

# Does an Independent Event Impact the Event Organizer's Brand Image in Organizing a Music Festival?

## Case Study EO Soundtrack Indonesia, Palembang

Pelliyezer Karo Karo<sup>1\*</sup>, Nadia Chairunnisa<sup>2</sup>

<sup>1,2</sup>Politeknik Pariwisata Palembang

\*Corresponding author. Email: [pelliyezer@poltekpar-palembang.ac.id](mailto:pelliyezer@poltekpar-palembang.ac.id)

### ABSTRACT

Organizing events is one of the sub-sectors in the Indonesian tourism industry, wherein every event organization, efforts to improve the image of an event organizer are a good opportunity that cannot be missed. Even in organizing music festivals, building the brand image of event organizers through independent events is a strategy that has often been used. This study aims to identify whether the implementation of the Upline Fest event has an impact on the brand image of the Soundtrack Indonesia event organizer. This research is quantitative research with a survey method on 206 research samples, obtained by purposive sampling method, and test analysis using multiple linear regression. The organization of the event is reviewed based on five variables characteristic of the event, with the results of the study showing that four variables including uniqueness, perishability, intangibility, and personal interaction have a positive influence on brand image partially, while in total 62.3 percent of brand image is influenced by all research variables on correlation value of 0.789 with a strong correlation category.

**Keywords:** *brand image, event organizer, music festivals*

### 1. INTRODUCTION

Event hosting is one of the most important drivers of the tourism sector and is prominent in the development and marketing plans of most destinations. The role and impact of event planning in tourism have been proven and are becoming increasingly important for the competitiveness of tourist destinations. In its report, the Ministry of Tourism and Creative Economy found that the highest addition to household consumption occurred in the performing arts industry at 18.9%, followed by music at 15.63%, and radio and television at 15.4% (Kemenparekraf, 2014)<sup>[7]</sup>. This shows that the need for musical entertainment today is not only a necessity but also a lifestyle, which can be interpreted that music among young people has another function, namely as an identity. The activity eventually became a hobby and even a routine for the younger generation. The identity or

routine of the younger generation in the music industry through festival events or concerts is also shown from the behavior of saving for consumptive spending, including buying music concert tickets (Bisnis.com, 2016)<sup>[2]</sup>.

Events have an important role starting from creating a community to becoming one of the sectors of state income. Seen by the rapidly growing Event Organizer business in Indonesia. Krisnanto Sutrisman as the founder of Backstager Indonesia stated that the event organizer has an industrial value of more than 500 trillion rupiahs with a growth of around 15 to 20 percent through 4000 business actors with a formal workforce absorption of around 40,000 people in 2019 (Richard, 2019)<sup>[12]</sup>. Event organizers also specialize in special events such as concerts, live music, and music festivals/concerts.

This development occurs in almost all major

cities in Indonesia, including Palembang. The people of Palembang City place music concerts as a medium of entertainment and to relieve fatigue from the busy daily routine. It is proven by the enthusiasm of the audience every time a music concert is held, from national to international singers who often become guest stars. In line with this, it is also supported by the progress of infrastructure development after the 2018 Asian Games, further encouraging the increasing demand of the Palembang people for international concerts, such as the Westlife concert in 2019 with a visit rate of up to 7000 spectators.

Seeing the very high market demand, Event Organizer Soundtrack Indonesia as one of the largest event organizers in Palembang who is also a member of the Association of Indonesian Exhibition Companies and Backstager Indonesia has contributed to filling the market needs of the music festival event in Palembang. Soundtrack Indonesia since its establishment in 2009 has organized more than 50 major events such as BRI Bollywood Night, Dji Sam Soe Mahakarya Expo, Glow Run 2014, FLS2N 2015, Independent Night Run 2015, Palembang Kelir Run 2014, Point to Point 18th Asian Games Activities Palembang, Soundsation Artperience Festival, and more. Along with the number of concerts held in Indonesia as well as in Palembang, it is not surprising that many event concepts look similar, so Soundtrack Indonesia builds a strategy through the image of its music event by displaying the company's characteristics, with the title Upline Fest. An event will be influenced by characteristics that play a role as a differentiator for each event that functions to form the special characteristics of the event, influenced by 5 factors, namely, uniqueness, perishability, intangibility, atmosphere, and service and personal interaction (Any Noor, 2009)<sup>[1]</sup>.

Upline Fest as an innovation in organizing music events in Palembang is presented with different event concepts and operations to create a new experience for music concert lovers in Palembang. The first Upline Fest was held at the Palembang Sport and Convention Center on August 25, 2019, by presenting 3 young musicians who were at the peak of their careers, namely Stephani Poetri, Nadin Amizah, and Andmesh Kamaleng. Stephanie. Ticket prices at this event are divided by category, namely upline, crossline, and downline

starting from one hundred thousand rupiahs to two hundred thousand rupiahs for normal prices while on the spot starting from one hundred and fifty thousand rupiahs to two hundred and fifty thousand rupiahs with tickets sold reaching 2711 sheet, far exceeding the target of 2000 visitors. This shows that consumer interest exceeds expectations, indicating that consumers' perceptions or beliefs are positive. Building a good perception or response from a product or company on an ongoing basis will support the marketing process to be more effective (Kotler & Keller, 2018)<sup>[8]</sup>. Through the Upline Fest event as a form of marketing or marketing tool carried out by Soundtrack Indonesia to attract the attention of music concert connoisseurs in Palembang, it is prepared to improve the brand image of Soundtrack Indonesia as a music concert event organizer in the eyes of Palembang consumers. Regarding product differentiation, brand image, and brand preferences, Nurzaini's research shows that brand image has the highest positive relationship to purchasing decisions (Nurzaini & Khasanah, 2018)<sup>[10]</sup>. In line with these results, it is known that brand personality, which leads to brand image, is recognized as a relevant theme both from an academic research perspective and from a marketing professional perspective (Gonçalves et al., 2018)<sup>[4]</sup>.

Brand image can be defined as an opinion embedded in a person's mind about the image of a product or service. Brand image is an association of all available information about the company's products, services, and brands (Hogan, 2005)<sup>[5]</sup>. Improved brand image can meet certain elements including product attributes, consumer benefits, and brand attitude. Another study related to the effect of events on increasing brand image found that there was a relationship between the characteristics of the Pocari Sweat Futsal event and the brand image of Pocari Sweat, Yogyakarta (Faiz, 2015)<sup>[3]</sup>. In line with this, building visitor perceptions to produce a brand image as early as possible will affect brand awareness, value, and even consumer loyalty (Pamungkas & Martini, 2020)<sup>[11]</sup>. In her research, Ratri found that event characteristics at Djakarta Warehouse Project X influenced Ismaya Live's image (Nurfitriona, 2019)<sup>[9]</sup>. This study has the same goal to identify the effect of the characteristics of the Upline Fest

event on the brand image of Soundtrack Indonesia as a music concert organizer in Palembang, through five variables, namely uniqueness, perishability, intangibility, atmosphere, and service, and personal interaction.

**2. METHODS**

The research carried out is quantitative research with survey techniques on the research object of event characteristics associated with a brand image with a focus on Upline Fest. The research population is visitors who have registered identity information totaling 444 people, with the Krejcie Morgan approach, at an estimated error value of 5 percent, a sample of 206 respondents was obtained through purposive sampling and multiple linear regression analysis techniques. The questionnaire was built based on the operational definitions listed in the following table, using a likert scale with five favorable scales.

**2.1. Instrument Test**

The instrument test was carried out on 30 respondents outside the respondent with two analyzes, namely validity and reliability tests with the results in Figure 1. Testing the validity of items using a comparison with the product-moment correlation test,  $r_{table}$  at a value of 0.361, shows that the  $r_{uji}$  is greater than  $r_{table}$ , which means that each item is valid. The item reliability test uses a comparison with Cronbach's alpha coefficient at a value of 0.7, the test results for each item show a larger  $r$ -test value, which means that each item is reliable (Karo Karo, 2020)<sup>[6]</sup>.

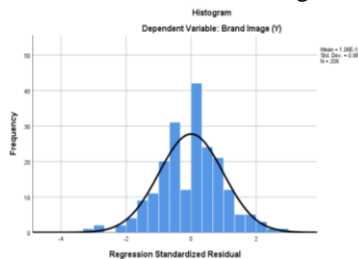
**2.2. Classic assumption test**

Classical assumption test through the assessment of linear regression model based on Ordinary Least Square, including normality test, multicollinearity test, and heteroscedasticity test.

**Table 1.** Operational definitions of research variables and instrument test results

Variabel	Dimensi	Id.	Indikator	Uji r	Uji $\alpha$
Karakteristik event	Uniqueness	Q1	Keunikan tersendiri	.722	.864
		Q2	Daya tarik	.645	.848
		Q3	Persiapan event	.693	.865
	Perishability	Q4	Kesesuaian acara	.670	.869
		Q5	Kesesuaian jadwal	.754	.875
	Intangibility	Q6	Pengalaman positif	.771	.859
		Q7	Kepuasan	.680	.845
	Atmosphere and Service	Q8	Suasana acara menarik	.680	.844
		Q9	Fasilitas event memadai	.676	.843
	Personal Interaction	Q10	Komunikasi baik	.737	.864
Q11		Interaksi antar personal	.681	.879	
Q12		Interaksi dengan pengunjung	.692	.876	
Q13		Product Related Attributes	.606	.831	
Brand image	Product Attributes	Q14	Non-product Related Attributes	.695	.812
		Q15	(Harga dan Pelayanan)	.771	.833
	Consumer Benefits	Q16	Manfaat fungsional	.620	.822
		Q17	Manfaat pengalaman	.689	.810
	Brand Attitude	Q18	Manfaat simbolik	.610	.831
		Q19	Evaluation	.695	.810

The histogram test results show that the data is normally distributed, it looks like the graph forms a bell pattern and does not tilt to the right or left.



**Figure 1.** Histogram test

**Table 2.** Collinearity tolerance coefficient test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	4.427	1.212		3.653	.000		
	Uniqueness (X1)	.527	.169	.193	3.123	.002	.496	2.016
	Perishability (X2)	.340	.151	.165	2.246	.026	.349	2.868
	Intangibility (X3)	.812	.231	.279	3.506	.001	.298	3.350
	Atmosphere and Service (X4)	.242	.217	.088	1.118	.265	.307	3.254
	Personal Interaction (X5)	.359	.139	.184	2.587	.010	.372	2.690

The collinearity tolerance coefficient test for each independent variable uniqueness, perishability, intangibility, atmosphere, and service and personal interaction is greater than 0.10 and the

VIF value for each variable is less than 10, indicating that there is no assumption of multicollinearity in the regression model.

**Table 3.** Rank Spearman test

		Correlations					
		Uniqueness (Y1)	Perishability (Y2)	Intangibility (Y3)	Atmosphere and Service (Y4)	Personal Interaction (Y5)	Unstandardized Residual
Spearman's rho	Uniqueness (Y1)	Correlation Coefficient	1.000	.575**	.637**	.660**	.556**
		Sig. (2-tailed)		.000	.000	.000	.000
N			206	206	206	206	206
Perishability (Y2)		Correlation Coefficient	.575**	1.000	.743**	.719**	.682**
		Sig. (2-tailed)	.000		.000	.000	.000
N			206	206	206	206	206
Intangibility (Y3)		Correlation Coefficient	.637**	.743**	1.000	.736**	.727**
		Sig. (2-tailed)	.000	.000		.000	.000
N			206	206	206	206	206
Atmosphere and Service (Y4)		Correlation Coefficient	.660**	.719**	.736**	1.000	.718**
		Sig. (2-tailed)	.000	.000	.000		.000
N			206	206	206	206	206
Personal Interaction (Y5)		Correlation Coefficient	.556**	.682**	.727**	.718**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	
N			206	206	206	206	206
Unstandardized Residual		Correlation Coefficient	.032	.044	.019	.026	.016
		Sig. (2-tailed)	.444	.508	.788	.712	.819
N			206	206	206	206	206

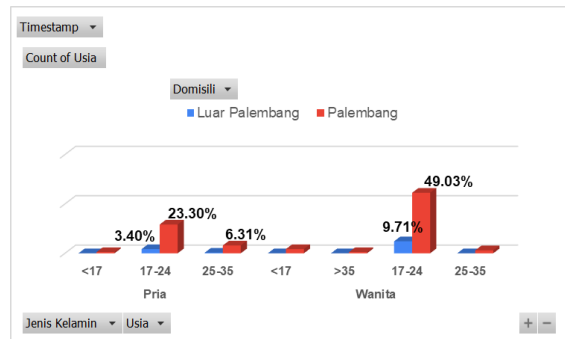
\*\* Correlation is significant at the 0.01 level (2-tailed).

Through testing, it was detected that each variable has a Sig value. (2-tailed) unstandardized residual greater than 0.05 indicates that there is no assumption of heteroscedasticity in the regression model.

### 3. RESULTS

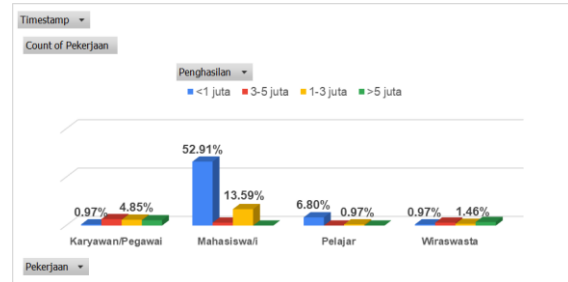
#### 3.1. Characteristics of Respondents

Characteristics of respondents were identified through gender, age, occupation, and income.



**Figure 2.** Distribution of Respondents by Gender and Age on Domicile

Research respondents are dominated by women at 65.53 percent, domiciled in Palembang by 86.41 percent and 85.44 percent are in the age range of 17 to 24 years.



**Figure 3.** Distribution of Respondents Based on Employment to Income

As many as 68.93 percent of respondents are students and 15.53 percent are employees. When viewed from the level of income per month, it is known that 61.65 percent have an income of less than 1 million and 20.87 percent in the income range of 1 to 3 million rupiahs, while the remaining 17.47 percent have an income of more than 3 million rupiahs. Music festival visitors who are students aged between 17 and 24 years are dominated by income levels of less than 3 million. This can be used as the basis for determining marketing for the organization of a music festival in Palembang.

**Table 4.** Response

Dimensi	Id.	Rerata	Kategori
Uniqueness	Q1	4.07	Setuju
	Q2	4.17	Setuju
	Rerata Uniqueness	4.12	Setuju
Perishability	Q3	4.19	Setuju
	Q4	4.35	Sangat Setuju
	Q5	4.03	Setuju
Rerata Perishability	4.19	Setuju	
Intangibility	Q6	4.28	Sangat Setuju
	Q7	4.39	Sangat Setuju
	Rerata Intangibility	4.33	Sangat Setuju
Atmosphere and Service	Q8	4.30	Sangat Setuju
	Q9	4.17	Setuju
	Rerata Atmosphere S.	4.24	Sangat Setuju
Personal Interaction	Q10	4.11	Setuju
	Q11	4.03	Setuju
	Q12	4.19	Setuju
Rerata P. Interaction	4.11	Setuju	
Product Attributes	Q13	4.32	Sangat Setuju
	Q14	4.23	Sangat Setuju
	Q15	4.23	Sangat Setuju
Rerata P. Attributes	4.26	Sangat Setuju	
Consumer Benefits	Q16	4.36	Sangat Setuju
	Q17	4.58	Sangat Setuju
	Q18	4.20	Setuju
Rerata Consumer Benefits	4.38	Sangat Setuju	
Brand Attitude	Q19	4.18	Setuju
	Rerata Brand Image	4.30	Sangat Setuju

Table 4 shows the average value of the highest dimension is the intangibility variable indicating that visitors feel a positive experience and also indicates a high level of satisfaction during the festival, it can be assumed that visitors enjoy their presence during the festival. While the average value of the next highest dimension is the

atmosphere and service variable, indicating that the atmosphere that is built along with the services provided to visitors is considered to meet customer expectations. This is possible due to the impact of crowd management arrangements as well as holding interesting side events and meeting the temporary needs of visitors while at the festival venue. If viewed from the average brand image variable which is also included in the category of assessment strongly agree, it can be concluded that from the visitor's point of view, the use of attributes and benefits obtained during Upline Fest are the factors that best meet visitor expectations concerning building a brand image as an organizer music concert in Palembang.

**3.2. Simultaneous and Partial Test**

Simultaneous test through the F test is used to identify whether the five independent variables of event characteristics together influence the dependent variable brand image.

**Table 5.** F-test

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2736.728	5	547.346	66.038	.000 <sup>b</sup>
	Residual	1657.668	200	8.288		
	Total	4394.396	205			

*a. Dependent Variable: Brand Image (Y)*  
*b. Predictors: (Constant), Personal Interaction (X5), Uniqueness (X1), Perishability (X2), Atmosphere and Service (X4), Intangibility (X3)*

The test results show that the value of F-count is greater than the value of F-table as well as the value of Sig. greater than  $\alpha$  5%, indicating that simultaneously all independent variables including uniqueness, perishability, intangibility, atmosphere, and service and personal interaction have a significant influence on the dependent variable brand image of the event organizer. A partial test through t-test is used to identify whether each independent variable characteristic of the event separately has a significant effect on the dependent variable brand image. The test results show the t-count value of each independent variable to be compared with the t-table (1.971) along with its significant value to be compared with the  $\alpha$ .

Interpretation of the comparison of the value of t and the value of sig. it was found that the four independent variables of event characteristics, namely uniqueness, perishability, intangibility, and personal interaction, each of these variables had a t-

count value greater than the t-table as well as a sig value. smaller than, so it can be concluded that these four variables have a significant influence on the brand image development of the event organizer. Meanwhile, the atmosphere and service variable have a t-count value smaller than the t-table and a sig value. greater than  $\alpha$ , so it can be concluded that this variable does not affect the brand image development of the event organizer.

**Table 6.** t-test

Model	Coefficients <sup>a</sup>		Standardized Coefficients	t	Sig.	
	Unstandardized Coefficients	Std. Error				
1						
	(Constant)	4.427	1.212		3.653	.000
	Uniqueness (X1)	.527	.169	.193	3.123	.002
	Perishability (X2)	.340	.151	.165	2.246	.026
	Intangibility (X3)	.812	.231	.279	3.506	.001
	Atmosphere and Service (X4)	.242	.217	.088	1.118	.265
	Personal Interaction (X5)	.359	.139	.184	2.587	.010

*a. Dependent Variable: Brand Image (Y)*

**3.3. Regression Test**

The use of multiple linear regression analysis techniques to test how much influence the characteristics of the Upline Fest event through five variables uniqueness, perishability, intangibility, atmosphere, and service as well as personal interaction on the development of the event organizer's brand image. Based on Table 5 and the results of partial testing, the linear regression equation produced in this study is:

$$Y = 4,427 + 0,527 X_1 + 0,340 X_2 + 0,812 X_3 + 0,359 X_5$$

With the following interpretation:

1. Outside of the five independent variables, it is known that the event's characteristics have built a positive brand image of the event organizer in question.
2. Four independent variables of event characteristics contribute positively to the development of brand image, with the largest contribution being the intangibility variable which includes the acquisition of experience and satisfaction felt by visitors. The next major contribution to the brand image is given by the uniqueness variable which includes the uniqueness of the event organizers and the attraction that is prepared to attract visitors to attend the upline fest.
3. Using the assumption of a constant value,

it is obtained that the partial influence contribution of each dependent variable on brand image is divided into the intangibility variable contributing 18.34 percent, the uniqueness variable contributing 11.9 percent, the personal interaction variable contributing 8.1 percent, and the perishability variable contributing 7.68 percent.

**3.4. Coefficient Test**

Coefficient testing was carried out on two aspects, namely the correlation coefficient R and the coefficient of determination R<sup>2</sup>. The test results in Figure 10 show that the characteristics of the event represented by five independent variables have a strong influence on the development of the brand image of an event organizer, whereas when viewed from the magnitude of the influence it is known that the five variables on the characteristics of the event have an influence of 62.3 percent on the development of the brand image of the event organizer.

**Table 7.** Coefficient Test

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.789 <sup>a</sup>	.623	.613	2.87895	1.952

a. Predictors: (Constant), Personal Interaction (X5), Uniqueness (X1), Perishability (X2), Atmosphere and Service (X4), Intangibility (X3)

b. Dependent Variable: Brand Image (Y)

**4. CONCLUSIONS**

Through data analysis, several conclusions can be drawn, including:

1. The dominance of the festival event market in Palembang is that Generation Z is a student who lives in Palembang.
2. Other variables outside the research variables affect 38.7% of the brand image formation of the event organizer.
3. The response to the brand image is in the category of strongly agree, indicating that the event organizer has built a brand image as a professional music festival event organizer in Palembang, through upline fest.
4. There are four variables in event characteristics including aspects of

uniqueness, perishability, intangibility, and personal interaction which have a significant positive effect on the formation of the event organizer's brand image, with the largest contribution from the intangibility aspect based on the experience and visitor satisfaction.

5. The average value of the response characteristic of the event is included in the agree category, indicating that the upline fest has been well organized according to the perception of visitors but has not been able to provide uniqueness, perishability, and personal interaction values that exceed visitors' expectations. Even though the three variables were through a partial test, all three showed an influence on brand image.
6. Referring to point five, there are two variables included in the category of strongly agree, namely intangibility and atmosphere and service, indicating that these two variables have met and provided an experience exceeding visitor expectation. However, if examined through a partial test, the atmosphere variable does not affect the development of the brand image.

Based on the conclusions that have been described, several suggestions can be given, including:

1. The uniqueness variable can be increased by continuing to invite lineups that are going viral. The organizers must also continue to raise the concept of events related to millennials and generation Z, for example, the concept of events that combine music concerts and playing games. These games are in great demand by millennials and generation Z, such as Mobile Legend, PUBG, or Free Fire. Event e-games can be used as a means of promotion and as a supporting event, with a special focus on promotions for high school students and equivalent. Concert tickets can be made more premium by using QR codes on modern wristbands, to increase time, cost, and energy efficiency instead of having to use UV light.

2. Variable perishability can be increased by continuing to make pre-events as much as possible, with the first step being a breakdown of the concept and ensuring the timeline can be adhered to by all departments from operations, production, sponsorship, and event activation to external parties such as vendors and artist management.
3. Variable intangibility can be increased by providing an unforgettable concert experience through products so that it adds a positive, charming, and memorable impression for visitors.
4. The results showed that the personal interaction variable was in the agree category so that it could be improved by increasing the audience segment singing along with the singers who were performing on stage to increase the interaction between the performers and visitors. Playing games is one of the things that can increase the interaction of the audience and organizers, such as having the audience of the same name ask to come on stage and play guessing games or create an impromptu talent show. The winners of the games get attractive prizes from the concert organizers.
5. The brand image has been at the optimum value, so it can be maintained by continuing to do maximum promotion through social media, in addition to the current media for generation Z, namely TikTok. To support after-event promotions, providing a 360-degree photo booth can be unique for the upline fest.

#### **AUTHOR'S CONTRIBUTION**

Pelliezer Karo Karo: Designed research, analysed data, and wrote the manuscript. Nadia Chairunnisa: performed research and co-analysed data.

#### **ACKNOWLEDGMENTS**

Special thanks to Soundtrack Indonesia willing to take the time to contribute.

#### **REFERENCES**

- [1] Any Noor. (2009). *Manajemen Event* (Any Noor (ed.)). Alabeta.
- [2] Bisnis.com. (2016). *Riset Perilaku Konsumen : Generasi Milenial Menabung untuk Konsumtif*. Humaniora.
- [3] Faiz, A. (2015). *Pengaruh Event Terhadap Peningkatan Citra Merek (Studi Kuantitatif Pada Event Pocari Sweat Futsal Championship Terhadap Member Bardosono Futsal Yogyakarta)*. <https://digilib.uin-suka.ac.id/id/eprint/18691/>
- [4] Gonçalves, J., Guerreiro<sup>2</sup>, M., Mendes<sup>3</sup>, J., & Pereira<sup>4</sup>, L. N. (2018). Events Brand Personality: Insights From Music Festivals In Portugal. *Journal of Spatial and Organizational Dynamics*, VI(3).
- [5] Hogan, S. (2005). Employees and Image: Bringing Brand Image to Life. *The 2nd Annual Strategic Public Relations Conference*.
- [6] Karo Karo, P. (2020). *Analysis of the Effects of Relational Marketing Towards Tourist Satisfaction Level On Organizing a Tourism Event In South Sumatra Province*. <https://doi.org/10.2991/icoborot-18.2019.14>
- [7] Kemenparekraf. (2014). *Kekuatan Baru Indonesia Menuju 2025*. [https://www.researchgate.net/publication/321753429\\_Ekonomi\\_kreatif\\_Kekuatan\\_baru\\_Indonesia\\_menuju\\_2025](https://www.researchgate.net/publication/321753429_Ekonomi_kreatif_Kekuatan_baru_Indonesia_menuju_2025)
- [8] Kotler, P., & Keller, K. L. (2018). *Marketing management/Philip Kotler, Kevin Lane Keller*. In *Pearson Education International*.
- [9] Nurfitriana, R. I. (2019). *Pengaruh Event Jakarta Warehouse Project X 2018 Terhadap Citra Ismaya Live* [Universitas Pasundan]. <http://repository.unpas.ac.id/id/eprint/43793>
- [10] Nurzaini, Y., & Khasanah, I. (2018). Analisis Pengaruh Diferensiasi Produk, Citra Merek, Preferensi Merek Terhadap Keputusan Pembelian. *Diponegoro Journal of Management*, 7(2).
- [11] Pamungkas, B. J., & Martini, E. (2020). Pengaruh Komunikasi Media Sosial Terhadap Behavioral Intentions Lalala Festival : Studi Terhadap Millennials Dan Centennials. *Jurnal Mitra Manajemen*, 4(8). <https://doi.org/10.52160/ejmm.v4i8.439>
- [12] Richard, M. (2019). *Industri Event Organizer Diproyeksi Tumbuh 20% Tahun Ini*. Bisnis.Com.