

UNDERGRADUATE THESIS

**MICE MANAGEMENT FUNCTIONS STRATEGY ORIENTED
TO SUSTAINABLE MICE DIMENSIONS AT HOTEL INDIGO
BALI SEMINYAK BEACH**



POLITEKNIK NEGERI BALI

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**TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
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**This undergraduate thesis is submitted as one of the requirements to earn
Applied Bachelor's Degree in Tourism Management Study Program
in Politeknik Negeri Bali**



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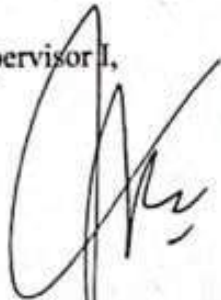
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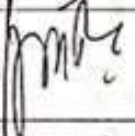
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SUSTAINABLE MICE DIMENSIONS AT HOTEL INDIGO BALI
SEMINYAK BEACH**

by **Ni Made Siska Partini (SIN 1915834017)** has been successfully defended in front of the Board of Examiners and accepted as partial fulfillment of the requirements for the Applied Bachelor's Degree of Tourism Business Management in **Undergraduate Thesis Examination on Monday, 24th 2023**

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Foremost, I would like to thank God almighty, Ida Sang Hyang Widhi Wasa, for the blessings and grace the writer able to compile a Research Proposal entitled "MICE Management Functions Strategy Oriented To Sustainable MICE Dimensions At Hotel Indigo Bali Seminyak Beach" on time.

This research proposal was written to fulfill one of the requirements to achieve an applied Diploma 4 Tourism Business Management Study Program, Tourism Department, Politeknik Negeri Bali. The writer realizes that in the preparation of this research proposal, various obstacles were found, due to the limited knowledge that the writer had. However, with motivation, guidance, and prayers from multiple parties, make the writer be able to finish the research proposal. Therefore, on this occasion, the writer would like to respect and be deeply thankful for:

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Writer

Ni Made Siska Partini

ABSTRACT

Partini, Ni Made Siska. (2023). MICE Management Functions Strategy Oriented To Sustainable MICE Dimensions At Hotel Indigo Bali Seminyak Beach. Thesis: Tourism Business Management, Department of Tourism, Politeknik Negeri Bali.

This thesis has been approved and examined by Supervisor I: I Gusti Agung Mas Krisna Komala Sari, S.Si, M.Si, and Supervisor II: Drs. I Ketut Astawa, MM.

Keywords: MICE Management, MICE Strategy, Sustainable Mice Dimensions, Management Function.

This study aims to determine the implementation of MICE management oriented to sustainable MICE dimensions at Hotel Indigo Bali Seminyak Beach, as well as to analyze MICE management strategies oriented to sustainable MICE dimensions. The sustainable MICE dimension is an assessment guide for organizing MICE that adopts the values of sustainable development goals and the global code of ethics for tourism, as well as other values applied in the Indonesian MICE industry. Participants in this study were selected using a purposive sampling method. Data were collected through observation, literature study, interviews, group discussions, and documentation. Data analysis was carried out using a qualitative research approach through data reduction, data presentation, and drawing conclusions. The results of the study indicate that Hotel Indigo Bali Seminyak Beach has implemented most of the sustainable MICE indicators in their management practices. These achievements are evident across the planning, organizing, executing, and controlling functions. However, there are some indicators that require better implementation. Therefore, the recommended strategies include enhancing and maintaining the strengths of the implemented indicators and focusing on reducing weaknesses, such as increasing collaboration with local craft entrepreneurs, providing more handwashing facilities at events, committing to reduce single-use items, enhancing resources and accessibility for renewable energy solutions, utilizing electronic registration technology, creating engaging health information on social media or promotional materials, and implementing electronic questionnaires for event evaluations. Thus, this research is expected to contribute to the improvement and implementation of planning and controlling functions in MICE management.

ABSTRAK

Partini, Ni Made Siska. (2023). Strategi Fungsi Pengelolaan MICE Berorientasi Pada Dimensi MICE Berkelanjutan di Hotel Indigo Bali Seminyak Beach. Skripsi: Manajemen Bisnis Pariwisata, Jurusan Pariwisata, Politeknik Negeri Bali.

Skripsi ini telah disetujui dan diperiksa oleh Pembimbing I: I Gusti Agung Mas Krisna Komala Sari, S.Si, M.Si, dan Pembimbing II: Drs. I Ketut Astawa, MM.

Kata kunci: Pengelolaan MICE, Strategi MICE, Dimensi MICE Berkelanjutan, Fungsi Manajemen

Penelitian ini bertujuan untuk mengetahui bagaimana implementasi pengelolaan MICE yang berorientasi pada dimensi MICE berkelanjutan yang dilakukan oleh Hotel Indigo Bali Seminyak Beach, serta menganalisis strategi pengelolaan MICE yang berorientasi pada dimensi MICE berkelanjutan. Dimensi MICE berkelanjutan merupakan panduan penilaian untuk mengorganisir MICE yang mengadopsi nilai-nilai tujuan pembangunan berkelanjutan dan kode etik global untuk pariwisata. Penelitian ini menggunakan metode purposive sampling. Data dikumpulkan melalui observasi, studi pustaka, wawancara, diskusi kelompok, dan dokumentasi. Analisis data dilakukan dengan pendekatan penelitian kualitatif melalui tahap reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa Hotel Indigo Bali Seminyak Beach telah mengimplementasikan sebagian besar indikator MICE berkelanjutan dalam pengelolaan MICE. Hal ini terbukti dengan pencapaian indikator dalam fungsi manajemen perencanaan, pengorganisasian, pelaksanaan, dan pengendalian. Namun, terdapat beberapa indikator yang belum terimplemetasi dengan baik. Oleh karena itu, strategi yang direkomendasikan adalah meningkatkan dan mempertahankan kekuatan dari penerapan indikator dan berfokus pada strategi dalam mengurangi kelemahan seperti peningkatan kerjasama dengan pengusaha kerajinan lokal, ketersediaan tempat cuci tangan di acara, komitmen kuat untuk kurangi penggunaan barang sekali pakai, sumber daya dan aksesibilitas solusi energi terbarukan, memanfaatkan teknologi pendaftaran elektronik, informasi menarik tentang kesehatan di media sosial atau promosi, serta penerapan kuesioner elektronik untuk evaluasi acara. Dengan demikian, penelitian ini diharapkan dapat memberikan kontribusi dalam meningkatkan dan mengimplementasikan fungsi manajemen perencanaan dan pengendalian MICE.

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CHAPTER I

INTRODUCTION

1.1 Background of Study

The COVID 19 pandemic has been a big challenge for the tourism industry over the past three years. Decreasing number of tourists especially foreign tourists, due to the implementation of social restrictions which is known as PSBB and PPKM, the emergence of COVID-19 variants such as Delta and Omicron and the closure of international access from various countries has made the tourism industry down (Kreatif, 2022). However, the contribution of the Government's role and the community's in preventing the development of COVID 19 have been a massive influence in the survive from these crisis situations.

Table 1. 1 Number of Foreign Visitor to Indonesia, 2017-2022

Year	Indonesia	
	Total	Growth (%)
2017	14 039 799	21.88
2018	15 806 191	12.58
2019	16 106 954	1.88
2020	4 052 923	-74.84
2021	1 557 530	-61.57
2022	5 471 277	251.28

Source: Central Statistics Agency, 2023

Based on The Central Statistics Agency recorded in 2022, the number of foreign tourists visits to Indonesia reached 5,471,277 increased by 251.28 percent compared to 2021. This indicates a tourism industry that has been recovering. Following the recovery of the tourism industry, the usage of the digital world is currently experiencing

a significant increase due to the pandemic. Internet users in Indonesia increased by 2.1 million in 2022 with 73.7% of the world's total population being active internet users (DataReportal, 2022). The outbreak of COVID-19 propelled the world into a more digital future, enabling life and business to continue as much as possible whilst protecting public health. With this increase, digitalization is becoming more important for business growth in the tourism sector. Regarding in the era of globalization and the increasingly existing Industrial Revolution 4.0, it is currently mainly supported by advances in technology, knowledge and business competition which has resulted in many meetings and negotiations being held both on a national and international scale, so that the prospects for the MICE Industry are growing (Kusuma, 2019).

The MICE industry is one of the sectors in the tourism industry which shows rapid development and is expected to continue to develop in the next few decades. The MICE industry has great potential and benefits for Indonesian tourism including (a) contributing to job opportunities, (b) increasing regional income and foreign exchange, (c) providing benefits to the fields of printing, hotels, souvenir companies, travel agencies, transportation, professional conference organizers (PCOs), small and medium enterprises (SMEs), and event organizers (Kusuma, 2019).

In December 2012, the Ministry of Tourism and Creative Economy through the Directorate of Tourism Destination Development declared 15 regions in Indonesia as MICE destinations, and Bali is the first rank of MICE destinations in Indonesia since 2010. There are various international events that has been conducted and successfully hosted in Bali including the APEC Summit of world leaders, the Miss World Pageant

in 2012, The Annual meetings of the International Monetary Fund and the World Bank Group as well as Indonesia Africa Forum in 2018, Bali Beyond Travel Fair, World Tourism Day and the G20 Summit in 2022. The establishment of Bali as one of the MICE destinations in Indonesia is closely related to the role of success MICE management and organization from every MICE business stakeholder.

The planning of MICE in current situation has produced advantages for the parties involved but has also had detrimental consequences on the environment, sociocultural elements, and health. A rise in non-biodegradable waste, a meager economic boost for the communities in the host regions, and high operational costs that cut into organizers' overall earnings are some of the negative effects (Susanto et al., 2021). This could be a danger to the future sustainability of the MICE industry. As a result of the increasing awareness of sustainability issues, it has become a challenge for event organizers to take responsibility for planning and maintaining sustainable events (Raden Ayu Trisnayoni et al., 2022).

Regarding on this case, to conducted the implementation of Sustainably MICE in the industry, several universities have encouraged students to conduct research with the theme of sustainable MICE. One of them is research conducted by (Noor et al., 2020) describing 8 dimensions of sustainable MICE obtained by the UNWTO Global Code Ethics of Tourism, SDGs, WHO Health Protocols, and Indonesian Tourism Regulations. With the implementation of the 8 dimensions of sustainable MICE, stakeholders in the MICE industry are expected to create events that are beneficial for

environmental, social, and economic sustainability, while reducing the negative impacts of MICE organization.

Hotels are one of the industries involved in organizing MICE events in Bali, so it is essential for them to implement the dimensions of sustainable MICE in their MICE management. There is one Hotel in Seminyak area that has commitment to implementing environmentally sustainable practices within their MICE framework. This Hotel Namely Hotel Indigo Bali Seminyak Beach. Hotel Indigo is dedicated to maintaining positive relationships with the local community, suppliers, and vendors to support the development of local SMEs (Small and Medium Enterprises). They also provide a comprehensive range of facilities that combine modern and traditional environmentally friendly technologies, such as paper straws, local coffee, snacks, and more. Considering this, the writer seeks to delve further into the implementation of MICE management at Hotel Indigo, oriented towards utilizing the 8 dimensions of sustainable MICE. Subsequently, the writer aims to analyze appropriate strategies that can be undertaken to achieve sustainable MICE that aligns with the dimensions of sustainable MICE. For this reason, the writer takes the topic related by “MICE Management Functions Strategy Oriented To Sustainable MICE Dimensions At Hotel Indigo Bali Seminyak Beach”.

1.2 Problem Statements

Based on the background that has been described previously, it can be drawn the formulation of the research problem, namely:

- 1.2.1 How does MICE management function orient to sustainable MICE dimension at Hotel Indigo Bali Seminyak Beach?
- 1.2.2 How is the MICE management function strategy oriented to sustainable MICE dimensions at Hotel Indigo Bali Seminyak Beach implemented?

1.3 Research Objectives

Based on the previous explanation on the background and problems identification stated above, the purpose of this research concluded as follows:

- 1.3.1 To analyze the implementation of MICE management oriented to sustainable MICE dimension at Hotel Indigo Bali Seminyak Beach.
- 1.3.2 To analyze MICE Management Functions Strategy Oriented To Sustainable MICE Dimensions At Hotel Indigo Bali Seminyak Beach.

1.4 Research Significance

1.4.1 Theoretical Benefits

Theoretical benefit in this research is expected to provide additional information to support other research and add to the bibliography in the academic environment. This research is expected to be a reference material for further researchers and input for those who are interested in reading. In addition, the results of this study are expected to provide additional knowledge about MICE management oriented to sustainable MICE dimension implemented at Hotel Indigo Bali Seminyak Beach and MICE Management Functions Strategy Oriented To Sustainable MICE Dimensions At Hotel Indigo Bali Seminyak Beach.

1.4.2 Practical Benefits

Practical benefit in these results of study is expected be useful as input and guidelines for companies regarding what needs to be improved in managing MICE and analyze MICE management strategy oriented to sustainable MICE dimensions.

1.5 Limitations and Scope of Problems

Based on the research topic about the MICE management strategy oriented to sustainable MICE dimensions, the material is very broad, therefore it is necessary to limit the problem to focus research so that it has specific scope, including:

1. The variable in this research are MICE management strategy and sustainable MICE dimensions.
2. The sub dimensions of variable in this study include: management function (POAC) and 8 dimensions of sustainable MICE.
3. This research took samples from Sales & Marketing Department especially in sales team at Hotel Indigo Bali Seminyak Beach.
4. The data collection carried out on the object of this research is only limited to MICE management strategies that are regulated, managed, or organized by sales team, not including the operation or model of organizing MICE as a whole.

CHAPTER V

CONCLUSION AND SUGGESTION

5.1 Conclusion

1. MICE management carried out by the sales team has mostly implemented sustainable MICE dimensions. The planning function involves local resources starting from menus, cooking ingredients, products, labor and the local Seminyak community, focusing on the environment by providing refillable glasses, utilizing technology, saving energy by using electric fuel, and focusing on providing medical devices. The management function is managing the location as needed, managing traffic and social action with the local community. Driver functions include using recyclable event logistics, providing marked bins with waste segregation instructions provided, optimizing electronic communications, and implementing safety measures such as temperature checks. And there are also several indicators that have not been implemented, namely the monitoring function, the lack of distributing questionnaires at the end of the event to facilitate the evaluation process due to time constraints.
2. The MICE management strategy is oriented to sustainable MICE dimensions obtained by determining strengths, weaknesses, benefit, and risk. In the strategic planning function to maintain the strength and benefit of the hotel includes communication and collaboration with local communities, local menu innovation, collaboration with local suppliers, promotion of tourist destinations, development

of technological facilities, and implementation of health protocols. Meanwhile, strategies to overcome weaknesses and risk include cooperation with local craft entrepreneurs for souvenirs, provision of hand washing stations, reduction of single-use items, and design of banners that are relevant from time to time. In the strategy management function focus to increase strength and benefit, namely collaboration with SOS to reduce food waste, work with local "*penrepti*" for traffic management, utilize technology and social media to improve communication. The function of driving the strategy to maintain and increase strength and benefit includes the use of reusable logistics materials, provision of trash bin facilities in the event area, maintenance of environmentally friendly facilities, use of electronics in promotions and documents, and implementation of health protocol commitments. While strategies to overcome weaknesses and risk include increasing the use of renewable energy resources, using electronic registration for efficiency and paper reduction, and packaging interesting health and safety information in promotional media. And in the oversight function the strategy set is to create and distribute electronic questionnaires to MICE participants as part of the event evaluation process.

5.2 Suggestion

Based on the results of data analysis and discussions conducted, the recommendation that the writer can provide to the hotel is to focus on enhancing strategies to strengthen its strengths to generate benefits and address weaknesses and

potential risks. This can be achieved by enhancing cooperation with local craft entrepreneurs to provide local craft products as souvenirs or gifts for event participants, aiming to create a positive impression and unforgettable memories of the hotel. This initiative not only supports the local economy but also contributes to preserving the region's culture and art. Moreover, the hotel should demonstrate a strong commitment to reducing the use of single-use items. Instead, it should offer reusable or eco-friendly alternatives to minimize plastic waste. Additionally, implementing electronic questionnaires, such as Google Forms or direct links on the website, for event evaluation is an effective way to collect feedback from participants. This way, the hotel can gauge guest satisfaction levels accurately. By implementing these strategies, it is hoped that this research can make a tangible contribution to improving and optimizing the planning and management of MICE events.



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