

THESIS BY PROJECT

**UJUNG LOKA MEETING ROOM DEVELOPMENT
TO STRENGTHEN UJUNG LANDASAN
RESTAURANT & CONVENTION HALL IN
OVERCOMING MICE BUSINESS CHALLENGES**



POLITEKNIK NEGERI BALI

I GUSTI NGURAH MUNCAR

**POLITEKNIK NEGERI BALI
BADUNG
2025**

THESIS BY PROJECT

**UJUNG LOKA MEETING ROOM DEVELOPMENT
TO STRENGTHEN UJUNG LANDASAN
RESTAURANT & CONVENTION HALL IN
OVERCOMING MICE BUSINESS CHALLENGES**



**I GUSTI NGURAH MUNCAR
NIM. 2315885018**

**TOURISM BUSINESS PLANNING STUDY PROGRAM
APPLIED MASTER PROGRAM
TOURISM DEPARTMENT
POLITEKNIK NEGERI BALI
BADUNG
2025**

PREFACE

The author would like to express his praise and gratitude to the presence of Almighty God for all His mercy and grace, the author was able to complete the thesis entitled "Ujung Loka Meeting Room Development to Strengthen Ujung Landasan Restaurant & Convention Hall in Overcoming MICE Business Challenges".

The preparation of this thesis is one of the requirements for graduation in the Tourism Business Planning Study Program, Applied Master Program, Tourism Department, Polytechnic Negeri Bali. On this occasion the author would like to thank all those who have helped in completing this thesis, to:

1. I Nyoman Abdi, SE, M. eCom as the Director of Polytechnic Negeri Bali who has given the chance to the author to study and provide the facilities in studies in Polytechnic Negeri Bali.
2. Dr. Ni Nyoman Sri Astuti, SST.Par, M.Par. the Head of Tourism Department who has given the author the opportunity to study, especially in the Department of Tourism, Polytechnic Negeri Bali.
3. Dr. Dra. Ni Gst Nyoman Suci Murni, M. Par, as the Head of Tourism Planning Study Program, Applied Master Program who has provided a lot of direction, guidance and motivation to the author during the process of preparing this thesis.

4. Dr. I Ketut Budarma M. Par, MMTHRL. as Advisor I, Prof. Dr. I Gede Mudana, M.Si. as advisor II, and all lecturers who have educated and taught the writer knowledge about tourism during studying at Tourism Department, Politeknik Negeri Bali.
5. All the team leaders and staff of Ujung Landasan Restaurant & Convention Hall for direction and guidelines during research.

Constructive criticism and suggestions from various parties are needed to complete the writing of this thesis. The author hopes that this thesis can be useful for all parties. Finally, the author would like to apologize if there are still errors in writing this thesis.

Badung, 27 May 2025



I Gusti Ngurah Muncar

JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

TABLE OF CONTENTS

PREFACE	v
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xi
LIST OF ATTACHMENT	xii
CHAPTER I INTRODUCTION	1
1.1 Background	1
1.2 Formulation of The Problem	11
1.3 Objectives of the Study	11
1.4 Significances of The Study	12
1.4.1 Theoretical Significances	12
1.4.2 Practical Significances	13
CHAPTER II LITERATURE REVIEW AND PROJECT FLOW	14
2.1 Literature Review	14
2.2 Concepts	18
2.2.1 Restaurant	19
2.2.2 Meeting Room	21
2.2.3 MICE	26
2.2.4 MICE Business Challenges	32
2.3 Theoretical Foundations	36
2.3.1 Product Development	36
2.3.2 Management (POAC) Theory	39
2.4 Previous Research	41
2.5 Project Flow	45
CHAPTER III PROJECT RESEARCH METHODS	49
3.1 Project General Overview	49

3.2 Project Design	49
3.3 Project Operations	55
3.4 Project Output Assessment	64
3.4.1 Measuring the Project Output.....	67
3.4.2 Types of Data and Project Data Sources	69
3.4.3 Project Data Collection Techniques	70
3.4.4 Project Data Analysis Techniques.....	72
CHAPTER IV PROJECT IMPLEMENTATION AND OUTPUT AND DISCUSSION	74
4.1 Project Implementation	75
4.1.1 Project Implementation: Planning Stage of Ujung Loka Meeting Room Development.....	75
4.1.2. Project Implementation Organizing Stages in Implementing Ujung Loka Meeting Room Development	80
4.1.3. Implementation of Actuating Stage Project in Implementation of Ujung Loka Meeting Room Development	87
4.1.4. Project Implementation Controlling Stages in Implementing Ujung Loka Meeting Room Development	95
4.2 Product Output Project.....	102
4.2.1 Meeting Room Update Results.....	103
4.2.2 Implementation of Supporting Facilities	106
4.2.3 Management System Achievements.....	110
4.2.4 Marketing Achievements	115
4.3. Discussion	120
4.3.1. Revitalization Analysis.....	120
4.3.2 Facility Analysis.....	135
4.3.3. Management Analysis	139
4.3.4 Marketing Analysis	149
CHAPTER V PROJECT OUTPUT MODEL.....	156
5.1. MISE Ujung Loka Development Model	158
5.2. Integrated Operational Integration System.....	164
5.3. Implementation of Development Model	168
5.4. Expected Results of Model Implementation	171

CHAPTER VI CLOSING	175
6.1. Conclusion	175
6.2. Suggestion	176
REFERENCES.....	178
ATTACHMENT	184



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF TABLES

Table 2.1 Previous Research.....	43
Table 3.1 Project Framework/Design	50
Table 3.2 Financial Plan Project Ujung Landasan	57
Table 3.3 Risk Identification and Mitigation.....	59
Table 3.4 Phenomenology Theory Application	68
Table 3.5 Project Data Collection Techniques.....	70
Table 4.1 Risk Identification and Mitigation Strategies	79



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

LIST OF FIGURES

Figure 1.1 Metrik Transformasi Ujung Landasan 2022-2023	5
Figure 1.2 Reservasion Level.....	5
Figure 1.3 Development of the Ujung Landasan semi-outdoor Meeting Room into an indoor Ujung Loka Meeting Room	8
Figure 2.1 Ansoff Matrix	37
Figure 2.2 Project Flow of the Ujung Loka Meeting Room development project	46
Figure 3.1 Project Framework Flow	56
Figure 3.2 Project Gant chart Ujung Loka Meeting Room Development	59
Figure 3.3 Organization Charts	60
Figure 4.1 Ujung Landasan Top Ten Groups Supporting MICE.....	75
Figure 4.2 Top Ten MICE Package in Demand Ujung Landasan	76
Figure 4.3 Room Design and Layout	77
Figure 4.4 Ujung Loka Development Project Timeline.....	78
Figure 4.5 Project Organizational Structure.....	81
Figure 4.6 Organization Chart Ujung Landasan Restaurant	83
Figure 4.7 Microphone and Mixer	88
Figure 4.8 Standard Operational Procedure	90
Figure 4.9 Online Promotional Media	95
Figure 4.10 Ujung Landasan Monthly Revenue	97
Figure 4.11 Summary of Guest Feedback.....	98
Figure 4.12 Ujung Loka Meeting Room Before and After Renovation	103
Figure 5.1 Project Management Phases Comparison.....	157
Figure 5.2 MISE Ujung Loka Development Model	159
Figure 5.3 MISE Model Implementation Flow Ujung Loka.....	168
Figure 5.4 Space Renewal and Business Growth Strategy	169
Figure 5.5 Construction Delay Risk Assessment Matrix for Ujung Loka Development	170

LIST OF ATTACHMENT

Attachment I List of Informants.....	184
Attachment II Interview Guidelines.....	185
Attachment III Interview Results	191
Attachment IV FGD (Focus Group Discussion) Results	205



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI

UJUNG LOKA MEETING ROOM DEVELOPMENT TO STRENGTHEN UJUNG LANDASAN RESTAURANT & CONVENTION HALL IN OVERCOMING MICE BUSINESS CHALLENGES

by:

I GUSTI NGURAH MUNCAR

2315885018

ABSTRACT

The MICE (Meetings, Incentives, Conventions, Exhibitions) industry faces significant challenges post-COVID-19 pandemic, particularly regarding consumer preference shifts toward indoor venues with integrated technology. This research analyzes the development of Ujung Loka Meeting Room as an effort to strengthen Ujung Landasan Restaurant & Convention Hall's position in addressing MICE business challenges in West Lombok. The study employs a descriptive qualitative method with data collection techniques including participatory observation, in-depth interviews, Focus Group Discussions (FGD), and documentation studies. Project implementation utilizes the POAC (Planning, Organizing, Actuating, Controlling) management framework for transforming a 500m² semi-outdoor space into a modern indoor venue with integrated audio-visual technology. Research findings demonstrate successful transformation that increased room occupancy, revenue per event, and shifted perception from "alternative venue" to "primary destination of choice" for small-to-medium scale MICE events. Data shows 85% of corporate clients demand venues with hybrid meeting capabilities, and 72% value integrated technology solutions. The research produces the MISE (MICE Integrated Service Excellence) model that integrates four main pillars: Space Renewal, Supporting Facilities, Management System, and Marketing Strategy. This model creates two competitive advantages: advanced hybrid meeting technology and local F&B excellence integration. MISE model implementation successfully optimized occupancy, enhanced competitive differentiation, and built customer loyalty, strengthening Ujung Landasan's position in West Lombok's MICE industry.

Keywords: *MICE industry, hybrid meetings, venue development, competitive advantage, digital transformation*

CHAPTER I

INTRODUCTION

1.1 Background

The tourism industry has been one of the primary sectors driving the Indonesian economy. From early 2020 to late 2022, this sector faced unprecedented challenges during the global Covid-19 pandemic, which lasted approximately three years. During this period, Indonesia's tourism industry, including the MICE (Meetings, Incentives, Conventions, Exhibitions) sector, underwent significant transformations to adapt to health protocols and safety measures.

Ujung Landasan Restaurant & Convention Hall in West Lombok emerged as a tangible example of business adaptation during this period. Their semi-outdoor meeting facilities proved invaluable when indoor gatherings were restricted. The venue's design, featuring open spaces with natural ventilation, aligned perfectly with the health protocols at the time, enabling them to maintain operations while meeting safety requirements.

In the post-pandemic era, Ujung Landasan Restaurant & Convention Hall continues to leverage these architectural advantages. The semi-outdoor convention hall, initially valued for its safety features during the pandemic, has become a highly sought-after venue due to its unique atmosphere and flexibility. Located in the Gerung area of West Lombok Regency, this establishment offers an appealing alternative to traditional indoor venues, combining the comfort of conventional meeting spaces with the natural appeal of an open environment.

However, as demand for semi-outdoor meeting spaces declined post-pandemic, Ujung Landasan faced a series of complex challenges that threatened its position in the MICE market. Consumer preferences shifted dramatically toward indoor venues with controlled environments and advanced technology for hybrid meetings, while elevated health protocols became standard expectations. This shift coincided with growing market competition as new entrants joined the MICE sector and established hotels upgraded their facilities, intensifying pricing pressure. Operationally, Ujung Landasan had to contend with the need for significant capital investment in infrastructure and technology upgrades, as well as the challenge of developing staff technical expertise. These factors, coupled with higher operational costs for health protocols and facility maintenance, placed additional strain on the business. At the same time, competitive pricing further squeezed profit margins, making it increasingly difficult to maintain business sustainability while funding necessary improvements.

To address these challenges and capitalize on emerging opportunities, Ujung Landasan has undertaken a comprehensive transformation, encompassing both physical infrastructure and service delivery systems. The physical transformation involves converting a 500m² semi-outdoor space into a modern Indoor Meeting Room, equipped with advanced audio-visual technology and climate control systems. This new facility, named Ujung Loka, is designed to meet the growing demand for hybrid meeting capabilities and technologically integrated event spaces.

In addition to the physical transformation, Ujung Landasan has developed a new service model tailored to the evolving needs of the MICE market. The Ujung Loka Meeting Room will offer tech-integrated services, including state-of-the-art audio-visual systems, hybrid meeting platforms, and dedicated technical support staff. The venue will also provide integrated service packages, such as pre-event consultations, real-time IT support during meetings, and post-event digital content management. Personalized services, including customizable meeting packages and dedicated event coordinators, will further enhance the client experience. Furthermore, Ujung Landasan is committed to sustainable practices, such as energy-efficient systems and waste reduction initiatives, to align with global trends in responsible tourism. This holistic approach aims to strengthen Ujung Landasan's competitive position in the West Lombok MICE market.

As demand for semi-outdoor meeting spaces waned, market data revealed a sharp shift in client preferences toward hybrid meetings and digital technology. This trend is evident in the surge of demand for hybrid meeting facilities, which increased from 15% in 2021 to 65% in 2023. Across West Lombok, 70% of corporate clients now actively seek venues with digital integration systems, and Ujung Landasan has seen a more than threefold increase in monthly requests for technology-equipped meeting spaces—from 10 requests in early 2022 to 35 by late 2023.

The significant increase in demand for technology-driven facilities reflects a fundamental shift in how businesses conduct meetings in the post-pandemic era. This shift creates an urgent need for Ujung Landasan to adapt its facilities,

especially as other local venues begin upgrading their technological infrastructure to meet evolving market demands. While this transformation requires substantial capital investment, the data shows that such adaptations are essential to maintaining competitiveness in the rapidly changing MICE industry.

Based on data from Allied Market Research, the MICE industry had a market value of US\$215 billion in 2020, with 61.7% contributed by the business meetings sector. Although this value declined compared to pre-pandemic levels, the industry began to experience positive growth in 2021. Grand View Research estimates the MICE industry market value reached US\$658.5 billion in 2021, with business meetings contributing 45%, exhibitions and conventions each 20%, and incentive travel 15% (Mice.Kemenparekraf.go.id, 2023). During the pandemic, however, 96.43% of events in Indonesia were postponed, and 84.20% were canceled (Wordsmithgroup.com, 2022). This underscores the severe impact on the MICE sector and the need for venues to innovate and adapt to changing market conditions.

For Ujung Landasan Restaurant & Convention Hall, this transformation encompasses both the physical facilities and service delivery systems, initiated through strategic actions to address market challenges and capitalize on opportunities in the West Lombok MICE market. Initial market surveys and analysis of local MICE business needs revealed a significant demand for quality indoor meeting spaces, leading to the development of the Ujung Loka Meeting Room. The physical transformation involves converting a 500m² semi-outdoor space into a modern Indoor Meeting Room, equipped with advanced audio-visual

technology and climate control systems. Local market research conducted in 2023 confirmed this decision, with 85% of Ujung Landasan's corporate clients specifically requesting indoor venues with hybrid meeting capabilities. Additionally, guest satisfaction surveys revealed that 72% of clients valued integrated technological solutions for their events.



Figure 1.1 Metrik Transformasi Ujung Landasan 2022-2023
(Source: Ujung Landasan Restaurant & Convention Hall, 2023)

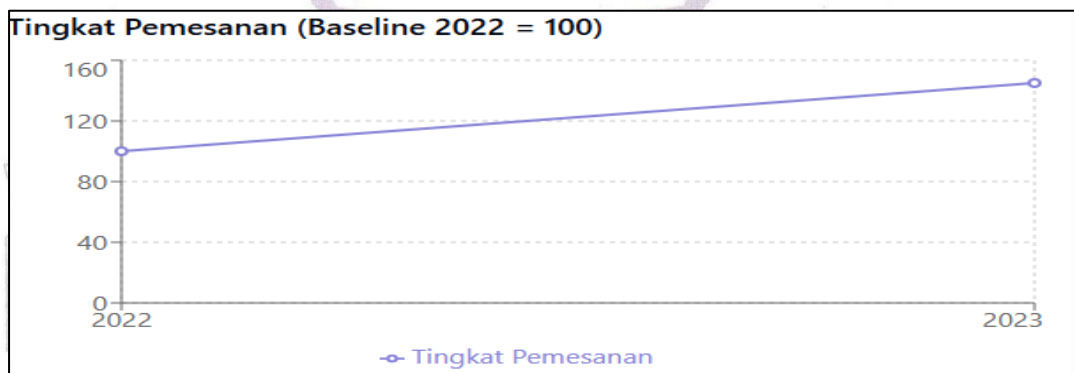


Figure 1.2 Reservations Level
(Source: Ujung Landasan Restaurant & Convention Hall, 2023)

Along with physical changes, Ujung Landasan has implemented comprehensive service innovations to strengthen its market position. These include the introduction of dedicated technical support staff, with five newly trained AV

specialists specifically tasked with managing hybrid meeting setups. The venue has also developed new service packages that combine traditional hospitality with digital solutions, offering pre-event technical consultations, real-time IT support during meetings, and post-event digital content management. Customer feedback from Q4 2023 shows that venues offering such integrated service packages experienced a 45% higher booking rate compared to those providing only basic meeting facilities. This holistic transformation strategy positions Ujung Loka to meet both the infrastructural and service expectations of the evolving West Lombok MICE market.

Ujung Landasan Restaurant & Convention Hall, established on February 7, 2012, has fulfilled all necessary permits for its development, including a building permit (IMB No. 502.A2/59/BPMP2T-LB/II/2012), operational permit (SIUP No. 503.B3/0113/PK/DPM-PTSP-LB/XII/2019), and business registration (NIB No. 9120117221137). Environmental management is supported by DPLH Document No. 52.A/660/DLH-LB/2018. Additionally, it holds a sanitation hygiene certificate (No. 443.3/2412/VI/2014) and copyright and trademark registration. In early 2023, the Ujung Loka Indoor Meeting Room was constructed at a cost of IDR 380,000,000, with tables and chairs adding IDR 75,000,000. From its opening in August 2022 to September 2023, the Meeting Room generated revenue of IDR 57,500,000. However, without a complete interior and meeting equipment, the development of its MICE business cannot be fully optimized.

Funding challenges have also been a significant obstacle for Ujung Landasan. Relying primarily on operational savings and some additional capital

from the owners, management has worked closely with employees to develop the Ujung Loka Meeting Room. Despite limited resources, this collaboration has led to increased demand for the Meeting Room, even with minimal initial facilities. Its strategic location near the West Lombok Regency government offices further enhances its market potential, as its primary clientele includes government agencies, schools, campuses, and travel agents. Local government policies that restrict government meetings to within the West Lombok area also strengthen its market position.

To meet consumer demands and sustain business growth, management has implemented both online and offline marketing strategies. Online promotions are conducted through platforms like Instagram, TikTok, Facebook, and WhatsApp (Lysus et al., 2011), while offline efforts involve direct outreach to government agencies, private companies, schools, and other stakeholders. In addition, management has prioritized equipping the Ujung Loka Meeting Room with comfortable interiors and advanced facilities, such as audio-visual systems, to support hybrid meetings. Without such innovations, the business risks declining productivity and revenue, which could negatively impact both employees and operations.



Figure 1.3 Development of the Ujung Landasan semi-outdoor Meeting Room into an indoor Ujung Loka Meeting Room

(Source: Ujung Landasan Restaurant & Convention Hall, 2023)

In light of these challenges, Ujung Landasan Restaurant & Convention Hall has taken innovative steps to transition its semi-outdoor Meeting Room into an indoor concept under the name "Ujung Loka." This development aligns with market demand for hybrid meetings and the broader trend in the MICE industry.

Developing an Outdoor Meeting Room into an indoor one is a structured project requiring careful planning and efficient management. The need for an indoor meeting space has been identified, and resources have been allocated accordingly. A project team with clearly defined roles has been formed, and the Ujung Loka Meeting Room is now operational, albeit with minimal facilities. Permits and legal requirements have been fulfilled.

To further enhance the Ujung Loka Meeting Room, management is collaborating with interior designers to create a detailed vision and design concept. This includes selecting materials, furniture, and equipment, while addressing funding constraints. The process will also involve thorough testing, staff training, and ongoing evaluations to ensure the room meets client expectations and industry

demands. This comprehensive development process is expected to take 1.5 years to complete.

Regarding the topics discussed in this research project, a number of studies have been conducted. One such study examined tourism recovery efforts during the Covid-19 pandemic, utilizing data from BPS and the Ministry of Tourism (Anggarini, 2021). The findings revealed a significant decrease in tourist visits and a negative impact on the tourism sector. This study employed qualitative descriptive statistical analysis, relying on data from tourism literature to draw its conclusions. Furthermore, the government implemented various measures, such as providing incentives and assistance to tourism agents, airlines, and regional authorities, to support the recovery of the tourism sector and protect the livelihoods of workers in this industry.

Bachtiar study examines business strategies during the Covid-19 pandemic, offering insights into the steps required to initiate and sustain a business in challenging circumstances. The study highlights that, during the pandemic, many individuals sought additional income by starting small businesses, often adopting franchise models that were already popular. However, limited knowledge in business operations caused many new entrepreneurs to rely on the Observe and Imitate (AT) scheme, which resulted in restricted competitive advantages and poor alignment with their target markets (Bachtiar, 2021).

Using qualitative methods, this study examined the level of awareness regarding community participation and professional capabilities in managing businesses, particularly in the development of the restaurant industry. The findings

highlighted the critical role of community resource synergy as a competitive strategy to drive the recovery of restaurant businesses during the Covid-19 pandemic (Isdarmanto, 2021).

Three types of events emerged in response to the Covid-19 pandemic between late 2019 and 2021: the original or conventional type, the virtual type, and the mixed type. Significant changes in the development of the MICE industry during the pandemic were highlighted in this study, which utilized a literature review method. Many conferences and seminars transitioned to virtual formats due to constraints such as time limitations, network instability, and participant restrictions. However, conventional events also presented challenges, including potential complaints regarding poor service quality, lengthy preparation times, and relatively high costs (Yuniati, 2021).

Based on the results of various studies that have been conducted previously, no one has specifically discussed the development of Meeting Room as a solution to business challenges in the MICE sector. Therefore, thesis research in the form of a business project has significant relevance and impact. It is hoped that future management will recognize this development project as an additional facility at Ujung Landasan Restaurant & Convention Hall and an important source of income in dealing with operational costs at Ujung Landasan as well as a strategic initiative in overcoming business challenges in the MICE sector. In addition, the aim of developing the Ujung Loka Meeting Room is to identify the steps needed to start a similar business in another location with the same concept and strategy. This prompted the author to conduct this research as part of a thesis project.

1.2 Formulation of The Problem

The problem formulation that is the focus of research related to the development of Ujung Landasan Restaurant & Convention Hall into an Indoor Meeting Room includes:

- a. How is the development of Ujung Loka Meeting Room to strengthen Ujung Landasan Restaurant and Convention Hall in Overcoming MICE Business Challenges?
- b. What model can be designed and applied in the development of Ujung Loka Meeting Room to Strengthen Ujung Landasan Restaurant and Convention Hall in overcoming business challenges?

1.3 Objectives of the Study

This research aims to answer the challenges posed by developing the Ujung Landasan Restaurant & Convention Hall project into an Ujung Loka Meeting Room and using existing facilities, with the aim of producing the following results:

a. General Objectives

This project aims to explain the development of Ujung Loka Meeting Room can Strengthen Ujung Landasan Restaurant and Convention Hall in Overcoming to Challenges of the MICE business after the Covid-19 pandemic, especially regarding changes in consumer needs and preferences for meeting facilities. Additionally, this project seeks to develop and implement an effective model that can enhance Ujung Landasan's position in the MICE industry through strategic facility development and service improvement.

b. Special Objectives

The specific objectives of this research are to identify and design an appropriate development model for Ujung Loka, evaluate its effectiveness in enhancing the competitiveness and sustainability of Ujung Landasan Restaurant and Convention Hall in the MICE industry, and provide strategic recommendations for managing Ujung Loka as an indoor meeting space that meets post-pandemic consumer needs. Through this research, it is expected to provide practical contributions for management in optimizing Ujung Loka's potential to strengthen its position in the MICE industry through strategic facility development and service improvement.

1.4 Significances of The Study

The author describes the benefits of research related to the Ujung Landasan Restaurant & Convention Hall project into three Ujung Loka Meeting Room, including:

1.4.1 Theoretical Significances

- a. This research will provide students with a deeper understanding of business development strategies in the MICE industry in facing post-pandemic challenges, especially regarding how the development of Ujung Loka can strengthen Ujung Landasan Restaurants and Convention Halls in addressing changing trends and consumer needs.
- b. The results of this research can be used to enrich the curriculum at the Bali State Polytechnic, especially in aspects of business management, hospitality and the MICE industry. The research findings can also serve as a guide for the Bali State

Polytechnic in designing a curriculum that is adaptive to the changing needs of the MICE industry post-pandemic.

1.4.2 Practical Significances

- a. Ujung Landasan Restaurant and Convention Hall can utilize research findings to improve the quality of service, facilities and customer experience at Ujung Loka according to post-pandemic consumer needs and preferences. This is expected to increase customer satisfaction, expand market segments, and maintain business sustainability.
- b. This research can provide strategic recommendations for Ujung Landasan Restaurant and Convention Hall in developing Ujung Loka as a competitive Indoor Meeting Room. These recommendations include implementing appropriate development models, increasing facilities and capacity, strengthening customer service, partnerships with local communities, and effective marketing strategies. It is hoped that the implementation of these recommendations can strengthen Ujung Landasan's position as a destination and have a positive impact on the economy and the surrounding environment.

CHAPTER VI

CLOSING

Based on the results of the implementation of the Ujung Loka Meeting Room development project and a comprehensive analysis of the data obtained through observation, interviews, documentation studies, FGDs and field studies, several conclusions and suggestions can be drawn.

6.1. Conclusion

1. The development of the Ujung Loka Meeting Room in strengthening the Ujung Landasan Restaurant and Convention Hall in facing the challenges of the MICE business has been implemented through a comprehensive POAC (Planning, Organizing, Actuating, Controlling) approach. The transformation of the semi-outdoor space into a modern indoor venue of 500m² with integrated technology is a strategic response to changes in market preferences post-pandemic, where 85% of corporate clients request venues with hybrid meeting capabilities. The implementation of advanced audio-visual technology such as PTZ cameras with auto-tracking and fiber optic networks with QoS (quality of service) provides a competitive advantage, as reflected in the growth of the hybrid meeting format to almost half of the total events. This development has proven effective in increasing occupancy, average revenue per event, and resulting in a shift in perception from "alternative venue" to "primary destination of choice" for small to medium-scale MICE activities in West Lombok.

2. The MISE (MICE Integrated Service Excellence) model designed and applied in the development of the Ujung Loka Meeting Room has successfully integrated four main pillars, namely Space Renewal, Supporting Facilities, Management Systems, and Marketing Strategy in one integrated operational system. This model is holistic by considering not only physical and technological aspects, but also operational aspects, team competency development, and segmentation marketing strategies. The uniqueness of this model produces two competitive advantages that are difficult for competitors to imitate: Hybrid Meeting Technology and F&B Excellence Integration. The implementation of the model through a systematic, gradual flow (Foundation Stage, Capability Development Stage, and Full Implementation Stage) with the support of the Continuous Improvement Cycle has proven to be able to overcome MICE business challenges and produce four strategic outcomes: increased occupancy, revenue optimization, competitive differentiation, and customer loyalty.

6.2. Suggestion

1. It is necessary to optimize Service Timing and improve the responsiveness of technical services identified as critical areas of customer feedback. It is recommended to implement a more structured standard operating procedure (SOP) with measurable time parameters and a clear internal service level agreement (SLA) for each type of request. Implementation of a timeline tracking system integrated with a real-time dashboard will enable proactive monitoring of the status of each service request. The formation of a

dedicated quick response team for handling technical incidents with multi-skills and a competitive maximum response time target needs to be a priority. The development of a comprehensive troubleshooting guideline and an automatic notification system for technical incidents also needs to be implemented to facilitate more responsive problem detection and handling, reducing the imbalance between physical infrastructure improvements and human resource capacity development identified as a major challenge.

2. To face the challenges of seasonal fluctuations and dependence on the government segment, it is recommended to diversify marketing strategies, especially for the education segment and develop strategies to optimize occupancy during the low season period. The development of special packages tailored to the characteristics and budget constraints of educational institutions, as well as the "Education Partner" program with special incentives for regular bookings can be effective instruments for deeper penetration into the education segment. The implementation of more aggressive dynamic pricing for the low season period needs to be supported by accurate demand forecasts and competitor analysis. Organizing regular thematic events can create special demand during the low season period, while partnerships with event organizers through revenue sharing models or special rates for events during that period can create a win-win solution. This strategy will help balance demand throughout the year and reduce dependence on one market segment, creating a stronger foundation for the sustainability of the MICE business in the future.

REFERENCES

- Andrianto, T., Noor, A. A., Trihartanty, R. P., Erwin, T. H., Chendraningrum, D., Hastuti, S., & Firmansyahrani, S. (2022). Masa Depan Hybrid Exhibition dari Perspektif Pelaku Industri. *Journal of Event, Travel and Tour Management*, 2(2), 1–15.
- Anggarini, D. T. (2021). Upaya pemulihan industri pariwisata dalam situasi pandemi Covid-19. *Jurnal Pariwisata*, 8(1), 22–31.
- Anjum, A., Sanguinetti, E., McPolin, D., & Underwood, J. (2020). An Intelligent Decision Support System for Real-Time Selection of Meeting Rooms in Large Buildings. *Applied Soft Computing*.
- Bachtiar, N. K. (2021). Tips Membangun Usaha di Masa Pandemi. *Community Empowerment*, 6(2), 319–327. <https://doi.org/10.31603/ce.4485>
- Bansal, R., Gajraula, T., Anand, V., Joy, M., & Arora, K. (2020). Evolving Clinic Environment amidst COVID-19 Pandemic–Exploring Innovative Strategies for Outpatient Clinic Settings. Diabetes and Metabolic Syndrome: *Clinical Research and Reviews*, 14(5), 1267–1272.
- Basuki, J. (2022). Strategi Bertahan Industri Perhotelan di Era New Normal. *Jurnal Hospitality Dan Wisata*.
- Bayu. (2023, December 28). *Inspirasi Jimbaran Convention Center Untuk Gelaran MICE di Bali*. [Www.Fortuneidn.Com. https://www.fortuneidn.com/luxury/bayu/inspirasi-jimbaran-convention-center-untuk-gelaran-mice-di-bali?](https://www.fortuneidn.com/luxury/bayu/inspirasi-jimbaran-convention-center-untuk-gelaran-mice-di-bali?)
- Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal*, 9(2), 27–40. <https://doi.org/10.3316/QRJ0902027>
- Chandra, M. S. dan A. (2020). COVID-19 Impact on the MICE Industry: Challenges and Opportunities. *Journal of Convention & Event Tourism*, vol 18 (1).
- Creswell, J. W. (2012). *Research design: pendekatan kualitatif, kuantitatif, dan mixed*.
- Dakhi, Y. (2016). Implementasi POAC Terhadap Kegiatan Organisasi dalam Mencapai Tujuan Tertentu. *Jurnal Warta*, 53(9), 2.
- Desy Tri Anggarini. (2021). UPAYA PEMULIHAN INDUSTRI PARIWISATA. [Http://Ejournal.Bsi.Ac.Id/Ejurnal/Index.Php/Jp](http://Ejournal.Bsi.Ac.Id/Ejurnal/Index.Php/Jp), 8.

- DEWI, I. G. A. A. O. (2022). Understanding Data Collection Methods in Qualitative Research: The Perspective Of Interpretive Accounting Research. *Journal of Tourism Economics and Policy*, 1(1), 23–34. <https://doi.org/10.38142/jtep.v1i1.105>
- Eeuwijk, P. Van, & Angehrn, Z. (2017). How to.... conduct a focus group discussion (FGD): Methodological Manual. *Zurich Open Repository and Archive*, April, 1–16.
- Ernawati, & Poespita, D. (2019). Development of the tourism industry as the motor of economic growth in indonesia. *International Journal of Science and Society*, 1(4), 145–153. <https://doi.org/10.54783/ijssoc.v1i4.300>
- Evans, N. (2019). Strategic management for tourism, hospitality and events: Third edition. In *Strategic Management for Tourism, Hospitality and Events: Third Edition*. <https://doi.org/10.4324/9780429437601>
- Hasbiansyah, O. (2008). Pendekatan Fenomenologi: Pengantar Praktik Penelitian dalam Ilmu Sosial dan Komunikasi. *Mediator: Jurnal Komunikasi*, 9(1), 163–180. <https://doi.org/10.29313/mediator.v9i1.1146>
- Heale, R., & Forbes, D. (2013). Understanding triangulation in research. *Evidence-Based Nursing*, 16(4), 98. <https://doi.org/10.1136/eb-2013-101494>
- Hendrawana, A., & Yulianeub, A. (2017). Internal Quality Assurance System (SPMI) at the Respati Sumedang Midwifery Academy. *Journal of Information Management*, 4(2), 1–10.
- Hsin-Hsuan Megan Lee et al. (2021). Challenges and Opportunities for the MICE Industry post Covid-19. *Journal of Convention & Event Tourism*, Vol 18 (2).
- Idrus, M. I., Burhami, A. H., & Syarma, N. N. (2023). Analysis of the Implementation of Poac Principles in the Management of Parking Tax at Sultan Hasanuddin International Airport and its Contribution to Regional Original Revenue of Maros Regency. *Amnesty: Jurnal Riset Perpajakan*, 05(02), 138–152.
- Isdarmanto. (2021). No Title. *Kapita Selektu Pariwisata (KSP)*, Vol. 1, No.
- Islam, A. M., & Qamari, I. N. (2021). Effect of Supply Chain Management on Competitive Advantage and Organizational Performance. Studies on the Batik Industry in Yogyakarta City. *Proceedings of the 4th International Conference on Sustainable Innovation 2020-Accounting and Management (ICoSIAMS 2020)*, 176(January). <https://doi.org/10.2991/aer.k.210121.047>
- Kakar, Z. U. H., Rasheed, R., Rashid, A., & Akhter, S. (2023). Criteria for Assessing and Ensuring the Trustworthiness in Qualitative Research.

- International Journal of Business Reflections*, 4(2), 150–173.
<https://doi.org/10.56249/ijbr.03.01.44>
- Karuna, R. G., & Soeprapto, V. S. (2024). *Digital Innovation in Culinary Tourism Services at Galeri Indonesia Kaya*, Jakarta. 5(6), 2504–2510.
- Kawulich, B. B. (2005). Participant observation as a data collection method. *Forum Qualitative Sozialforschung*, 6(2).
- kemenparekraf.go.id. (2023, November 29). *Capaian Parekraf Laporan Triwulan III - 2023*. KEMENPAREKRAF.
<https://tasransel.kemenparekraf.go.id/capaian-parekraf-laporan-triwulan-iii-2023/show>
- Kiriakos Kotsoglou dan Aline Joly, 2019. (2021). Strategic Planning - Challenges in the Meeting Industry. *21st Century*.
- Kouchaki, M., & Corbin, J. (2020). Shifting Boundaries in the Wake of COVID-19: Transitioning Positive Aspects of Outdoor Space into Interior Spaces. *International Journal of Sustainable Building Technology and Urban Development*, 11(3), 1–9.
- Lastri Karsiani Putri, N. M. (2023, December 29). *Pariwisata Bali Pulih Sangat Cepat Setelah Pandemi COVID-19*. Detik.Com.
<https://www.detik.com/bali/bisnis/d-7114817/pariwisata-bali-pulih-sangat-cepat-setelah-pandemi-covid-19>
- Lee, H. H. M., Chui, B., Zhu, Y. U., Tseng, J. C., Zhang, Z., Shaw, R., ... & Cai, J. (2020). (2020). No Title. *College of Tourism and Service Management Nankai University*.
- Litvinova-Kulikova, L., Aliyeva, Z., & David, L. D. (2023). MICE Tourism: How the Pandemic Has Changed It. *Journal of Tourism and Services*, 14(26), 197–218. <https://doi.org/10.29036/jots.v14i26.496>
- Liu, L. W., Pahrudin, P., Tsai, C. Y., & Hao, L. (2024). Disaster, risk and crises in tourism and hospitality field: A pathway toward tourism and hospitality management framework for resilience and recovery process. *Natural Hazards Research*, March. <https://doi.org/10.1016/j.nhres.2024.06.001>
- Loredana, E. M. (2016). The Use of Ansoff Matrix in the Field of Business. *MATEC Web of Conferences*, 44, 01006.
- Lyus, D., Rogers, B., & Simms, C. (2011). The role of sales and marketing integration in improving strategic responsiveness to market change. *Journal of Database Marketing & Customer Strategy Management*, 18, 39–49.

- Mice.Kemenparekraf.go.id. (2023). *Trend Meeting Pasca Pandemi*. Kemenparekraf. <https://mice.kemenparekraf.go.id/news/b4f114ec-8aeb-45e5-b381-f7004ce84786>
- Miles, M. B., Huberman, A. M., & Saldana, J. (2014). *Qualitative data analysis. A Methods Sourcebook*.
- Murphy, S. E. (2021). The Future of the MICE Industry: In-Person vs. Virtual Meetings. *Journal of Convention & Event Tourism, Vol 8 (1)*.
- N Yuniati. (2021). Perubahan Lansekap Bisnis MICE Sebagai Respon Strategi Menghadapi Pandemi Covid-19 Nining Yuniati. *KSP*, 1(1), 133–144.
- Naila, N. D., & Riofita, H. (2024). TREN PEMASARAN DIGITAL: TANTANGAN, PELUANG, DAN STRATEGI INOVATIF DALAM MENGEMBANGKAN BISNIS DENGAN TEKNOLOGI DIGITAL. *Esensi Pendidikan Inspiratif*. <https://journalpedia.com/1/index.php/epi/article/view/1563>
- Nasir, N., & Sukmawati, S. (2023). Analysis of Research Data Quantitative and Qualitative. *Edumaspul: Jurnal Pendidikan*, 7(1), 368–373.
- Nurhayati, S. (2010). *Akomodasi Perhotelan Jilid 2*. CV Gamma Putra Perkasa.
- Pendit, S. N. (2004). *Wisata Konvensi*. Gramedia Pustaka Utama.
- Permono Nugroho, S., Agus Setyawan, A., Isa, M., Susila, I., Nuryulia, A. P., & Yani Pabelan Kartasura Surakarta, J. A. (n.d.). *STRATEGI PENGEMBANGAN MICE SEBAGAI UPAYA PENINGKATAN SEKTOR PARIWISATA KOTA SURAKARTA*.
- Rahadi, R. A. (2010). *Manajemen Perkantoran Modern*. PT Elex Media Komputindo.
- Rahman, A. (2021). Tren Perubahan Industri MICE di Masa Pandemi. *Konvensi Indonesia*.
- Reprint, S. I., & Kruczek, Z. (2024). Current Trends in Tourism under COVID-19 and Future Implications. In *Current Trends in Tourism under COVID-19 and Future Implications*. <https://doi.org/10.3390/books978-3-0365-9490-3>
- Rogers, T. (1998). *A Twenty-first Century Industry* (Illustrated, Ed.). Addison Wesley Longman, 1998.
- Rutledge, P. B., & Hogg, J. L. C. (2020). In-Depth Interviews. *The International Encyclopedia of Media Psychology, September 2020*, 1–7. <https://doi.org/10.1002/9781119011071.iemp0019>

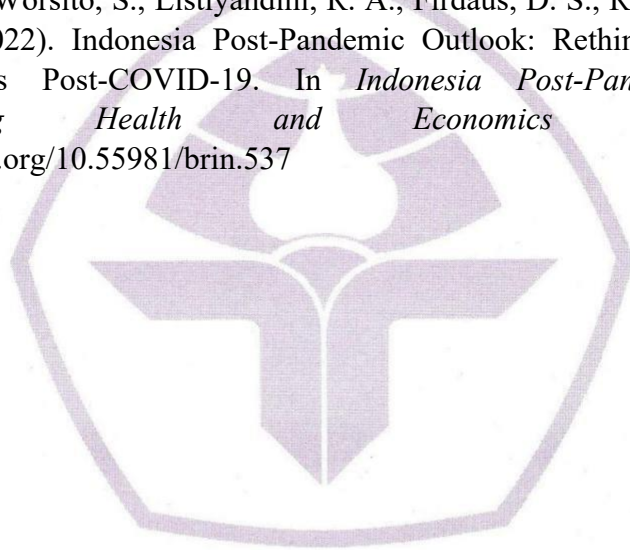
- Santoso, L. (2022). Penerapan Konsep Hibrid pada Convention Hall di Era New Normal. *Jurnal Arsitektur*.
- Saputra, A. E., & Suwitho, S. (2021). REFORMULASI STRATEGI BISNIS MICE (MEETING, INCENTIVE, CONVENTION, EXHIBITION) DI TENGAH PANDEMI COVID-19: PERSPEKTIF MANAJEMEN PT GRAHA WIDYA BHAKTI. *Jurnal Ilmu Dan Riset Manajemen (JIRM)*, 10(3).
- Sarigiannis, D. A. (2021). Life cycle assessment of municipal waste management options. *Environmental Research*, Volume 193. <https://doi.org/https://doi.org/10.1016/j.envres.2020.110307>
- Schulte, J., & Knuts, S. (2022). Sustainability impact and effects analysis - A risk management tool for sustainable product development. *Sustainable Production and Consumption*, 30(January), 737–751. <https://doi.org/10.1016/j.spc.2022.01.004>
- Shalihah, A. (2024). It Implements in Meetings, Incentives, Conferences, and Exhibitions (Mice) Industry: A Systematic Mapping Study. *Journal of Social Research*, 3(3), 737–750. <https://doi.org/10.55324/josr.v3i3.1951>
- Simbara, A., & Si, N. M. (n.d.). *PROMOTIONAL STRATEGIES OF DEPARTEMENT OF CULTURE AND TOURISM OF TANJUNGPINANG RIAU ARCHIPELAGO IN PROMOTING ATTRACTION OF PENYENGAT ISLAND*.
- Suci, C., Kurnia, A. P., Iqbal, M., Rajoendah, K., Administrasi Niaga -Politeknik, J., & Jakarta, N. (2022). *Strategi Stakeholder Mempromosikan Bali Dalam Rangka Reopening MICE Pasca Pandemi Covid-19*. 11(1), 181–184.
- Syahputra, D. R., & Aslami, N. (2023). Prinsip-Prinsip Utama Manajemen George R. Terry. *Manajemen Kreatif Jurnal (MAKREJU)*, 1(3), 51–56.
- Terry, G. R. (2012). *Prinsip-prinsip Manajemen*. PT Bumi Aksara.
- Truong, N. T., Dang-Pham, D., McClelland, R., & Nkhoma, M. (2020). Exploring the impact of innovativeness of hospitality service operation on customer satisfaction. *Operations and Supply Chain Management*, 13(3), 307–319. <https://doi.org/10.31387/OSCM0420272>
- Virtual Event Group. (2023). *Meetingplay*. <https://virtualeventsgroup.org/project/meetingplay/>
- Walker, J. R. (2021). *The restaurant: from concept to operation*. John Wiley & Sons.
- Wijaya, T. S. (2023). Peluang Pengembangan Bisnis Venue MICE Pascapandemi. *Jurnal Manajemen Resort Dan Leisure*.

Wikastuti, Niken & Kumala, R. (2020). *Pengantar Industri Perjalanan Wisata*. Deepublish.

Wordsmithgroup.com. (2022). *Industri MICE di Indonesia Pascapandemi COVID-19*. Wordsmithgroup. <https://wordsmithgroup.com/id/industri-mice-di-indonesia-pascapandemi-covid-19/>

Yoeti, O. (2000). *Manajemen Wisata Konvensi*. Jakarta: PT. Pertja, 196.

Yuda, R., Ardyanti, A. A. A. P., Govinda, K., Gupta, K., Choirinnida, I. T., Taufik, M., Saputra, A. D., Prisandy, R. F., Widyaningrum, W., Patoni, A. S., Cahyadin, M., Setiawati, U. E., Mayasari, N., Rahayu, R. L. S., Eri Saputra, Y., Bakti Worsito, S., Listiyandini, R. A., Firdaus, D. S., Ricky, C., ... Putri, H. A. (2022). Indonesia Post-Pandemic Outlook: Rethinking Health and Economics Post-COVID-19. In *Indonesia Post-Pandemic Outlook: Rethinking Health and Economics Post-COVID-19*. <https://doi.org/10.55981/brin.537>



JURUSAN PARIWISATA
POLITEKNIK NEGERI BALI