishing, as well as computer services and software ([Bappeda DKI Jakarta, 2024](#)). Furthermore, traditional culinary heritage, as an integral part of cultural

identity, also holds considerable potential that can be further developed. Given the importance of the tourism and creative economy sectors as sustainable sources of income and investment, these sectors must be encouraged to grow and evolve to meet the needs of Jakarta's residents.

Political Engagement

Kearney, through the Global Cities Index (GCI), also measures the political engagement and participation of cities both at the national and international levels. High levels of participation and international political activity in a city indicate its significant influence on global civilization. Some of the indicators measured by Kearney include the number of embassies and consulates, think tanks, secretariats of international organizations, international conferences or meetings, and local institutions with global influence ([Diskominfo DKI Jakarta, 2021](#)). According to the latest data published by Kearney, cities with embassies and consulates are Brussels, the center of think tanks is Washington, D.C., the city with the most international organization offices is Geneva, international political activities take place in Brussels, and Paris is the city with the largest number of local institutions with global outreach or influence ([Kearney, 2023](#)). The number of international organization secretariats targeted in Kearney's Global Cities Index reaches a total of 29; however, Jakarta only has two significant secretariats: the Association of Southeast Asian Nations (ASEAN) and the Asian-African Legal Consultative Organization (AALCO). Additionally, Jakarta currently hosts 99 embassies, although this number may change with the relocation of Indonesia's capital to IKN Nusantara, which could influence the distribution of diplomatic offices in the future.

The decision to establish the secretariat of an international organization is influenced by several factors, such as domestic political stability and the democracy index. These factors are essential to ensuring the feasibility and operational sustainability of the secretariat. The Indonesian Democracy Index (IDI) for Jakarta from 2010 to 2020 has shown a positive trend and has consistently been higher than the national IDI. The largest gap between the national and Jakarta IDI occurred in 2020, with a difference of 15.55 points, making Jakarta the province with the highest democracy index in Indonesia at 89.21 ([Ihsanuddin & Patnistik, 2021](#)). Meanwhile, Jakarta's democracy index assessment for civil liberties scored 91.01, political rights scored 83.86, and democratic institutions scored 91.89 ([Diskominfo DKI Jakarta, 2021](#)). At the same time, crime rates in Jakarta from 2018 to 2020 have shown a declining trend. Even with the addition of crime classification criteria in 2021 (20,370 cases) and 2022 (18,583 cases), the overall trend continues to decrease ([Bappeda DKI Jakarta, 2024](#)). The measurement of these two factors is crucial in ensuring that the establishment of an international organization's office in Jakarta is supported by a stable and secure environment ([Diskominfo DKI Jakarta, 2021](#)).

Table 6. Political Engagement Variable

Subject	Characteristics	Jakarta	Other Cities	
Political Engagement (10%)	Serves as the host city for embassies and consular offices.	108	Singapore	73
			Bangkok	79
			Tokyo	154
			Seoul	117
	Hosts 29 international organization secretariats, think tanks, and local institutions with global influence.	2	Singapore	14

Source: Bappeda DKI Jakarta (2024)

Table 6 presents an analysis of Jakarta's position in relation to the indicators established by the Global Cities Index and its comparison with other major cities worldwide. Compared to other global cities, Jakarta is fairly competitive in hosting embassies and consular offices. However, it still lags behind in organizing international events. Although the political engagement variable accounts for only 10% of the overall assessment, it remains a critical factor for Jakarta to address.

CONCLUSION

Jakarta is the most promising city to be prepared as a global city compared to other cities in Indonesia. Jakarta excels in various sectors of development and urban potential. This is because Jakarta has served as the center of government and the national economy for more than half a century. Numerous development projects and business activities are concentrated in Jakarta, leading to the highest urbanization rate in the city. Realizing Jakarta's vision as an advanced, competitive, and sustainable global city by 2045 builds optimism in transforming Jakarta after it no longer holds the status of the nation's capital. However, when Jakarta's vision as a global city is examined through the five dimensions of the Global Cities Index established by Kearney—which measures business activity, human capital, information exchange, cultural experiences, and political engagement—it is evident that Jakarta still lags behind cities that have already achieved global city status, as well as several cities in Asia, in certain sectors.

This condition necessitates that Jakarta undergo continuous and substantial transformation to realize its vision as a global city by 2045. Attaining global city status is not merely about Jakarta's advancement but also about strengthening Indonesia's position within the global political order and international diplomatic engagements. As a non-state actor with increasing bargaining power, Jakarta plays a pivotal role in articulating Indonesia's national interests on the global stage. Therefore, realizing Jakarta's vision as a global city is not solely the responsibility of the city itself but also a national priority that demands comprehensive support from the Indonesian government. In this regard,

Indonesia must play an active role in addressing Jakarta's challenges in achieving global city status across various dimensions, including business activity, human capital, information flows, cultural exchange, and political engagement.

Jakarta's aspiration to attain global city status is impeded by enduring structural challenges across Kearney's five dimensions. In business activity, the city grapples with low investment efficiency, as indicated by a high Incremental Capital Output Ratio (ICOR), alongside a limited presence of multinational corporations and globally competitive start-ups. Addressing these issues necessitates optimizing investment policies, enhancing productivity, and fostering a robust innovation ecosystem. Regarding human capital, Jakarta faces a shortage of world-class universities, with only 14.9% of its population attaining tertiary education, coupled with high youth unemployment rates. This situation underscores the need to improve higher education quality, expand vocational training, and generate high-value employment opportunities to attract and retain global talent. In the realm of information exchange, inadequate digital infrastructure and lagging internet speeds hinder Jakarta's progress, calling for accelerated 5G deployment, improved connectivity, and strengthened IT capacity to facilitate seamless global communication. Cultural experience is constrained by a scarcity of cultural hubs, minimal tourism contributions to GDP, and low international visitor numbers, highlighting the necessity for strategic investments in cultural infrastructure, global tourism promotion, and enhanced air connectivity. Finally, Jakarta's limited role in global governance, evidenced by the small number of international organization secretariats and a weak diplomatic presence, requires bolstered city diplomacy, institutional partnerships, and active participation in international forums. Without systematically addressing these multifaceted barriers, Jakarta's vision of emerging as a competitive global city will remain aspirational rather than attainable.

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HOW TO CITE THIS ARTICLE:

Nuaba, I.K.A. (2025). Towards a Global City: A Study of the Global Cities Index Dimensions in Jakarta. *Papua Journal of Diplomacy and International Relations*, 5(2), 189-211. DOI: 10.31957/pjdir.v5i2.4474