

Original Article

Marketing Strategy for Warkop G Business to Enter MICE Market in Gresik City

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Received Date: 02 January 2024

Revised Date: 11 January 2024

Accepted Date: 16 January 2024

Published Date: 26 January 2024

Abstract: Coffee consumption in Indonesia has been on the rise every year, owing to the growing culture of coffee consumption. Coffee shops, which are businesses specializing in the sale of coffee products, have also witnessed an increase in their popularity, aligning with the upward trend of coffee consumption, particularly in Indonesia. Warkop G, situated in the city of Gresik and operating within the coffee industry, is capitalizing on this trend to establish itself as a Food and Beverage (FnB) enterprise with a unique concept distinct from its competitors. Over time, customer engagement in coffee shops has evolved beyond merely savoring coffee, encompassing activities such as meetings, co-working, exhibitions, and various other events. This activity is referred to as a MICE activity. Recognizing its potential, particularly in the city of Gresik, which is an industrial city in East Java, Indonesia, where MICE activities are expected to experience continuous growth each year, Warkop G intends to conduct research to enter the MICE market in the city of Gresik. Generally, MICE activities are hosted in hotels and expansive exhibition venues characterized by large and roomy structures. Warkop G, on the other hand, boasts a capacious setting along with a coffee shop known for its simplicity. Therefore, this research will center on the MICE market's potential in the city of Gresik and how Warkop G's Unique Selling Point will distinguish it from other competitors. In order to formulate Warkop G's marketing strategy for entering the MICE market, this research will utilize various business tools, including the Value Proposition, to establish a unique selling point and several other tools. The development of a business strategy will involve the use of the Go-To-Market approach as a tool for crafting a marketing strategy for the products/services intended for the target market. The author employed qualitative research techniques, including observational methods and interviews with multiple sources, in both exploratory and confirmatory approaches to gather the necessary data. The ultimate outcome of this research is the development of a marketing strategy aimed at boosting sales.

Keywords: Go-To-Market, Marketing Strategy, MICE Market, Problem Solution Fit, Product Market Fit, TAM SAM SOM, Unique Selling Point, User Persona, TAM SAM SOM, 7p Marketing Mix.

I. INTRODUCTION

Coffee consumption in Indonesia has experienced a recent surge. In 2016, there was a notable 170% increase in coffee consumption (Databoks, 2017). As the world's fourth-largest coffee producer (Investment, 2017), the coffee consumption trend has shifted from merely consuming coffee to embracing a culture of socializing and spending time in coffee shops. The proliferation of coffee shops, particularly in major cities such as Jakarta, has stimulated the growth of coffee shop establishments in other urban areas. Consequently, the culture of socializing has rapidly disseminated and become a prevalent societal practice. Over time, coffee shops have evolved to serve multiple purposes, extending beyond leisurely hangouts to include hosting events, meetings, community activities, gatherings, and various other functions. This trend suggests that coffee shops are once again evolving into a segment of the MICE market. Meeting, Incentive, Conference, and Exhibition (MICE) is an activity that emerges from the fusion of business and tourism activities (Yunianti, 2021). Based on ICCE data (ICCA, 2020), MICE activities are growing at a rate of 30% annually, aligning with the innovative efforts of business managers in expanding their enterprises.

Due to the COVID-19 pandemic, the business sector in Indonesia has witnessed a decline, as 76.69% of individuals have been avoiding crowded places (BPS, 2020). This impact extends to the MICE sector, which typically involves gatherings of numerous individuals. However, as of 2022, with the gradual alleviation of the COVID-19 pandemic, the economy and business activities are expected to commence a gradual recovery. Analytica (2023) projects that the MICE market will witness a sustained growth trajectory until 2031, following the Covid-19 pandemic, with government efforts in infrastructure development post-pandemic lending support to this trend. Warkop G, one of the coffee shop businesses in the city of Gresik, which has been operational for three years since 2020, perceives this as an opportunity to enhance sales and plan for future growth. Over the past three years, customers at Warkop G have conducted MICE activities at the establishment on several occasions. However, Warkop G was unaware of these occurrences and had not specifically targeted this sector, thus failing to



optimize its potential. Given that the city of Gresik is an industrial hub poised for ongoing growth, the existing MICE market is expected to expand further. According to Noor (2020), MICE customers tend to arrive in substantial numbers and exhibit spending levels that are seven times higher than regular customers. This is because MICE customers savor the MICE activity experience and are less constrained by budgetary considerations. The business potential within the MICE sector presents an opportunity for Warkop G's development, particularly given that competitors in the city of Gresik, particularly coffee shops, have not yet shifted their focus towards this market. If Warkop G can capitalize on this opportunity in the post-COVID-19 pandemic period, it could serve as a pivotal breakthrough for the company, facilitating growth and increased sales.

II. LITERATURE REVIEW

In the literature review, the author's objective is to enhance sales through market analysis, the development of unique selling points, and the formulation of marketing strategies for entering the MICE market sector. To formulate this marketing strategy, Warkop G conducted several sequential analyses using various business tools. Hence, Warkop G conducted qualitative observations and interviews to gain a deeper understanding of the needs and concerns within the existing target market.

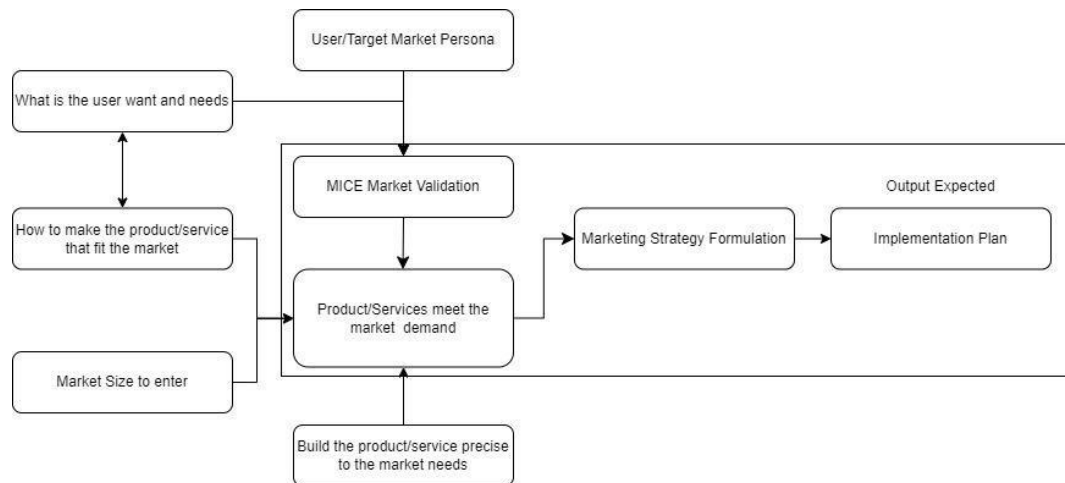


Figure 1: Conceptual Framework

Figure 1 illustrates the conceptual framework utilized in this research. The conceptual framework serves as a reference for researchers during the course of this analysis, elucidating the fundamental concepts that steer researchers in addressing business issues. Within this contextual framework, the research commences by understanding the user persona of the target market, encompassing the needs and concerns gleaned from experiential insights. Subsequently, the research delves into understanding the genuine sentiments and requirements of the target market. These two components constitute market validation. Following this, an analysis is conducted to determine how to generate value that addresses the needs and concerns of the target market while also assessing the market's size. This process is encapsulated in the creation of a product that addresses and resolves customer needs, which is then followed by the formulation of a marketing strategy.

A) MICE Attributes

Not every location can be designated as a MICE destination. According to Kotler, as cited in Setyawan et al. (2013), there are four essential factors required for a MICE venue: marketing, attraction, infrastructure, and people. In this research, the framework for assessing MICE attributes that will be tailored to the target market is based on the theory presented by Crouch and Richie (1998), which outlines several criteria supporting a location's designation as a MICE destination. Table 1 will delineate the attributes of a location as MICE characteristics.

Table 1: MICE Attributes

Attributes	Dimension	Criteria
Accessibility	Cost	The amount of money prepared to support transportation and access to destinations
	Time	Travel time or distance to the event venue
	Frequency	The frequency of people coming to

		visit the destination.
	Ease of Access	Ease of reaching the destination
	Regulation	Government regulation formalities for getting to the destination
Local Support	Local Association	<ul style="list-style-type: none"> - Have local organizations and associations affiliated with the organization? - The amount of financial assistance and support offered by local associations
	Convention Bureau	<ul style="list-style-type: none"> - The existence of Destination Marketing Organizations such as the Convention Bureau - Support by the Convention Bureau during planning, logistics, and promotion
	Subsidy	How much does the destination offer discounts and other subsidies?
Extra opportunities during the conference	Entertainment	Availability of restaurants, theaters, bars and other entertainment facilities available
	Shopping	Availability of places to buy and sell cheap goods
	Sightseeing	Availability of environments with unique architecture, attractions, parks, etc
	Recreation	Sports and various activities for participants
	Professional Business Chance	Visiting local clients, negotiations, business deals, meetings with customers
Accommodation Facility	Capacity	The number of places or spaces available
	Cost	The amount of money spent to finance the selected accommodation
	Service	HR competency and service quality
	Security	Environment that is safe from threats in order to get to the destination
	Safety	Environmental safety and security procedures in accommodation
	Availability	Does the destination provide other facilities when needed?
Meeting Facility	Layout	Suitability of layout and space planning of meeting facilities
	Cost	The cost required for room facility
	Ambience	The ability of destination facilities to create an appropriate atmosphere and environment
	Service	Human resource competency and service quality
	Safety	How can facilities provide safety and security at meeting locations?
	Availability	Are facilities available when needed?
	Experience	The destination shows satisfactory performance in its experience while holding the event
		What is the destination's reputation in

Information	Reputation	theeyes of associations and meeting planners?
	Marketing	The effectiveness of marketing carried out by destinations
Meeting Location Environment	Climate	The destination has a desirable climate
	Setting	Environmental attractiveness around the destination
	Infrastructure	Local infrastructure has compliance and standards according to needs.
	Hospitality	The friendliness of the host and community in welcoming visitors
Another Criteria	Risk	The possibility of natural disasters, boycotts, and other threats from other parties
	Profitability	How much does the location generate profit or loss for the convention?
	Association promotion	Will the location add credibility and grow the association's membership?
	Uniqueness	How unique the destination is compared to other destinations and how the destination will develop in the future as a venue for convention events?

B) Research Design

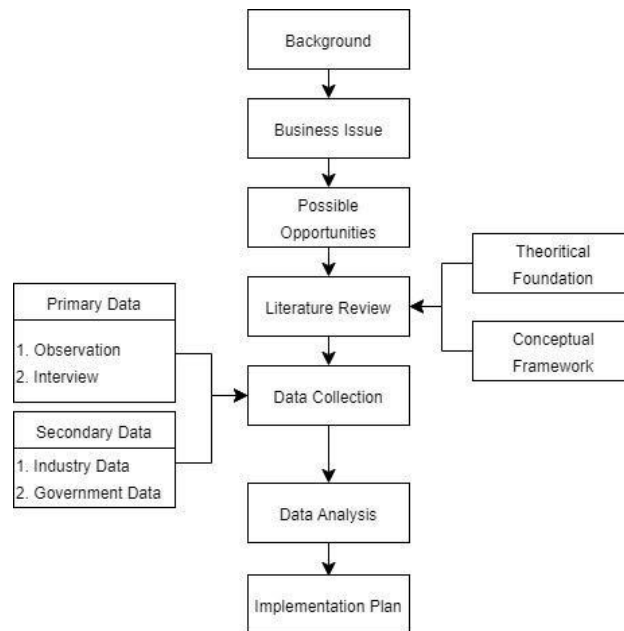


Figure 2: Research Design

The author developed a research design to serve as a guide for conducting this research. As depicted in the diagram above, the research commences with defining the business problem, subsequently identifying potential opportunities that could benefit Warkop G. Next, the author conducts a literature review encompassing prior research on MICE as well as various tools that are appropriate and will be employed in this research. During the literature review phase, the researcher formulates an idea in the form of a conceptual framework, as depicted in Figure 1. Subsequently, the author gathered data through two methods: primary data collection, involving observations and interviews, and secondary data collection, incorporating industry and government data. During the interview phase, a two-stage process was employed, starting with the exploratory stage to delve deeper into the issues and concerns faced by the target market, followed by the confirmatory stage to reinforce the outcomes

from the exploration.

Following data acquisition, the author conducted an analysis utilizing business tools as per the conceptual framework. This analysis encompassed various stages, including User Persona Analysis, Value Proposition Canvas, Problem Solution Fit, TAM SAM SOM, Product Market Fit, Go-To-Market Strategy, and the 7P Marketing Mix, all of which were employed for the development of a marketing strategy. Subsequently, the author devised an implementation plan to execute the prescribed solution.

C) Sampling and Data Collection

The sample selection in this research employs a Non-Probability Sampling technique, where sources are chosen based on the research's requirements and objectives. Exploratory and confirmatory interviews target different sources, making it appropriate to classify this as purposive sampling. The targeted sources for interviews were as follows:

Table 2: Sampling & Data Collection

No	Sampling	Target	Code	Total Respondent
1	Purposive Sampling (Exploratory Interview)	Company/Startup	ER1	4
		Community	ER2	3
		School	ER3	3
		Event Organizer	ER4	2
		Citizen	ER5	3
		Internal	ER6	3
2	Purposive Sampling (Confirmatory Interview)	Expert & Academics	CR1	2
		Local Government	CR2	1
		Association	CR3	2

III. RESULTS AND DISCUSSION

This chapter will present the outcomes of the analysis conducted by the author on the data gathered from the sources identified in the preceding chapter. The discussion will follow a sequential order in alignment with the conceptual framework outlined in the prior chapter. The author will examine the outcomes from the interviews and subsequently conduct a more in-depth analysis employing business tools. This research also generates business solutions for the business issues identified in the previous chapter.

A) Interview Outcomes

The outcomes from the exploratory interviews will be categorized according to the interviewees' professions. Subsequently, a thematic analysis will be conducted, where the conclusions drawn from each profession will serve as representatives of the outcomes within that profession. The results of the thematic analysis will be derived from the responses of the majority of interviewees. The outcomes from the interviews in this research are summarized as follows.

Table 3: Interview Findings

No	Target	Findings	More Information
1	Company/Startup (ER1)	Company sources consider accessibility (distance, time, and ease of access), entertainment for exhibitions and mini-markets, business opportunities, facilities (room layout, cost, atmosphere, service, and safety), hospitality, climate, and infrastructure.	Paid more attention to the non-boring atmosphere and friendly service
	Community (ER2)	Community resource persons consider accessibility (distance), entertainment, mini markets, facilities (parking space, cost, ambiance, service), climate, infrastructure, and uniqueness of the content.	Paid more attention to the need for parking space and accommodation that supports community needs
	School (ER3)	School resource persons consider accessibility (distance and time), small entertainment, mini market, play area for children, facilities (layout, cost, ambiance, service),	Pay more attention to choosing a place according to its budget, price sensitive, not to excessive

		business opportunity, climate, hospitality, and infrastructure.	facilities, and playground for children.
	Event Organizer (ER4)	EO sources consider accessibility (distance and cost), entertainment, facilities (layout, cost, ambiance, service, security), climate, infrastructure, and uniqueness.	Paid more attention to maintain the professionalism, good communication
	Citizen (ER5)	Citizen resource persons considered accessibility (distance, cost, and ease of access), entertainment, minimarket, facilities (layout, cost, ambiance, service, safety), climate, and infrastructure.	Paid more attention to prioritizing the comfort of facilities
	Internal (ER6)	Internal sources consider accessibility (distance and cost), collaboration with local associations (MSME's), accommodation facilities, facilities (layout, cost, ambiance, service, safety), weather, climate, infrastructure, and uniqueness.	Paid more attention to prioritizing the comfort of facilities
2	Expert & Academics (CR1)	Expert and academic sources agree that accessibility (distance, time, ease of access, and regulations), local associations (MSMEs), entertainment, shopping, professional business opportunities, facilities (layout, cost, ambiance), service, safety, infrastructure, hospitality, and profitability influence customer decisions.	-
	Local Government (CR2)	Local government sources, as a supporting system, agreed that local support (MSMEs), infrastructure, and hospitality influences MICE customer decisions	-
	Association (CR3)	Local association speakers agreed that accessibility (cost, time, ease of access), local support (MSMEs), entertainment, shopping, professional business opportunities, facilities, safety, hospitality, profitability, and uniqueness influence MICE customer decisions.	-

B) User Persona Analysis

Following the thematic analysis, the author categorized the sources into two user personas who exhibited similar characteristics in the interview outcomes. The grouping of user personas was based on their shared needs, preferences, and concerns as expressed by the sources.

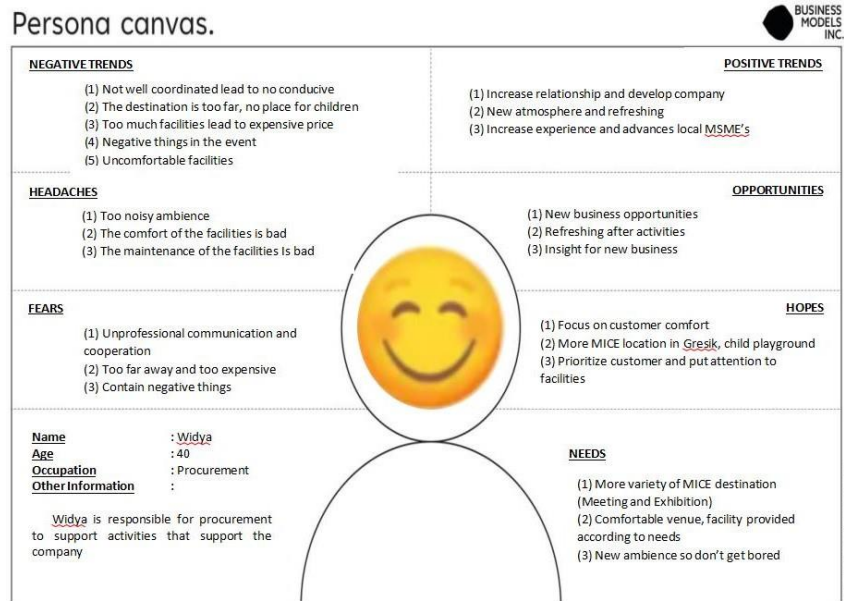


Figure 3: User Persona 1

Table 4. User Persona 1 Details

Attributes	Details
Positive Trends	<p>(1) MICE activities increase relationships, make friends, develop the company</p> <p>(2) Meet new people, new atmosphere outside school, as well as refreshing</p> <p>(3) Participating in MICE activity increases experience and advances local MSMEs</p>
Negative Trends	<p>(1) MICE that is not well coordinated will be no conducive and not communicative</p> <p>(2) Attending events that are quite far away requires leaving children and husbands; if we bring children, they will make us not focus on the event.</p> <p>(3) The facilities provided by the venue are too much, so the price is too expensive (over budget)</p> <p>(4) Parties who bring negative things into the events</p> <p>(5) Event facilities are uncomfortable, so the goals are not optimally achieved.</p>
Headaches	<p>(1) Activities that are too noisy will create a stressful ambiance so that the company's goals cannot be achieved.</p> <p>(2) Attending an event, the comfort of the facilities is bad, as is the ambiance of the room.</p> <p>(3) The facilities are bad and not maintained well.</p>
Fears	<p>(1) Unprofessional cooperation can cause harm to one party</p> <p>(2) Problem to access a location that is far away, and the price is too expensive (over budget)</p> <p>(3) Attending events that contain negative things, such as LGBT and politics</p>
Opportunities	<p>(1) MICE activities can become new business opportunities, both personal and company</p> <p>(2) Can take time to refresh after activities that are close to tourist destinations or the venue has a refreshing ambiance</p> <p>(3) Can get insight into opening a new business</p>
Hopes	<p>(1) Hope that MICE activities can focus more on the customers comfort and safety</p> <p>(2) There will be more MICE locations in Gresik, so we don't have to leave the city, and they provide a children's playground.</p> <p>(3) Hope the MICE event in Gresik can be better to prioritize comfort and put attention to facilities</p>
Needs	<p>(1) More variety of MICE destinations, especially meetings and exhibitions in Gresik, make it easier to get there due to accessibility.</p> <p>(2) Need for a comfortable venue, facilities provided are according to needs (not too much), especially meetings and workshops, mutually beneficial for long-term collaboration.</p> <p>(3) Need a place with a new ambiance when attempting an event so we don't get bored.</p>

Persona canvas.

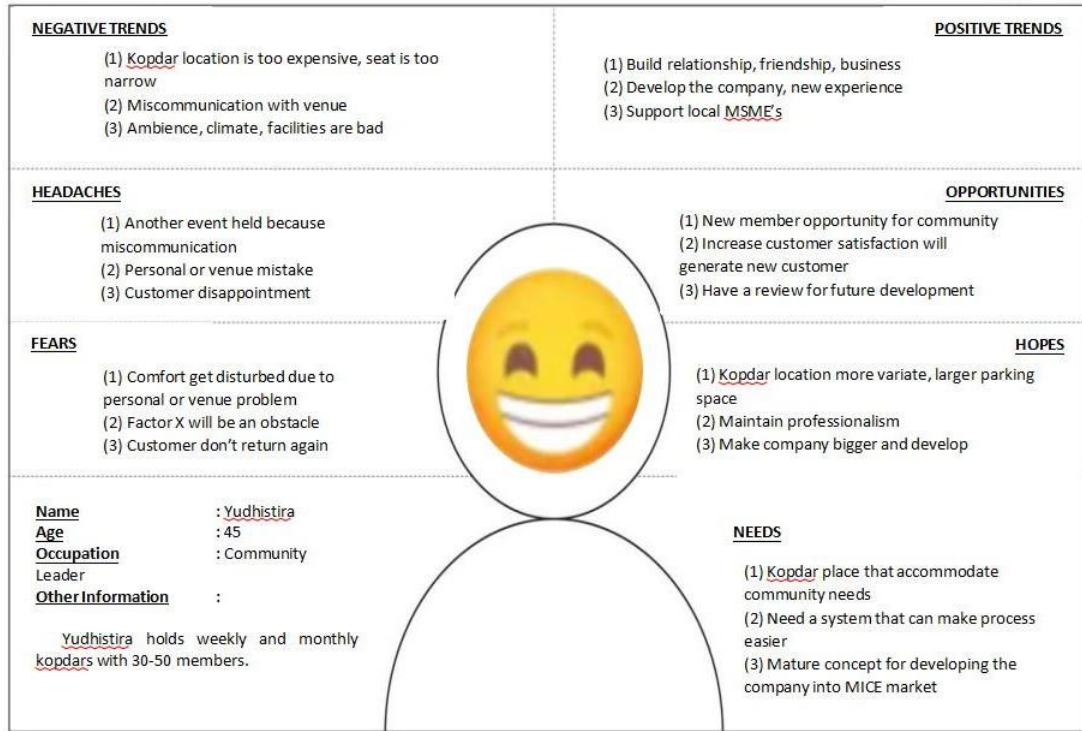


Figure 4: User Persona 2

Table 5. User Persona 2 Details

Attributes	Details
Positive Trends	<ul style="list-style-type: none"> (1) Build relationships, strengthen friendships, and business opportunities (2) New experiences at each event can make the name of the company better (3) MICE activities support local MSME's, add a lot of knowledge and relationship
Negative Trends	<ul style="list-style-type: none"> (1) The kopdar location is too expensive not comfortable, and the seat are too narrow. (2) Miscommunication with another parties so that the event has to be postponed (3) The ambience and climate are very hot, and the facilities are bad.
Headaches	<ul style="list-style-type: none"> (1) There was another event held on the same day at the same place because of miscommunication. (2) Personal and team mistakes, or maybe mistakes from the venue (3) Customer disappointment with venue service
Fears	<ul style="list-style-type: none"> (1) Member comfort gets disturbed due to personal problems or location problems. (2) D-1 before the event will be very tense, even well prepared, and there will be factor x will be anobstacle (3) Customers don't return to using company service.
Opportunities	<ul style="list-style-type: none"> (1) Can add new members outside the community when holding an event somewhere (2) Increase customer satisfaction, so get the opportunity for new customers for the company that usescompany product/service (3) Every company event will have input for future development
Hopes	<ul style="list-style-type: none"> (1) Hope the kopdar location will be more varied, prioritize customer satisfaction, and have a lot of placeswith large space parking areas. (2) Venue in Gresik can maintain professionalism and keep good communication

	(3) Hope the MICE concept will make the company bigger and develop more to get more sales
Needs	<p>(1) Needs of kopdar place for gathering and meetings because of routine community events monthly or weekly that accommodate community needs</p> <p>(2) For event locations in Gresik to be more developed and varied, a system that can make the process easier is needed.</p> <p>(3) Requires a mature concept to develop the company business in the MICE market to increase sales</p>

From the user persona analysis mentioned earlier, it can be concluded that the MICE attributes that impact the needs of the target market in Gresik are as follows:

1. Accessibility (Cost, Time, Ease of Access)
2. Local Support (MSME's)
3. Extra Value (Entertainment, Shopping, Professional Business Chance)
4. Facilities (Layout, Cost, Ambience, Service, Safety)
5. Information Source (Experience, Reputation, Marketing)
6. Location Environment (Infrastructure, Hospitality)
7. Another Criteria (Uniqueness)

C) Value Proposition Canvas

The subsequent analysis involves the value proposition designed to establish a value or Unique Selling Point by addressing customer needs. The tool employed in this research is the Value Proposition Canvas, which centers on comprehending customers' issues and formulating solutions to address those specific challenges.

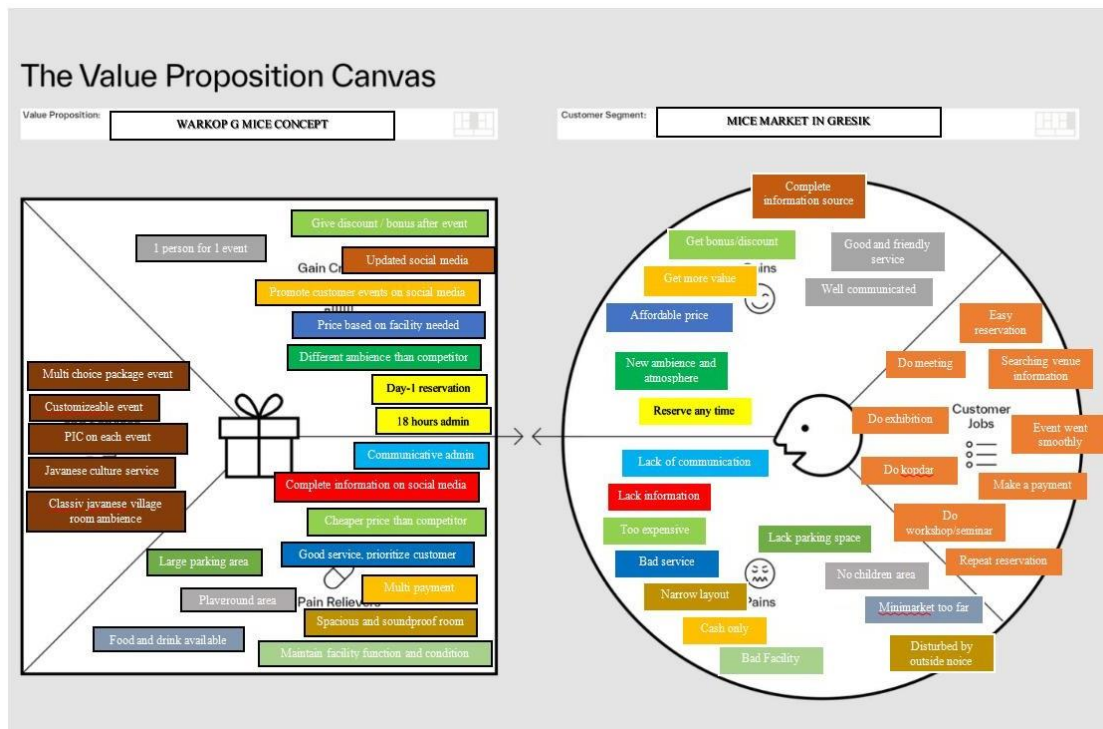


Figure 5. Value Proposition

CanvasTable 6. Customer Segment

Value Proposition: Warkop G MICE Concept	
Section	Explanation
Pain Reliever	<ol style="list-style-type: none"> 1. Communicative admin to serve customers 2. Presentation of complete information on social media and brochures 3. Cheap venue reservation fees compared to competitors 4. Good service and prioritizing comfort and communication with customers 5. The room is spacious and soundproof from PET and Glaswool layers 6. Facilities are maintained periodically in terms of function and condition 7. Large parking area that includes customer vehicles 8. Playground area for children that is safe and comfortable 9. Availability of food and drinks at the venue
Gain Creator	<ol style="list-style-type: none"> 1. 18 hours admin ready to serve customers via WhatsApp 2. Orders can be made on Day 1 3. A different atmosphere compared to existing competitors 4. Prices are based on the facilities required by the customer 5. Promoting customer events on Warkop G social media 6. Providing discounts/bonuses after the customer event is over 7. Social media that updates regularly 8. 1 person from Warkop G will be responsible for each 1 customer event
Product/Service	<ol style="list-style-type: none"> 1. Choice of events in different package forms 2. Events that can be customized according to customer requests and needs 3. PIC every event 4. Service with a Javanese culture theme is known to be friendly and polite 5. The room's ambiance is built with a classic Javanese village theme
	<ol style="list-style-type: none"> 4. Get more value from the event 5. Get discounts/bonuses 6. Complete source of information for customers 7. Good and friendly service 8. Good communication with the venue

Table 7. Value Proposition Segment

Customer Segment : MICE Market in Gresik	
Section	Explanation
Customer Jobs	<ol style="list-style-type: none"> 1. Customers want to make a reservation process that is easy and not difficult 2. Customers want the event to run smoothly 3. Customers search for venue information 4. Customer holds/do a meeting 5. Customers hold/do exhibitions 6. Customer hold/do kopdar 7. Customers hold/do seminars/workshops 8. Customer makes payment 9. The customer makes a re-reservation at a later date
Customer Pain	<ol style="list-style-type: none"> 1. Lack of communication from the venue 2. Lack of information listed and obtained 3. Venue reservation fees are too expensive 4. The venue has poor service 5. The room layout is too narrow 6. The venue has poor facilities and is not maintained 7. Lack of parking space 8. There is no play area for children during the event 9. The mini market is too far to buy food and drink needs 10. Disturbed by noise from outside
Customer Gain	<ol style="list-style-type: none"> 1. Reservations can be made at any time 2. Ambience and atmosphere of the room or new environment 3. An affordable price

D) Problem Solution Fit

Problem-solution fit testing helps the author to identify patterns and recognize what is actually happening. According to Azzam & Fitria (2022), problem-solving fit is a stage in validating the suitability of problems and solutions. It is hoped that the application of problem-solution fit using Canvas can help the author identify problems with a higher chance of adapting

solutions, shortening time, and getting a bigger overview of the situation.

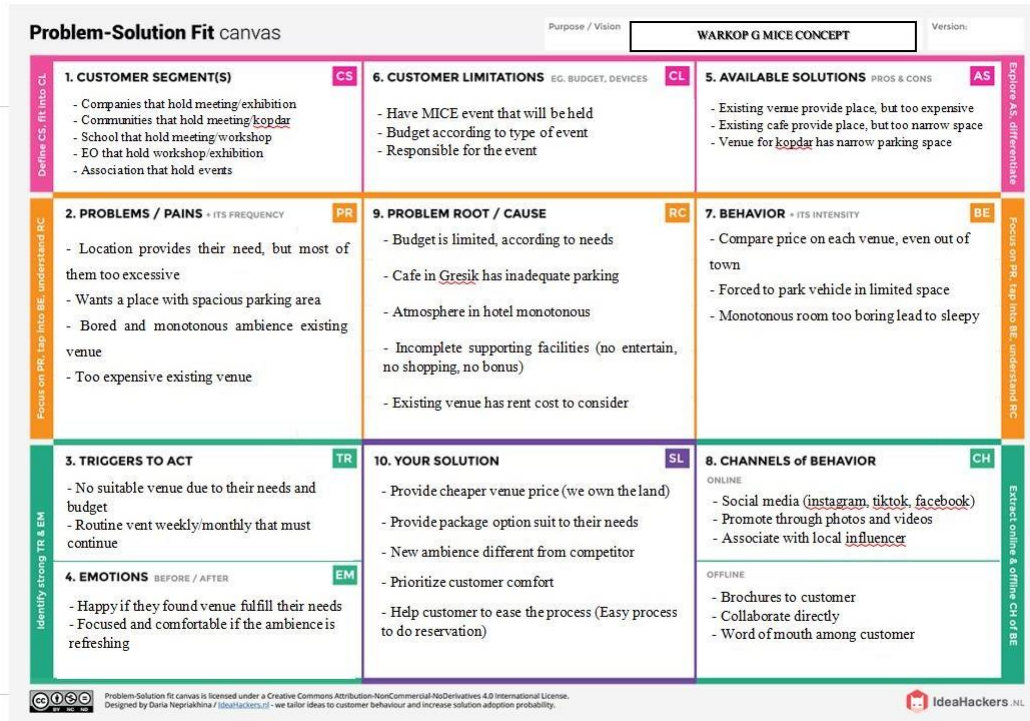


Figure 6: Problem Solution Fit

Building upon the problem-solution fit analysis presented earlier, the author proposes a solution that aligns with this issue. This solution entails offering a venue at a more competitive price compared to other establishments. The advantage of owning the location is that it eliminates the need to cover rental or construction expenses. Additionally, a range of event organization packages will be offered, allowing customers to tailor their budgets to more affordable options. Furthermore, events can be customized to meet specific requirements, with costs adjusted accordingly. Subsequently, a venue with a unique ambience will be offered, distinguishing it from other options. Lastly, the process of licensing and venue rental will be simplified for customers, accompanied by the provision of added value and bonuses for previous users.

E) TAM SAM SOM

In this research, the TAM SAM SOM analysis is employed to gauge the size of the target market. TAM SAM SOM is a market sizing tool that delineates various segments within a market, facilitating an understanding of the potential size and growth prospects of a business (Insight, 2020).

The Total Addressable Market (TAM) in this research corresponds to the entire market within the city of Gresik. As per BPS (2020) census data, the total population of the city of Gresik stands at 1,311,215 individuals.

The Serviceable Addressable Market (SAM) in this research refers to the count of individuals of working age, specifically those aged 15 years and older. It is assumed that MICE users include individuals aged 15 years and above, whether as participants or organizers of MICE activities. According to BPS (2015), the working-age population over 15 years in the city of Gresik amounts to 720,872 people.

The Serviceable Obtainable Market (SOM) in this research elucidates Warkop G's practical business capacity to cater to the market. Warkop G has the capability to accommodate up to 400 people per event. With three years of experience, Warkop G can host up to two MICE events in a single day. Therefore, the figure used as the SOM is 800 people

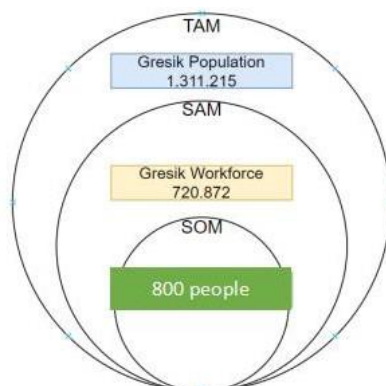


Figure 6: TAM SAM SOM Analysis

F) Product Market Fit

Next, a Product Market Fit analysis will be conducted. This analysis aims to create a product that aligns with customer desires and requirements while addressing customer issues. The product under development will achieve a fit when the market embraces it. In order to conduct the Product Market Fit analysis, the author employs a canvas as a tool that will align customer needs and expectations.

The Product/Market Fit Canvas

Designed by:
On:

CUSTOMER SEGMENT: MICE MARKET IN GRESIK

PRODUCT OR SERVICE: WARKOP G MICE CONCEPT

Characteristics & jobs to be done <ul style="list-style-type: none"> - Companies that hold meeting/exhibition - Communities that hold meeting/kopdar - School that hold meeting/workshop - EO that hold workshop/exhibition - Association that hold events 	<>	Alternatives <ul style="list-style-type: none"> - Look for references on social media and from friends suggestions - Looking for a venue outside the city - Forcing makeshift conditions from the venue which may be less than optimal - Parking area that suits for community vehicle
Problems & needs <ul style="list-style-type: none"> - Want to get facilities according to needs and not exceed budget - Wants a location with large parking space - Want a venue with a new ambience, providing comfort, not boring - Get cheap prices for organizing events 	<>	Key features <ul style="list-style-type: none"> - Cheaper prices than competitors - Large parking space and spots to place community attributes - A new atmosphere, different from competitors that supports comfort - Complete facilities if customers need them - Friendly service with distinctive characteristics to become a differentiating value - An environment that supports comfort for customers
Channel <ul style="list-style-type: none"> - Online: Social media via Instagram, Facebook, and TikTok (photos, video reels, and testimonials) highlighting facilities, ambience, service, and USP - Offline: Brochures to direct customers, direct collaboration, word of mouth 	<>	Value for the channel <ul style="list-style-type: none"> - Online increases the chances of the product/service being seen by many people - Offline sales increase the negotiation value so that it can be an alternative for customers to solve their problems and get more value
User experience <ul style="list-style-type: none"> - Share content with social media contacts and real contacts about experiences using products/services - Save time on surveys because you get the exact location you want - Enjoy events that run smoothly with adequate facilities - A venue that meets all customer needs in supporting comfort 	<>	Key metrics <ul style="list-style-type: none"> - Sales have increased in terms of MICE sales from the first month - Feedback on social media Instagram, TikTok and Facebook - Social media user traffic sees content about Warkop G MICE - Offline feedback from customers (suggestions and criticism) - Customers come back and recommend it to others

Co-created by a group of innovation practitioners from all around the world. Further information at www.productmarketfitcanvas.com

Figure 7: Product Market Fit CanvasTable 8. Customer Segment

CUSTOMER SEGMENT : MICE Market in Gresik	
Section	Explanation
Characteristics and jobs to be done	<ul style="list-style-type: none"> - Company that wants to hold/do a meeting/exhibition - Communities that want to hold/do a meeting/kopdar - School that wants to hold/do meeting/workshop - EO who wants to hold/do a workshop/exhibition - Associations that want to hold events
Problem & Needs	<ul style="list-style-type: none"> - The need for a venue that provides facilities according to needs (not excessive) and affordable costs (not over budget) - The community needs a kopdar place that has a large parking space and accommodates community needs, such as a spot to display community identity. - The need for a venue with a different ambiance, prioritizing comfort and an atmosphere that is not boring - Get affordable prices for organizing an event.
Channel	<ul style="list-style-type: none"> - Online: Marketing via social media (Instagram, Facebook, and Tiktok) using photos, videos, and testimonials from customers and influencers. Highlighting the venue facilities, ambiance, service, and Unique Selling Point (Value) of the venue - Offline: Marketing uses brochures given directly to customers, direct collaboration, and word of mouth from participants or colleagues

Table 8. Product/Service

PRODUCT/SERVICE: WARKOP G MICE CONCEPT	
Section	Explanation
Alternatives	<ul style="list-style-type: none"> - Users look for references and venue information via social media and ask other people (colleagues, relatives, family and friends) - Users even search for locations outside the city if there are no suitable ones in the city - Imposing uncomfortable conditions that disrupt the course of the event and are not conducive - Imposing insufficient parking for community vehicles
Key Features	<ul style="list-style-type: none"> - Provide cheaper prices compared to competitors (because the land is owned by yourself, and there are no rental fees) - Large parking space and a spot to place community identity - A new atmosphere that differentiates it from other competitors - Good completeness and functional quality of existing facilities - Friendly service and prioritizing customer satisfaction, you need something different to be different from competitors - Environment and infrastructure that support comfort
Value for the Channel	<ul style="list-style-type: none"> - Online sales can increase the chances of the product/service being seen by many people, considering that traffic in online marketing is very good, especially on social media. - Offline sales can increase benefits for both parties through direct negotiations and discussions.

IV. RESULT

Based on the outcomes of the analysis conducted using the aforementioned tools, the author will utilize the analysis results to subsequently formulate a marketing strategy and propose several solutions for Warkop G. The outcomes of the analysis are as follows.

A) Market Segmentation

The market segmentation in this research is primarily based on geographical residence within the city of Gresik. Demographically, the target audience comprises individuals aged 15 to 55 years, spanning a range of income levels from low to upper-middle. Psychographically, this group is characterized by being initiators, friendly, and responsible individuals. Behaviorally, these individuals are those seeking event venues, encompassing both participants and organizers. They are profit-oriented, exhibit loyalty, and place importance on a perceived value proposition.

B) Market Selection

The chosen target market comprises working-age residents in the city of Gresik, encompassing both males and females, who are in search of a location or venue for hosting or participating in MICE events.

C) Targeting

Working-age citizens were seeking a MICE venue with a fresh and distinctive concept, setting it apart from hotels and other competitors. They are looking for more cost-effective pricing and a new, less monotonous atmosphere. The anticipated growth lies in the loyalty of these customers who, having experienced satisfaction, will choose Warkop G again in the future. Furthermore, they are expected to recommend their friends or colleagues based on their positive experiences with Warkop G.

D) Positioning

The primary focus is on the Unique Selling Proposition (USP) derived from the value proposition, which includes a multi-choice event package, customizable events, Javanese cultural services, a classic Javanese village ambiance, a dedicated point of contact for each event, and incentives such as bonuses or discounts. This target market places importance on supplementary amenities to enhance comfort, including uniqueness, entertainment, a mini shopping area, and children's play areas.

E) Market Needs

What the market truly requires are venues that offer facilities in accordance with their needs, without extravagance, and at costs that do not exceed their budgets. The community seeks a gathering place with ample parking and accommodations to meet their requirements. There is also a demand for venues with a distinctive ambiance, with an emphasis on comfort and an engaging atmosphere to avoid monotony, all while offering affordable event organization pricing.

F) Value Proposition

Multi-choice event packages, customizable events, Javanese cultural services, a classic Javanese village ambiance, a dedicated point of contact for each event, and provide bonuses or discounts.

G) 7p Marketing Mix

The 7P marketing strategy is employed to elucidate the marketing components within Warkop G's marketing strategy. The 7P framework encompasses product, price, place, promotion, people, process, and physical evidence. As stated by Isoraite (2021), the significance of the marketing mix for a company lies in meeting consumer needs and attaining organizational objectives.

a. Products

The product derived from the outcomes of this analysis is the Warkop G MICE concept. This product/service takes the form of three new spaces: a meeting room, a ballroom, and an outdoor area, all exclusively designated for MICE purposes. The meeting room accommodates 10 - 30 people, the ballroom accommodates 100 - 250 people, and the outdoor area can accommodate more than 250 people. MICE sales will be segmented into multiple packages tailored to meet the specific needs of customers, which can be further customized to align with their budget or preferences. The theme will encompass a classic Javanese village ambiance accompanied by traditional Javanese cultural services.

b. Price

Based on the observation outcomes, the pricing strategy will position Warkop G with the most competitive rates compared to other MICE competitors in the city of Gresik. The food and beverage menu at Warkop G ranges from Rp. 5,000 to Rp. 20,000. The cost to reserve a meeting room is set at Rp. 75,000 to Rp. 100,000 per hour, inclusive of amenities such as LCD facilities, a projector, a sound system, and a welcome drink. As for the ballroom, the pricing ranges from Rp. 300,000 to Rp. 500,000 per hour and a complimentary sound system is offered for reservations of 2 hours or more.

Regarding the outdoor area, the pricing varies from Rp. 300,000 to Rp. 500,000 per hour, contingent upon the type of event being hosted.

c. Place

Warkop G is situated in Manyar, Suci village, Gresik City, boasting an exquisite location surrounded by picturesque

rice fields. The MICE facilities will be situated on the 2nd floor and the outdoor area behind the parking lot. Warkop G encompasses a total area of 2,701 square meters, with an indoor space covering 2,000 square meters. The meeting room will be allotted 600 square meters, while the ballroom will span 1,500 square meters.

d. Promotion

Promotional efforts will be executed both online and offline. Online promotion will take place through Instagram, TikTok, and Facebook, featuring photos, videos, and testimonial reels from customers and influencers. Offline promotion will include the distribution of brochures, direct collaborations, and word-of-mouth marketing. The promotion will run for a duration of three months, featuring discounts and exclusive offers. The reservation packages will incorporate a Javanese cultural theme, highlighting iconic wayang characters from Javanese culture.

e. People

In order to fulfill the requirements of the clientele, employees who were initially solely engaged in operational roles will need to transition to a structured organizational framework, encompassing roles such as managers, secretaries, operations, marketing, equipment specialists, and business analysts.

f. Process

In order to execute the MICE approach, it is imperative to establish a structured process for how Warkop G interacts with customers, spanning from the initial contact to the final interaction, with the aim of fostering customer experience and engagement. Commencing with the information search process conducted by the marketing team, the agreement is subsequently reached during the event with the presence of one designated Person In Charge (PIC) for each event. Following the event, business analysts take charge and guide customers in providing critical assessments and suggestions and offer incentives such as bonuses or discounts for future reservations.

g. Physical Evidence

The tangible manifestation of implementing the Warkop G MICE concept will contribute to the enhancement of Javanese culture, commencing with the appearance of the employees and their service delivery. Warkop G predominantly incorporates brown hues with a teak wood motif and employs a combination of yellow and white lighting to cultivate a distinctive ambiance reminiscent of a Javanese village. The architectural embellishments incorporate customary rural elements such as farmer's huts and cow collars. Warkop G aims to convey the semblance of a Javanese rural setting, thereby fostering a welcoming and warm ambiance while also conveying an affordable atmosphere.

H) Go-To-Market Strategy

Subsequently, the author will proceed to offer strategic solutions to enhance the Warkop G business. Within this research context, the author conducted the Go-To-Market Strategy planning process as a means to propose strategic approaches for product/service launches to be implemented by Warkop G within the MICE sector from a business standpoint. As the outcomes of the business analysis point toward the introduction of a new product, the utilization of the Go-To-Market Strategy assumes significance as a tool for crafting a comprehensive marketing strategy for a novel product or service in a fresh market. The author will offer a concise summary presented in the form of a canvas to enhance readability, outlining the Go-To-Market scheme through the utilization of the GTM canvas developed by Anthony Murphy.

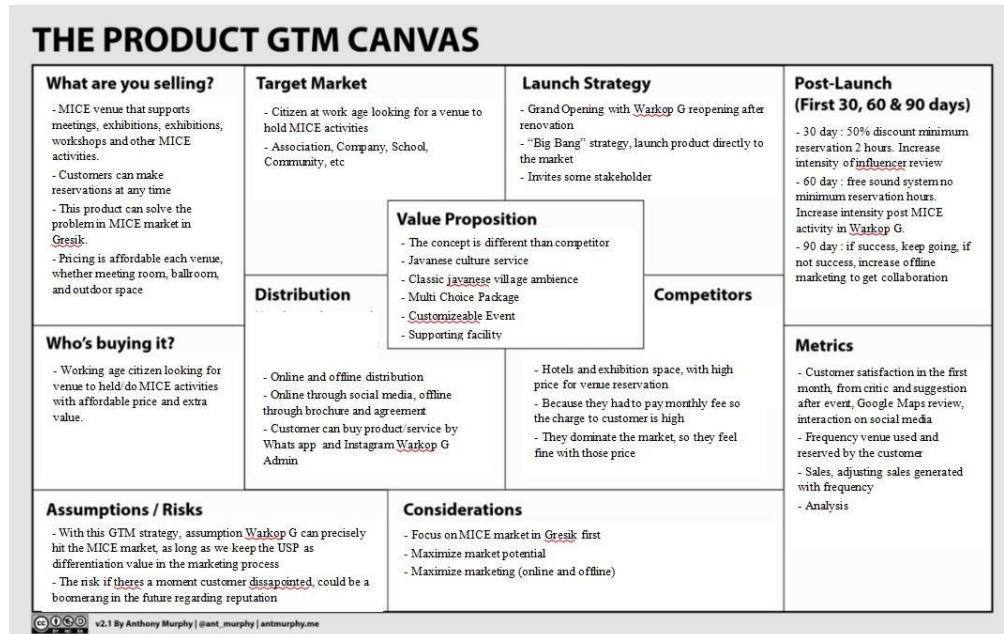


Figure 8. GTM

Canvas Table 9. GTM Canvas Detail

GTM Canvas (Anthony Murphy)	
What are you selling?	<p>- MICE venue that supports meetings, exhibitions, exhibitions, workshops and other MICE activities. There are VIP meeting rooms, ballrooms and outdoor spaces with unique Javanese culture and affordable prices, plus other supporting facilities.</p> <p>- Customers can make reservations at any time, even Day-1, as long as they are still empty</p> <p>- This product can solve the problem of needing an affordable venue, with a different atmosphere, prices according to facilities, adequate facilities, and supporting other necessary facilities.</p> <p>- The meeting room price is IDR. 75,000 - 100,000 per hour with LCD facilities, projector, sound system and welcome drink. Ballroom priced at Rp. 300,000 - 500,000 per hour, for 2 hours free sound system order. Outdoor space priced at Rp. 300,000 - 500,000 depending on the event being held. The package is more regulated in terms of food and drinks as well as additional facilities provided such as extra LCD, extra projector, etc.</p>
Who's buying it?	The customers are working age citizens who want to hold/participate in MICE activities at affordable prices, with a different atmosphere typical of Javanese

	culture, service typical of Javanese culture, and complete and customizable facilities.
Target Market	The target market is citizens of work age who are looking for a MICE venue to hold/do MICE activities with a new concept that is different from other venues, with more affordable prices and a new ambiance. Such as a company, school, community, association, etc. Whoever wants to hold a MICE activity that needs a venue.
Distribution	<p>The process of distributing products/services through online and offline marketing. Online, it will be distributed via Warkop G social media and several partners for wide distribution. Offline brochures will be distributed to several target markets who have a great opportunity to use this product/service.</p> <p>To use products/services, customers can contact the admin via WhatsApp or Instagram, or can also come directly to Warkop G.</p>
Launch Strategy	At the time of the launch will coincide with the reopening of Warkop G after renovation; a grand opening will be held to introduce the new business concept and promote it through this event. Several stakeholders, such as local government, local artists, media, and local MSMEs, will be invited to live the event. This strategy is called "Big Bang," which launches products/services directly to the target market.
Competitors	The competitors in the area are hotels and exhibition spaces, which are currently the main choices when choosing a MICE venue. Several cafes accommodate meeting rooms, but the space is too narrow, and the capacity is small. This competitor sets a high price for room reservations because, based on observations, this venue has a monthly fee, which makes the charge to customers higher. But because they dominate the MICE market, they feel safe with these high prices.
Value Proposition	The Warkop G MICE concept is different from the others in terms of ambiance, facilities, and atmosphere; where competitors are held in a hotel building, Warkop G is held in a well-known cafe with affordable prices, supported by a different theme from the others. There are no MICE locations in Gresik that carry this theme. The concept of Multi Choice Package Events and customizable events differentiates us from competitors in terms of service. Supported by facilities such as mini shopping, entertainment, and a playground area for kids.
Post Launch	<p>30 days - Valid for a 50% discount on venue usage for a minimum booking of 2 hours. It will be reviewed in the first month how the market responds to this product/service. The intensity of influencer reviews is increased.</p> <p>60 days - Free sound system with no minimum reservation hours. It will be reviewed in the second month how the market responds. Post activity intensity is increased.</p>

	90 days - If this strategy is not successful, offline marketing using collaboration will be increased. If successful, the free sound system will continue to operate until the increase in use of the premises reaches 10% per month. After that, the normal rate will apply with a discount after using the event for the next reservation.
Metrics	What will be measured first is customer satisfaction in the first month, from critical suggestions after the event, reviews on Google Maps, and interactions on social media. Then, the frequency of use of the venue by the target market each week/month, whether it shows increasing numbers, stable numbers, or decreasing numbers. Next, looking at sales, the frequency of use of the venue and sales will be adjusted, then an evaluation will be carried out.
Assumption/Risks	With this GTM concept, the assumption is that it can precisely target the target market that Warkop G wants to target. Launching directly to the target market and massive marketing will mean that information will spread quickly. What needs to be paid attention to is that the marketing strategy that prioritizes the USP of Javanese culture and the multi-choice package must still maintain its value because that is what differentiates Warkop G from its competitors. The risk is that if there is a moment when a customer is disappointed with our service, it will damage the USP that has been built and could become a boomerang in the future regarding reputation.
Consideration	Warkop G focuses on the MICE market in the city of Gresik first, maximizing the potential of the target market, and maximizing marketing and service.

I) Technical Solution

Derived from the analysis of customer needs and concerns, Warkop G must establish facilities and infrastructure designed to enhance customer comfort and satisfaction, ultimately aiming to elevate overall customer satisfaction and interest. Several key actions to be undertaken include:

- Soundproof Room
- Shopping Facilities
- Playground for Kids
- Different Ambience
- Selling in Packages and Customizing Events
- Periodically Maintain and Give rewards/bonuses

V. DISCUSSION

A) Implementation Plan

After the data processing stage and getting the results of the analysis and marketing strategy, then the author provides recommendations in the implementation plan table for several months to implement the solutions that have been created. Implementation includes implementing marketing strategies and building the necessary infrastructure and facilities based on the results of analysis of customer concerns and needs. The implementation plan includes each Warkop G team, who will carry out their respective job desks.

Table 10. Implementation Plan

Time	Sector	Details	Via	Note
Month 1	Infrastructure	Conduct discussions with the architect regarding the progress of the renovation of Warkop G.	Offline	Consultation with architect Mr. Afif via offline
Week 1				

	Marketing	Post on Warkop G social media about closing the gate for renovations	Online (Instagram, facebook, tiktok)	
Month 1 Week 2	Infrastructure	Design the fixation process and start estimating work time	Offline	
	Marketing	Share a post about the actual date for Warkop G to close the gate for renovations.	Online (Instagram, facebook, tiktok)	
	Operational	Give discounts and bonuses to customers on the last day of Warkop G's operational hours.	Offline	To use up raw materials in the warehouse
Month 1 Week 3	Infrastructure	Start the building construction process and close the front gate with the words "Under Construction."	Offline	
	Marketing	Designing the words "Under construction" with a message on the theme of Javanese culture and indicating that Warkop G will come with a new concept	Offline	
		Actively posting on social media about Warkop G in the past, remembering the memories of 3 years of Warkop G	Online (Instagram, facebook, tiktok)	The aim is to keep in touch with customers via online.
Month 1 Week 4	Infrastructure	Internal renovation process of the building	Offline	The first stage of work is "inside the building."
	Marketing	Posting content about Warkop G's memories	Online (Instagram, facebook, tiktok)	
	Internal	Discuss with investors regarding the process of recruiting new employees to complete the Warkop G team.	Online / Offline	
Month 2 Week 1	Infrastructure	Start building the inner building.	Offline	The second stage of construction "Building a room according to design."
	Marketing	Post content to interact with customers	Online (Instagram, facebook, tiktok)	
	Internal	Fix the process of recruiting new employees for the team	Online / Offline	
Month 2 Week 2	Infrastructure	Continuing the internal construction process	Offline	
	Marketing	Post open recruitment content for the Warkop G team based on the results of internal discussions.	Online (Instagram, facebook, tiktok)	Criteria and vacancy positions will be explained in the content.
Month 2	Infrastructure	The first stage of the finishing	Offline	Finishing of walls, floors,

		process for the interior of the building		space for water and electricity
Week 3	Marketing	Post open recruitment content for the Warkop G team based on the results of internal discussions.	Online (Instagram, Facebook, tiktok)	
		Post information about coffee and Warkop G	Online (Instagram, Facebook, tiktok)	
Month 2 Week 4	Infrastructure	The second stage of the finishing process for the interior of the building	Offline	Electrical and plumbing finishing processes
	Marketing	Post open recruitment content for the Warkop G team based on the results of internal discussions.	Online (Instagram, Facebook, tiktok)	
	Internal	Conduct development reviews over several weeks	Offline (onsite)	
Month 3 Week 1	Infrastructure	Finishing the final stage of the indoor part	Offline	Painting process and basic interior design
	Marketing	Posting Warkop G content	Online (Instagram, Facebook, tiktok)	
	Internal	Selection is the first stage of the recruitment process, which includes checking files and evaluating CVs.	Offline	
Month 3 Week 2	Infrastructure	Exterior work according to design	Offline	Outdoor area for outdoor events
	Marketing	Post spill a little Warkop G building, the interior of which has been renovated	Online (Instagram, Facebook, tiktok)	
	Internal	Contact prospective employees who pass the first selection stage to be given directions to come to Warkop G for the next process.	Online	
Month 3 Week 3	Infrastructure	Finishing outdoor area	Offline	
	Marketing	Posts start to lead to the MICE concept with the theme of Javanese culture introduction to Javanese culture.	Online (Instagram, Facebook, tiktok)	
	Internal	Conduct interviews with selected prospective employees.	Offline	Employees will be selected based on experience, knowledge, and work motivation.
Month 3 Week 4	Infrastructure	Playground construction	Offline	
	Marketing	Post Warkop G construction video	Online (Instagram, Facebook, tiktok)	
	Internal	Fixation of prospective employees to be allocated to the new Warkop G team	Offline	The number of employees will be adjusted to the needs of the team.
	Infrastructure	Finishing for detailed interior design and placement of room layouts and	Offline	

Month 4 Week 1		accessories		
	Marketing	Regular posts regarding Warkop G information will be open in a few days (H-Day)	Online (Instagram, Facebook, tiktok)	
	Internal	Conduct training for 1 week for Warkop G operations, including an introduction to vision, mission, and future goals, including simulation.	Offline	
Month 4 Week 2	Infrastructure	Final finishing of the building outside and inside, checking the condition and atmosphere	Offline	Ensure that the building meets the design and customer needs in the solution business.
	Marketing	Post interactions with customers about hopes and desires	Online (Instagram, Facebook, tiktok)	
	Internal	Approaching several MICE customers to introduce the new Warkop G	Offline	
Month 4 Week 3	(NEW) Marketing team	Posting about the new Warkop G infrastructure with a customized theme	Online (Instagram, Facebook, tiktok)	
		Creating content about MICE at Warkop G	Online (Instagram, Facebook, tiktok)	
	(NEW) Business Team	Conduct initial analysis for prelaunch strategy	Online/Offline	
	Internal & Business Team	Prepare packages and design products/services for customers.	Offline	Applying a new atmosphere and theme for the MICE concept, which will be applied to the marketing process for the prelaunch
Month 4 Week 4	(NEW) Marketing Team	Post content that has been agreed upon by internal and business teams regarding new MICE concept products/services	Online (Instagram, Facebook, tiktok)	
	(NEW) Business Team	Approaching influencers and customers for new Warkop G testimonials regarding the MICE concept	Online/Offline	
	Internal	Conduct a timeline for the soft-opening and determine a date	Offline	
Month 5 Week 1	All team and internal	Soft-Opening New Warkop G	Offline	
Month 5 Week 2	All team and internal	Grand Opening	Offline	The MICE concept has been implemented and is ready to accept MICE customer segments.

VI. CONCLUSION

The primary objectives of this research are to assess the feasibility of entering the MICE market in Gresik City through observations and interviews, to formulate a Unique Selling Point (USP) or value proposition for entry into this market, and to delineate the marketing strategies that will be deployed. This was undertaken as a means to address the business challenges faced by Warkop G, which revolves around augmenting sales. Drawing from the outcomes of the literature review, observations, and interviews, the researcher deduces that the city of Gresik hosts a substantial volume of visitors in the context of MICE. The interview outcomes reveal a considerable demand for MICE services in Gresik, whereas the availability of suitable MICE venues remains relatively scarce. Similarly, this applies to the quality of service and the concerns expressed by the interviewees regarding their experiences in MICE participation. On average, the interviewees are employed within the city of Gresik, thus indicating that the majority of MICE activity attendees are working professionals. Based on the TAM (Total Addressable Market), SAM (Serviceable Addressable Market), and SOM (Serviceable Obtainable Market) analyses, it

becomes evident that the working-age population of Gresik City amounts to 720,872 individuals. Considering the market size, the requirements and concerns of the MICE target audience, the limited competition in Gresik for MICE venues, and the potential distinctiveness of Warkop G's cafe concept and theme compared to competitors, the author deduces that the MICE market in Gresik City presents a favorable opportunity to be pursued as a target market. Drawing from the research outcomes utilizing the Value Proposition Canvas, which involved an analysis of customer gains and pains, it is evident that the value proposition for Warkop G in entering the MICE market in Gresik City revolves around a unique MICE concept situated in a cafe setting with distinct ambiance compared to competitors. The values emphasized include the availability of Multi-Choice package events, customizable event options, dedicated personnel for each event (PIC), the provision of Japanese cultural services, and the creation of a classic Javanese village room ambiance. The researchers have determined that this value proposition has the potential to set Warkop G apart from its competitors when targeting the MICE market in Gresik City. Building upon the outcomes from the research conducted in Chapter 4, which utilized the Go-To-Market approach and the 7P marketing mix, the author proceeds to elucidate each facet of the marketing strategy that Warkop G needs to undertake, spanning from the initial product launch to the strategy for the subsequent 90 days. In the marketing process, the primary focus should be on adopting a marketing theme centered around Javanese culture and giving priority to the Unique Selling Proposition (USP). Additionally, the execution of discounts and various promotions has been planned on a timeline spanning 30 days, 60 days, and 90 days following the product's launch. Marketing efforts will be conducted through both online and offline channels, encompassing the periods before the product launch, during the launch, and after the product has been introduced to the market.

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