

## **Implementation of Corporate Social Responsibility Through Child-Friendly Edutainment Tourism At Kidzania Surabaya**

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### **ABSTRACT**

This study aims to analyze the implementation of Corporate Social Responsibility (CSR) at the KidZania Surabaya edutainment tourist destination within the framework of sustainability based on the Quadruple Bottom Line. Amid growing public demands for responsible business practices, the tourism sector (including child-oriented tourism) is expected not only to generate economic profits but also to make social and environmental contributions and ensure sustainable internal governance. This study employs a descriptive-qualitative method to systematically describe the CSR practices implemented, while interpreting their meaning and impact on stakeholders. The research findings indicate that KidZania Surabaya's CSR implementation is integrated across four main dimensions, namely: (1) the social dimension through the provision of role-play-based education, collaboration with educational institutions, and the enhancement of children's career literacy; (2) the environmental dimension through sustainability awareness campaigns and operational efficiency within enclosed spaces; (3) the economic dimension through job creation and strategic partnerships with businesses; and (4) the internal governance dimension through a commitment to decent work, human resource training, and the protection of children's rights as the primary service users. The findings indicate that CSR practices are primarily reflected in educational programs, social initiatives, and stakeholder engagement, while environmental responsibility appears mainly through sustainability awareness activities and remains less prominent in the overall CSR implementation.

**Keywords:** *corporate social responsibility, edutainment tourism, quadruple bottom line, sustainable tourism*

### **Background**

The transformation of the concept of Corporate Social Responsibility (CSR) over the past decade has shown a significant shift from a normative philanthropy model toward a strategic approach that is integrated into corporate business systems and sustainability [1]-[3]. Contemporary

CSR literature increasingly emphasizes the creation of broader social and environmental value alongside organizational objectives, while Environmental, Social, and Governance (ESG) and Creating Shared Value (CSV) provide complementary perspectives for understanding corporate sustainability and value creation [4]-[5]. A systems perspective further emphasizes that corporate sustainability should be understood in relation to the wider social and institutional systems in which businesses operate [13].

In the context of the global edutainment industry, KidZania presents a business model that integrates experiential learning with social and economic role-playing simulations for children [6], [16]. As an entity operating within an ecosystem dedicated to shaping children's character and professional aspirations, KidZania not only serves a recreational function but also plays a social role in human resource development from an early age. Its branch in Surabaya stands as a prime example of the implementation of this edutainment model in Indonesia which children engage in role-play activities related to professions, social interaction, and economic decision-making [7].

Structurally, KidZania's documented sustainability priorities include social impact, environmental responsibility, human rights and decent work, and economic contribution [7]. These dimensions can be analytically interpreted through an expanded sustainability framework that moves beyond the conventional Triple Bottom Line by explicitly incorporating governance, ethics, or human-capital considerations [8].

Furthermore, from a contemporary ESG perspective, KidZania's sustainability framework demonstrates the integration of Environmental, Social, and Governance aspects, which are not standalone but directly linked to the

edutainment business model it operates [4], [9]. The social aspect is not limited to donations or incidental activities but is embodied in the design of children's learning experiences that build economic literacy, an understanding of professions, social responsibility, and simulated participation in societal systems. Thus, CSR at KidZania is not separate from the business model but is integrated as part of the company's value proposition.

From a Creating Shared Value (CSV) perspective, these CSR activities can be interpreted as opportunities to connect social value creation with organizational value creation [5], [10]. The company gains business sustainability and social legitimacy, while the community benefits from children's capacity building, increased educational aspirations, and character development. This model demonstrates that addressing social issues (particularly in the context of children's education) can be directly integrated into a company's operational structure.

However, KidZania's key characteristic as a child-oriented public space demands a more specific analytical approach: building on child-centred and rights-based perspectives, this study proposes/uses. This approach views children not merely as consumers, but as subjects with the right to protection, meaningful education, and a safe and inclusive environment. From this perspective, corporate responsibility is not only social and economic but also ethical and pedagogical. The implementation of CSR in child-friendly edutainment destinations must ensure that all business activities align with the principle of the best interests of the child, respect for children's rights, and the creation of learning spaces that are free from commercial exploitation.

KidZania's CSR practices also involve multiple stakeholder groups, including schools, families, local governments, educational institutions, and community organizations [12]. From a systems perspective, these relationships can be understood as part of a broader local social and institutional ecosystem in which the organization functions as one interconnected actor [13].

Given these circumstances, this study aims to analyze the implementation of CSR at KidZania Surabaya as a model of edutainment-based sustainability oriented toward child development and the integration of social values into modern business systems. Although CSR has been widely examined as a component of corporate sustainability and tourism development [1]–[3], [15], comparatively less attention has been given to its implementation in child-

oriented edutainment destinations, where education, entertainment, commercial activity, child protection, and social responsibility intersect [6], [11], [16]. This study therefore examines CSR implementation at KidZania Surabaya by integrating the QBL framework with complementary ESG, CSV, child-centred, stakeholder, and systems perspectives. This approach enables a more comprehensive analysis of how CSR is implemented not only as a normative obligation but also as a strategic mechanism for building a learning ecosystem and ensuring long-term social sustainability.

## **Literatur Review**

### ***Corporate Social Responsibility***

CSR emphasizes corporate responsibilities toward stakeholders affected by business activities and encompasses social, environmental, ethical, and economic considerations [1]–[3]. CSR is no longer understood merely as a tool for enhancing reputation or a corporate communication strategy, but rather as a company's ethical commitment to creating broader value for society and the environment. In tourism and hospitality, CSR is increasingly discussed in relation to destination stakeholders, community engagement, sustainability, and organizational responsibility [15], [16].

Substantively, the scope of CSR encompasses various forms of implementation, ranging from philanthropic activities, environmental conservation, and the socio-economic empowerment of communities to the application of ethical standards in business practices. This demonstrates that CSR has a multidimensional character that involves integrating a company's internal policies with the external needs of the communities and social ecosystems in which the company operates.

From a theoretical perspective, one of the main foundations of CSR is the Triple Bottom Line (TBL) concept, which serves as a key framework for understanding the implementation of CSR. The Triple Bottom Line (TBL) conceptualizes organizational sustainability through economic, social, and environmental dimensions [8]. For this study, the framework is extended analytically through a fourth dimension concerning governance, ethics, and human capital, allowing CSR practices at a child-oriented destination to be assessed not only in terms of external social and environmental outcomes but also internal organizational responsibility [8], [9]. This approach emphasizes that a company's success

cannot be measured solely by financial metrics but must also account for its contributions to societal well-being and environmental sustainability. In other words, companies are required to strike a balance between economic growth and social-ecological responsibility.

Furthermore, the theory of Sustainable Development strengthens the normative foundation of CSR by emphasizing the importance of long-term-oriented development [14]. This concept is based on the principle that meeting the needs of the present generation must not compromise the ability of future generations to meet their own needs. In the corporate context, the principle of sustainable development encourages companies to integrate social, environmental, and economic considerations into every decision-making process and operational strategy.

### ***Analytical Framework***

This Based on the preceding literature, this study develops an integrated analytical framework to examine CSR implementation at a child-oriented edutainment destination. The Quadruple Bottom Line (QBL) serves as the primary analytical framework, through which CSR practices are examined across four dimensions: social, environmental, economic, and governance/human capital [8].

The QBL framework is complemented by three context-specific perspectives. First, the ESG perspective provides a contemporary interpretation of environmental, social, and governance responsibilities [4], [9]. Second, Creating Shared Value (CSV) is used to examine how CSR activities may connect social value creation with organizational and business value [5], [10]. Third, a child-centred perspective is incorporated to assess whether CSR practices prioritize children's rights, safety, well-being, inclusion, and meaningful educational experiences [11]. Stakeholder and systems perspectives are used to examine the relationships between KidZania and the broader ecosystem involving children, families, schools, government institutions, communities, and business partners [12], [13].

### **Research Method**

This study employs a descriptive method with a qualitative approach to analyze the implementation of Corporate Social Responsibility (CSR) at KidZania Surabaya, a child-friendly edutainment destination. The

descriptive approach was chosen because this study aims to systematically and comprehensively describe how CSR policies, programs, and practices are carried out within the company's Sustainability Framework. Through this method, the study seeks to present a factual overview of the forms of social responsibility integrated into the edutainment business model, including social, environmental, economic, and governance aspects related to child protection and development.

Meanwhile, a qualitative approach was used to gain a deeper understanding of the meaning, values, and context behind the implementation of CSR. Qualitative research allows researchers to explore dimensions that cannot be measured quantitatively, such as a company's ethical orientation toward children's rights, the integration of sustainability principles into learning experiences, and the relationships between the company and various stakeholders (parents, schools, local governments, and communities). Thus, the analysis goes beyond a mere description of the program to examine how these CSR practices reflect the Quadruple Bottom Line approach, ESG principles, and Child-Centered Corporate Responsibility within the context of the educational tourism industry.

Data collection was conducted through a documentary study of the company's sustainability reports, official publications, CSR policies, and other supporting sources relevant to KidZania Surabaya's operations. The data obtained were then analyzed interpretively with reference to the established theoretical framework, thereby enabling the identification of implementation patterns, the consistency of programs with sustainability principles, and the role of CSR within the company's business model.

By combining descriptive and qualitative approaches, this study aims not only to map the forms of CSR activities being implemented but also to understand how CSR functions as a strategic mechanism in building a child-centered learning ecosystem and fostering social sustainability at the local level. Consequently, this approach is expected to yield a comprehensive, contextual, and relevant analysis of the dynamics of CSR in child-friendly edutainment tourism destinations.

### **Results and Discussion**

The data analysis yielded four main themes that explain namely, (1) the social dimension through the provision of role-play-based education, collaboration with educational institutions, and the enhancement of children's

career literacy; (2) the environmental dimension through sustainability awareness campaigns and operational efficiency within enclosed spaces; (3) the economic dimension through job creation and strategic partnerships with businesses; and (4) the internal governance dimension through a commitment to decent work, human resource training, and the protection of children's rights as the primary service users.

### ***KidZania***

KidZania is an international network of edutainment centers specifically designed to provide learning experiences through realistic role-play activities for children. Conceptually, KidZania is an indoor theme park that combines education and entertainment within a single interactive ecosystem (known as edutainment) a mini-city designed so that children can learn while playing in a real-world setting. This concept positions children as "city residents" who are free to choose professional roles and take responsibility for their activities, including managing an internal currency as part of a real-world economic simulation.

KidZania first emerged as "La Ciudad de los Niños" in Mexico City in 1999, and has since grown into one of the world's largest edutainment brands with dozens of locations across various countries. Each KidZania center is built to resemble a replica of a real city: it features streets, public institutions, social facilities, and a functional economic structure that allows children to take on various professions just like adults, such as doctors, firefighters, pilots, engineers, and media professionals.

KidZania Surabaya is one of KidZania's branches in Indonesia that embraces the vision "Get Ready for a Better World," which aims to prepare the younger generation for the future through meaningful play-based learning experiences. The center is located at Lagoon Avenue in Sungkono Mall and is designed as an interactive learning space with a spacious layout and dozens of career-themed establishments for children to explore.

As an edutainment destination, KidZania Surabaya is specifically designed for children ages 2 to 16, featuring a miniature city layout that mirrors a real-world social environment, complete with public facilities, services, and simulated work experiences. Children are given the opportunity to choose and take on professional roles based on their interests, complete tasks, earn rewards in the form of internal currency, and learn about the value of work,

responsibility, decision-making, and social skills in a safe and structured environment.

In practice, the programs and activities at KidZania Surabaya are not only entertainment-oriented but are also designed to develop various aspects of children's abilities, such as critical thinking, problem-solving, teamwork skills, and an understanding of social responsibility. A wide range of professions, from the public service sector to the creative industries, provides children with opportunities for cognitive and emotional exploration, making this play experience a comprehensive form of informal learning.

Additionally, KidZania Surabaya operates in collaboration with global and local industry partners who provide valuable expertise and experience in every profession offered. These partnerships allow children to be exposed to real-world practices while fostering a synergistic relationship between businesses, education, and the workforce.

### ***CSR Program: World Children's Cancer Day Celebration: Support for Pediatric Patients at Dr. Soetomo General Hospital***

KidZania Surabaya has organized a CSR event to commemorate World Children's Cancer Day, which falls on February 15 each year. This initiative was carried out in collaboration with Dr. Soetomo General Hospital in Surabaya, one of East Java's leading referral healthcare centers. As part of the program, KidZania brought its official mascot (Urbano) to entertain pediatric patients undergoing treatment, with the aim of providing psychosocial support and boosting the spirits of children battling cancer. The activities included direct interaction with the children and the creation of positive moments designed to support their emotional well-being and motivation during their treatment. The program demonstrates that KidZania's CSR initiatives are not only focused on educational entertainment but also have a significant social impact on the well-being of children in need of emotional support.

### ***CSR Program: Sharing Happiness During Ramadhan***

KidZania Surabaya is also carrying out a socially-oriented CSR program tied to the Ramadan 2025 season under the theme "Sharing Happiness During Ramadhan." This initiative involves children from socially vulnerable groups specifically, children from the Arosyadu Orphanage in Surabaya and street children, who were invited to enjoy

KidZania's attractions as part of the company's commitment to social empowerment and inclusion. The program runs for several days with varying numbers of participants, demonstrating the company's efforts to provide educational and recreational experiences for economically and socially disadvantaged groups.

### ***CSR Program: Support for the Surabaya City Preschoolers' Festival***

KidZania Surabaya is also participating in an event titled the 2025 Surabaya City Preschoolers' Festival, which is a collaborative program between KidZania Surabaya, the city government, and other community organizations aimed at supporting children's education and learning more broadly. Through its involvement in this festival, KidZania contributes by providing educational activities that strengthen parental involvement in children's growth and development and create opportunities for children to explore various professions through role-playing simulations. This initiative reinforces KidZania's position as a corporate social responsibility (CSR) actor that focuses not only on entertainment but also on children's capacity building, social skills, and non-formal education.

### **Discussion**

The results of the study show that implementation of Corporate Social Responsibility (CSR) at KidZania Surabaya exhibits characteristics that differ from CSR practices at conventional tourist destinations. While in the general tourism sector, CSR is often manifested in the form of philanthropic activities or periodic donations, in the context of child-friendly edutainment tourism, CSR is inseparable from the core business model being operated. This finding is consistent with the broader shift from philanthropy-oriented CSR toward strategically integrated CSR [1]–[3], [15]. Also the paradigm shift in modern CSR, as explained in the research background, consist clearly from a normative approach toward a strategic and integrated approach.

Empirically, KidZania Surabaya's CSR program demonstrates a strong focus on the social dimension, particularly toward children as the primary target group. The event commemorating World Children's Cancer Day in collaboration with Dr. Soetomo General Hospital in Surabaya, for example, was not merely a symbolic visit but reflected the company's commitment to providing psychosocial support to children undergoing medical

treatment. The presence of the mascot and direct interaction with child patients demonstrate that the company leverages its edutainment identity to create positive emotional experiences. From a Child-Centered Corporate Responsibility perspective, this activity is relevant because it places children's interests and well-being as the top priority, rather than treating them merely as objects of social activities. The finding can be interpreted through a child-centred perspective, which emphasizes children's well-being, protection, participation, and rights [11].

The "Sharing Happiness" program during Ramadan 2025, which involved 26 children from the Arosyadu Orphanage and 35 children from the street children's community, also strengthened the dimension of social inclusivity in the implementation of CSR. Children from vulnerable groups were given full access to attractions and career simulations that are typically commercial in nature. This demonstrates that KidZania does not limit educational experiences to specific economic segments but rather opens up opportunities for participation to groups with limited access. Within the framework of Creating Shared Value, this program not only provides social benefits to the community but also may contribute to the company's social legitimacy as an educational destination committed to equitable learning opportunities [5], [10].

KidZania Surabaya's involvement in the 2025 Surabaya City "Anak Hebat" Kindergarten Festival highlights the collaborative dimension of CSR implementation. The partnership with the city government and the educational community demonstrates that CSR is not carried out unilaterally but through a multi-stakeholder approach. From the perspective of stakeholder theory, this reflects the company's recognition of the importance of building harmonious relationships with local governments, educational institutions, parents, and the broader community [12]. In this context, CSR serves as an instrument for strengthening social networks and supporting the non-formal education system at the local level.

Analyzed using the Quadruple Bottom Line approach, the implementation of CSR at KidZania Surabaya can be mapped out more comprehensively [8]. In the social dimension (people), the resulting impact focuses on empowering children and providing psychological and educational support. In the economic dimension (profit), KidZania's presence as a family tourist destination helps drive the local economy, creates jobs, and builds

partnerships with various brands and institutions. The CSR program, which provides access to vulnerable groups, can also be viewed as a long-term social investment in human resource development.

Meanwhile, the governance and ethics dimension is evident in operational designs that prioritize children's safety, structured and controlled activities, and compliance with KidZania's global standards. The provision of a safe and systematic environment demonstrates that the company's responsibility is realized not only through external activities but also through internal systems that ensure the protection and comfort of children as the primary users. This dimension is crucial in the context of child-friendly tourism, as sustainability is measured not only by socio-economic impact but also by the company's ethical commitment to safeguarding children's rights and safety.

Environmental responsibility was identified, but it was less prominent than the social, economic, and governance dimensions. The documented evidence primarily indicates sustainability awareness rather than a comprehensive portfolio of explicit environmental CSR programs. The findings primarily indicate environmental engagement through sustainability awareness activities rather than through extensive environmental programs or systematic environmental management practices. This finding indicates an opportunity for KidZania Surabaya to strengthen environmental initiatives through more tangible practices, such as waste reduction, resource efficiency, environmental education, and measurable sustainability programs. However, as a managed indoor facility, there is potential to integrate sustainability values into career simulation activities and facility management. This opens the door for the development of CSR initiatives based on environmental literacy in the future. This suggests an opportunity to strengthen environmental responsibility through measurable practices such as waste reduction, resource efficiency, environmental education, and sustainability monitoring.

When viewed through the lens of the ESG (Environmental, Social, Governance) framework, KidZania Surabaya's CSR implementation shows a environmental dimension remains less prominent [4], [9]. The social aspect is reflected in community-based programs and child empowerment initiatives, while the governance aspect is evident in operational systems that prioritize safety and global standards. This integration demonstrates that CSR is not merely an additional activity

but an integral part of the company's sustainability framework.

From a systems thinking perspective, KidZania Surabaya's CSR initiatives can be understood as part of the city's development ecosystem [12], [13]. Programs involving hospitals, orphanages, street children's communities, and local governments demonstrate that the company acts as a node within a broader social network. The resulting impact extends beyond the individual children participating in the activities; it has the potential to influence their families, schools, and social environments. Thus, CSR serves as a mechanism linking the business sector with the education and social welfare systems at the local level.

KidZania Surabaya's CSR implementation reflects a model of social responsibility that is integrated into the edutainment industry [8], [11]. CSR is not positioned as an activity separate from the business, but rather as part of a sustainability strategy that strengthens the company's identity as an interactive learning space for children. Although the environmental dimension still needs to be developed more systematically, the social and governance dimensions have demonstrated consistency with modern sustainability principles.

Based on the data and analysis presented, it is clear that KidZania Surabaya's CSR represents a form of strategic, child-centered sustainability practice in the educational tourism sector. This model demonstrates how a company can integrate social, ethical, and economic values into a single operational system focused on child development and the strengthening of the city's social ecosystem.

## **Conclusion**

This study confirms that the implementation of Corporate Social Responsibility (CSR) at edutainment tourist destinations such as KidZania Surabaya can no longer be viewed as a supplementary philanthropic activity, but rather as an inherent part of the company's business model and sustainability strategy. In the context of child- and family-oriented tourism, CSR practices have a more complex dimension because they touch on aspects of education, child protection, character building, community empowerment, internal governance, and local economic impact. Thus, CSR at KidZania Surabaya moves beyond the charity-based approach toward a value-based sustainability approach.

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The findings demonstrate a clear alignment with the Quadruple Bottom Line framework, particularly in the social, economic, and governance/human capital dimensions. The social dimension is reflected in educational access, child empowerment, social inclusion, and stakeholder collaboration, while the economic dimension is associated with employment, partnerships, and business-related contributions. Governance and human capital are reflected in child safety, decent work, employee development, and ethical responsibilities. On the other hand, environmental responsibility is present primarily through sustainability awareness activities, but remains less prominent and requires more systematic implementation. The economic dimension is evident in job creation, partnerships with local and national brands, and contributions to the urban creative economy. Meanwhile, the internal governance dimension is realized through a commitment to a decent work environment, employee training, and the protection of children's rights as the primary users of the service.

CSR in edutainment tourism destinations is not merely a tool for building reputation, but an ethical and strategic foundation that determines business sustainability in the era of a value-conscious economy. KidZania Surabaya demonstrates that the integration of education, entertainment, and social responsibility can proceed simultaneously when sustainability is adopted as a framework for thinking, rather than merely an incidental program. Amid public demands for transparency and tangible impact, measurable, participatory, and long-term CSR practices have become an absolute prerequisite for tourist destinations that wish to remain relevant, competitive, and meaningful to future generations.

### **Limitations**

This study also found that quantitative and longitudinal measurements of CSR impact remain limited. Most practices are still documented in the form of activity reports and program narratives, and have not yet been fully measured using standardized social impact indicators. This means that although KidZania Surabaya's CSR has been conceptually and operationally integrated into the company's strategy, structured, empirically based evaluations still need to be strengthened to further solidify its social legitimacy and public accountability.

The limitations of this study lie in its scope, which focuses on a single destination, thus failing to provide cross-comparisons with other edutainment destinations or recreational parks. Additionally, this study employs a descriptive-qualitative approach that emphasizes depth of meaning and interpretation, and therefore does not present quantitative measurements regarding regional economic impact, changes in children's behavior, or numerical stakeholder satisfaction indices. Nevertheless, this approach provides a comprehensive picture of the internal dynamics, institutional values, and social constructs underlying the implementation of CSR.

### **Recommendations**

Based on these findings, several strategic recommendations can be proposed. First, KidZania Surabaya needs to develop a CSR impact measurement system based on sustainability indicators that are integrated with the Sustainable Development Goals (SDGs), particularly the goals of quality education, decent work, and responsible consumption and production. Second, multi-stakeholder collaboration with local governments, schools, children's communities, and child protection agencies needs to be expanded so that the social impact extends beyond visitors alone to also reach vulnerable groups who currently lack access to educational tourism. Third, transparency in annual data-driven sustainability reporting will enhance credibility and strengthen KidZania's positioning as an edutainment destination committed to long-term sustainability.

Future research is recommended to expand the study's scope by comparative study, to be conducted among several edutainment tourism destinations in Indonesia to identify the CSR model that is most adaptable and contextually appropriate to local sociocultural characteristics. Quantitative research using the social return on investment

(SROI) approach could also be developed to calculate the economic and social value of CSR programs in a more measurable way. Additionally, a longitudinal study examining the impact of edutainment experiences on children's character development and career aspirations would make a significant academic contribution to the development of education-based CSR literature.

### **Theoretical and Practical Contributions**

This study contributes to the development of research on Corporate Social Responsibility (CSR) in edutainment tourism by demonstrating that CSR implementation in child-oriented destinations extends beyond conventional philanthropic activities and can be integrated into broader sustainability practices. By applying the Quadruple Bottom Line framework alongside a child-centered perspective, this study highlights the importance of examining social, environmental, economic, and internal governance dimensions while considering children's safety, well-being, inclusion, and educational development. These findings contribute to the growing discussion on CSR in tourism by positioning child-centered responsibility as an important consideration in understanding sustainability practices within edutainment destinations.

Practically, the findings provide implications for KidZania Surabaya and other child-oriented tourism destination managers in strengthening CSR as an integrated part of their sustainability strategy. CSR programs can be developed through stronger collaboration with educational institutions, local government, healthcare and social organizations, and communities, while ensuring that children's interests and protection remain central to program implementation. Destination managers are also encouraged to strengthen environmental initiatives and develop systematic CSR impact measurement aligned with relevant sustainability indicators. These efforts can enhance the social value, accountability, and long-term sustainability of edutainment tourism destinations while maintaining their educational and recreational functions.

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