

Integrated Project Management Planning and Event Management in Service Industry

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Abstract—Project failure is largely due to poor planning and monitoring. Many people consider event management to be a wedding planner or concert, but the field of event management involves more than that. Event management is the process of using business management and organizational skills to imagine, plan, and carry out social and business events. Many companies use event management companies to coordinate their most important meetings and other events. This article discusses how project management integration and event management are planning a service industry activity. This research uses an explanatory qualitative approach through collecting data by interviewing and observing the event management in Jakarta. The results of the interim research that companies need to create a framework that can be used as a guide. Project integration management and event management are very significant. Event management requires strong organizational, budgeting and creative skills. Meanwhile project management deals with tracking process implementation, from the perspective of schedules and costs. It includes functions to develop an optimal project schedule, generate project financial models, schedule and track efforts against the plan, manage costs against the budget, and report status. The importance of project management, serves as a resource management tool in allocating HR, equipment, cost / budget, time, and applications.

Keywords: project management, event management, service

I. INTRODUCTION

The last few decades have been marked by rapid growth in the use of project management as a means by which organizations achieve goals. Project management provides a powerful tool for an organization to improve its ability to plan, implement, and control its activities and ways to use its resources and resources. From one of the literature on Project Management it can be interpreted that the Project is an activity that is unique in nature that is limited by time and resources, whether in the form of humans, materials, costs or tools, so this requires a project management starting from the initial phase to the project completion phase.

When a company is given the confidence to manage a project, of course the company wants to solve it according to the agreement: on time (on time), right budget (on budget), and precise scope (on scope). Timely is time management's ability to plan and manage the time that will be spent on certain activities. In a project the time has been determined and given a limit so that a project can be completed exactly on a

predetermined time target. Project managers must not go out of what has been set regarding the time to complete a project. Budget (on budget) in a project is a cost that must be spent in order to complete the project. This is very important because if the estimation of costs is carried out inadvertently so as to produce a cost estimate that is too high, it will result in the company being unable to compete with other companies that offer lower prices with commensurate quality. So the project manager must make an estimate or cost planning that will be used as the ongoing project control. On scope an activity to ensure that all activities carried out have covered all defined needs, and there are no additional activities that are not related to needs. Scope can also be interpreted as all the work developed in producing products from projects and processes used to shape all of them [1]. More than most managers, project life in the world is marked by numerous conflicts. The number of conflicts that occur in managing an event will cause investors to think twice before deciding to invest in an event. Inefficient logistics problems, including the fields of transportation, warehousing, cargo, distribution and payment systems, will hamper the chances of entrepreneurs to expand their business.

Many new developments and interests in project management are driven by rapidly changing global markets, facilities, technology and education. Global competition puts pressure on prices, response times, and product / service innovations and facilities. The number of foreign tourist arrivals is increasing from year to year. This is shown in the table on the development of foreign tourists below.

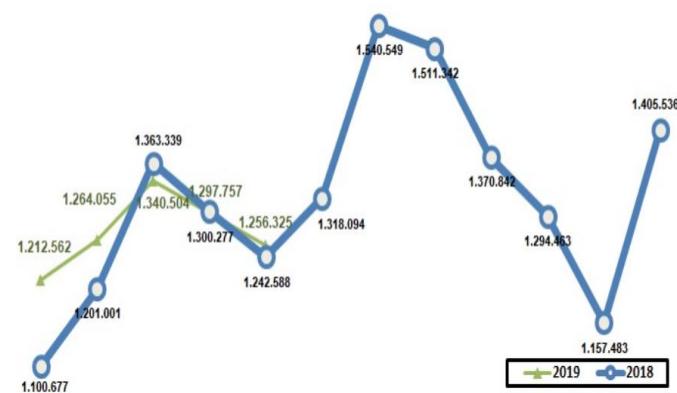


Fig. 1. Data on foreign tourist visits for 2018-1919.

From Figure 1, it can be seen that the number of foreign tourists visiting Indonesia in 2018 - 2019 shows an increasing trend. Increasing the growth of foreign tourist visits in 2019, is expected to continue to increase in the coming years in line with improvements in service facilities and infrastructure improvements in Indonesia. The Indonesian government is aware of the importance of improving the state of infrastructure so that the investment and business climate becomes more attractive. Infrastructure development in Indonesia is in good condition and continued developments in this sector. Evidenced by the budget for infrastructure for 2018 which reaches 409 trillion Rupiah [2]. Infrastructure development encourages developers to develop and build other supporting facilities.

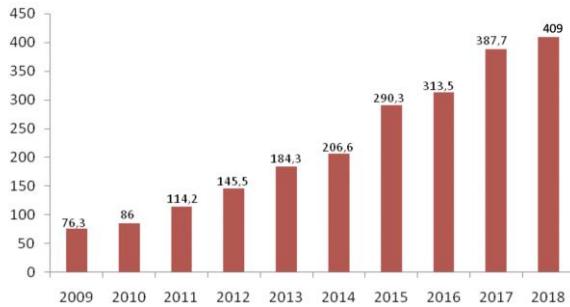


Fig. 2. The state budget for the infrastructure sector is in Trillion units [2].

Figure 2 The average budget growth for infrastructure in 2009 to 2014 increased by 23.8% while from 2014 to 2018 the average growth increased to 28.3%. In 2018, the infrastructure budget is allocated at 410 trillion or 18% of the state budget (APBN)

In discussion of project management, it is sometimes useful to make a difference between terms such as projects, programs, tasks, and work packages. What is relevant is that the project can be supported on event management? The purpose of this study will be emphasized in the discussion of the importance of project management in an event management, how it relates. What are the key factors for success in managing a project in an event? The output of this research is that project management in a management event is expected to be the main driver in accelerating economic growth in Indonesia through job creation and business opportunities.

II. THEORETICAL FRAMEWORK

A. Project Definition

Project management is defined as the application of knowledge, skills, tools and techniques to project activities to achieve project objectives [3]. Management is the process of planning, organizing, leading, and controlling the activities of members and other resources to achieve the goals of the organization (company) that have been determined [4].

According to the Project Management Institute, "Projects are temporary efforts taken to create unique products, services or results." [5].

"The use of results and quality is integrated with the scope of general terms we can build a Project Management Triangle" [3]. Each project has different limitations on scope, time, costs, which are usually referred to as triple constraints (three constraints).

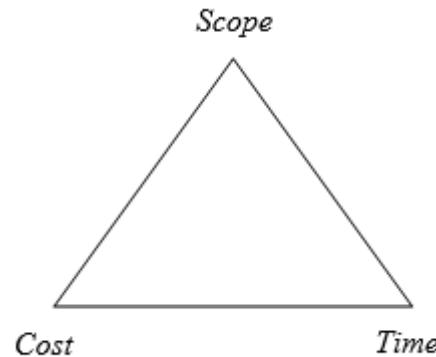


Fig. 3. Project management triangle.

Heizer, Render and Munson say the project is a series of related tasks directed at a main outcome [6]. In general, the project will have a deadline, meaning that the project must be completed before or on the specified time. The project is a series of unique activities with certainty of the starting and finishing points done by an individual or organization to meet certain objectives with predetermined parameters of time, cost and resources [7].

Projects are defined as an attempt to achieve certain goals through a unique set of interrelated tasks and effective use of resources [8].

Each activity has an end goal, as well as a project where there are 3 (three) basic things that are the project's objectives, namely the final results, on time, and the right budget as shown in figure 4. The final result is the completion of physical objects, timely completion project according to the planned time, and the right budget, namely the project cost does not exceed the maximum budgeted limit [9].

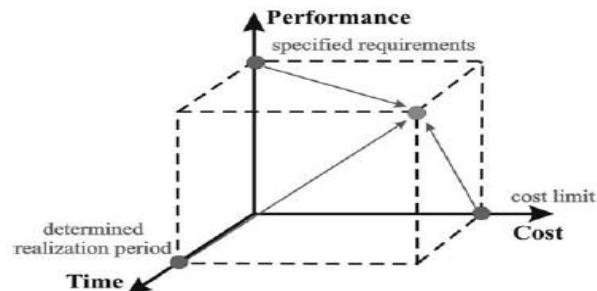


Fig. 4. The purpose of a project [9].

B. Project Failure

The failure of the implementation of a project is often caused by the planning of project activities and ineffective controls, resulting in delays and inflated implementation costs. Delay in project completion is an undesirable condition for the project owner and contractor, as this can be detrimental to both

parties in terms of time and cost. In relation to time and cost, companies must be efficient in the use of time in each activity, so that costs can be minimized [10].

The following is the concept of Project Management Framework (figure 5) which is the application of knowledge, skills, tools, and techniques to the activities of a project to achieve the needs / expectations of all stakeholders involved in the event management project.

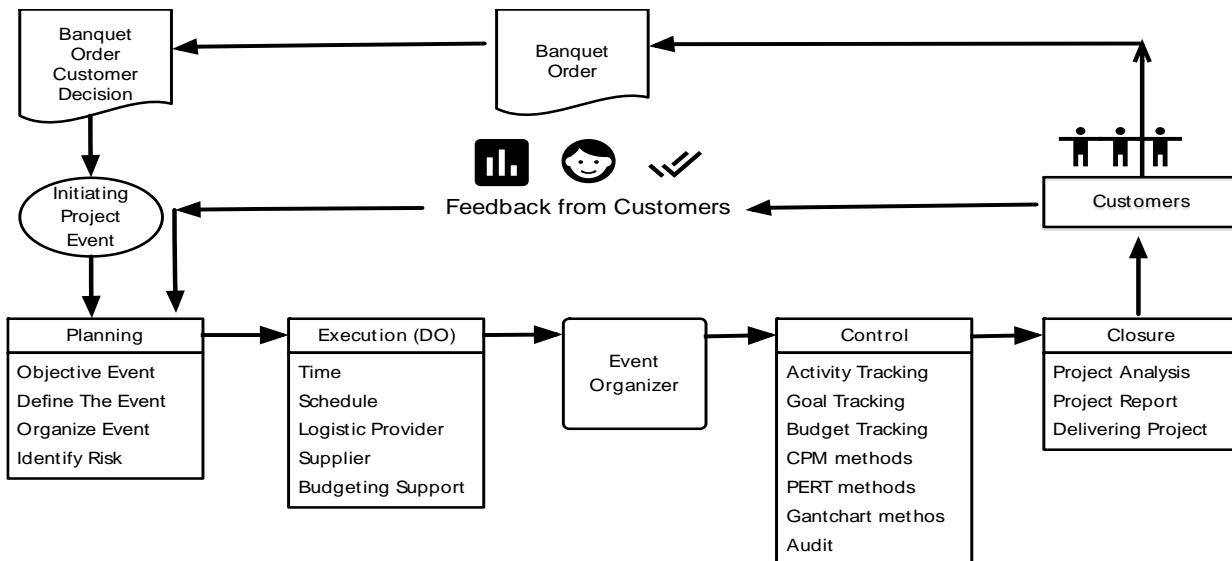


Fig. 5. Framework cycle life project event management.

Project Management Process, can be seen in the project management life cycle framework of figure 5 which consists of: Initiation project event; Project initiation, Planning: Project planning, Executing (DO); Project implementation, Event Organizer; Controlling; Project monitoring, and Closing; Project completion.

III. METHODOLOGY APPROACH

This study uses a qualitative method with a case study approach in the event organizer company, it is hoped that by using this method the researcher can obtain information about these activities so that the researcher can develop an in-depth analysis of the service sector event organizer activity process. This qualitative research applies an inductive-style perspective, focuses on individual meanings, and translates to the complexity of an issue [11]. According to Endang Danial, the case study method is an intensive and meticulous method of disclosing the background, status, and interaction of the environment with certain individuals, groups, institutions and communities [12].

The data used in this study are primary data and secondary data. According to Etta and Sopiah, primary data is a source of research data obtained directly from original sources [13]. Primary data comes from direct interviews with event organizer owners in Jakarta, after enough researchers will conduct observations at the research location. Survey method (observation) is an investigation conducted to obtain facts from the phenomena that exist and look for facts factually, both about social, economic, or political institutions of a group or an area [14]. According to Kuncoro, secondary Data is data that has been collected by data collection agencies and published to the user community [15]. Secondary data used in this study

were obtained from literature studies, scientific publications relating to event organizers in Jakarta.

IV. RESULTS AND DISCUSSION

Based on the Project Event Management Life Cycle framework in Figure 5, the sequence of activities begins with an agreement between the consumer and marketing, which finally issues a Bangket Order (BO). Project initiation event is a stage where ideas about projects begin with the wishes of consumers. Furthermore, these basic ideas need to be clearly formulated with the objectives to be achieved from the event.

A. Project Planning Stage

This step is a series of activities in event management since the first idea is agreed upon by the consumer and the company as outlined in the Bangket order (BO) agreement, the initial definition of the detailed requirements or targets to be achieved from an activity, preparation of project design, formation and designation the team and instructions for executing (starting) the project concerned. At this stage the role of the project event manager is needed to make plans and designs that are in accordance with consumer needs, organize event activities, identify risks that occur in the field when the event goes on and are fully responsible for the continuity and success of the event. Risk can interfere with the sustainability of a project, but that does not mean it cannot be managed. By doing project management, you can overcome the risks that might occur. An event manager can be part of a company or work in an event organizer (Event Organizer) to handle a brand event.

B. Executing (DO)

Project implementation is the initial planning of resources that will be used before a project starts. Included in this stage are jobs such as: Design (specifications translated into mockups, diagrams or schemes), development, suppliers (evaluation and identification of supporting facilities as well as material), logistics providers, production, scheduling and implementation.

The success of this event can be measured by: Readiness of all talents and performers; Readiness of equipment and supporting property; Security and security readiness; Readiness of all crews, such as: operational director, marketing manager, kitchen (chef) manager and kitchen crew, Decoration manager and crew, manager and crew assistant, manager and crew equipment, sound engineer and crew, lightning man and crew and other parts.

C. Event Organizer

According to Ahmad and Lenny in their research said that the event organizer stage refers to the internal party responsible for the smooth implementation of an event demanded by the consumer. Event organization is a service intended not only for clients to have a well-organized and smooth event, but also serves as a means of brand activation.

The event organizer must be ready for the implementation of the event in accordance with the goals to be achieved by the company. The pre-event process involves concept making, concept development, and formulating creative content to attract the community to visit and participate in the event, as well as deciding on the artists and crew for the event. The event also has to be promoted and made known to the community by the event organizer to ensure the success of the event [16].

D. Control

Supervision (controlling) is a management function that is no less important in an organization. All previous functions, will not be effective without accompanied by a supervisory function. According to Schermerhorn, Hunt and Osborn in Sudjana, that supervision is an effort to monitor the performance of program implementers and efforts to improve activities [17]. The main steps of supervision according to Sudjana are formulated as follows: "(1) establish benchmarks regarding the results of achieving goals and activities to achieve these objectives, (2) measure the performance of the implementers in conducting activities, (3) compare performance with set benchmarks, and (4) improve activities if deemed necessary, so that the activities are in accordance with the plan." [17].

In the event the supervisory event organizer activity is carried out by tracking all activities starting from goal tracking, tracking schedule, budget tracking, monitoring activities using the project evaluation review technique (PERT) and Critical Path Method (CPM), and audit methods. Some of these supervisory activities are interrelated between one activity and another, resulting in what is called the life cycle of management control.

E. Closure

At this stage the event organizer company deals with the preparation of reporting projects, project analysis and the handover of the project. The final stage of the project, the event organizer company must successfully fulfil the project objectives, and complete the project. Before the event organizer continues to the next project, the EO company must get a lesson from the project. Some things that need to be noted in relation to project closure are: Identifying what can be learned from the project: Conduct a meeting with the project team, do a review of the project being carried out, and what lessons can be drawn from the project, things that need to be improved. So for the next project, mistakes that occurred in the previous project can be avoided, good lessons can be applied to the next project.

Next, create a project template: Save the project that has been done, with tasks, duration metrics, task relationships, resource skills for companies to use next time. When an EO company accepts a new project similar to the project that the EO company has completed, the company can use it again.

F. Customer

The last stage in the event organizer activity is the handing over of the event by the event organizer to the consumer. At this stage, the organizers must prioritize the event's quality and not profit. If the consumer is satisfied with the quality of the work of an event organization, then the event organizer could also be contacted again for his services [18].

V. CONCLUSION

Event organizers are required to be able to attract consumers by using strategies that are packaged attractively and easily accepted, because an event organizer is a liaison between a company and consumers. The function of an event is to deliver a message from a consumer manufacturer so that the message delivered is on target and can be received by consumers, thereby creating a brand loyal to a company's products. The project event organizer framework can be described as the beginning with the stages of planning concepts that come from consumers [18]. In the Event Organizer business, the most important is proof of the ability to serve consumers through the process of knowledge. Consistency, innovation and creativity and supported by supporting staff are the right words in an Event Organizer.

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