

Strategic Marketing: The Key to Success in Maximizing Event Management

Adi Suryo Ramadhan

Universtas Sains dan Teknologi Komputer

Email: AdiSuryoRmdhn@gmail.com

Agus wibowo

Universtas Sains dan Teknologi Komputer

Aguswibowo@gmail.com

ABSTRACT

Organizations have an interest in holding various activities supporting the enterprise's image branding and product marketing. Events as media or communication activities certainly also require planning and marketing strategies so that the events carried out are successful. The purpose of this study is to examine the role of strategic marketing in achieving success in event management. This research involved the contribution of 206 respondents who were obtained through the SurveyMonkey questionnaire which was distributed via email, WhatsApp and Instagram. Methods of data analysis using the mean and linear regression processed with SPSS. This research focuses on the study of marketing strategies which include price, promotion and product differentiation which effect on the success of the event menegement. The findings show that pricing, promotion and product differentiation strategies have a significant influence on the success of the event. The recommendations given in this study are that companies need to devise and define a marketing strategy which includes price, promotion, product and distribution. By establishing a clear marketing strategy, the company's excellence can be increased and achieve better performance.

Keywords: *event industry, strategic marketing, promotion, product differentiation, pricing strategy*

INTRODUCTION

Competitive advantage for companies is a crucial element for companies in measuring their ability to compete with competitors in an increasingly tight global business. Competitive advantage can be achieved when a company has a strong bargaining power in product/service offerings compared to competitors in the same business. Companies must also be able to create more economic value among business competitors (Yuleva-Chuchsulayna, 2019). Every company must plan and create clear objectives, strategies and business operations (business plan) to build a sustainable competitive advantage. In addition, corporate culture and employee values (corporate social responsibility) must be in line with the goals of competitive advantage (Porter, 1980).

Finoti et.al. (2020) stated that organizations that provide education to their employees about marketing tend not to experience difficulties in achieving organizational goals; the use of marketing concepts and strategies can support customer satisfaction which ultimately makes a successful business.

Marketing is one of vital and strategic function that must exist in a business organization. In today's globalized business competition, the marketing aspect is increasingly positioned as a vital tool that supports business success. It is very important for every company in today's world to manage their marketing process well. Today's customers are much more educated and refined. Over time, real revenue has increased so customers have more choices. Marketing activities and processes involve many parties within the company to achieve goals and improve performance. Marketing is a series of goals, objectives, policies and rules that are used as company guidelines to deal with dynamic changes in the environment and business competition (Kotler, 2018). Marketing is a process of managerial activity carried out by individuals and groups through the creation, offering and exchange of products with other parties. Marketing is a system in business activities that includes planning, pricing, promotion and distribution of goods with the aim of meeting customer satisfaction and achieving targets so that company goals are achieved. Today companies sell goods and services through various channels. Mass advertising is no longer as effective as it used to be. Companies need to find strategies in product promotion that can reach a wider audience.

Marketing tends to understand the needs and expectations of customers to satisfy them, and adapt to changes that occur in the market. In a global environment, marketing is identified with the fact that its main goal is to fulfill customer satisfaction needs (Krisanova, 2019). Marketing must also integrate goals into one goal and get people to act towards the fulfillment of that goal (Hoyle, 2002). Hence, marketing occurs before any sales, involves planning and is a management process. Maximum support for marketing activities requires marketing tools that are in line with marketing objectives. However, it must be understood that excessive belief that marketing tools are the main solution in overcoming every problem is naive. Functions and benefits are not viewed individually, but as a whole in accordance with the strategic benefits of the organization. It is very important to emphasize how the organization/company can benefit from marketing tools and strategies, by aligning them with business objectives. Schemerhorn, (2017) warns that the marketing tools used do not guarantee marketing success to create a sustainable competitive advantage. A good marketing strategy will be able to motivate company management so they can see and prepare for the future in a different way. Thus, the continuity of the company in the future can be prepared.

The marketing department must engage all resources and carry out strong coordination so that it can understand the marketing mix strategy that is likely to have an impact on results and objectives. Companies need to modify marketing strategies that are more attractive to get different targets (Gamble et.al, 2017).

Sanad (2019) mentions other factors that support the success of marketing strategies including leadership, organizational culture, resource allocation, training, and rewards. Research conducted by Souki et.al (2020) states that the knowledge factor also influences strategy implementation. The success or failure of implementing a strategy in a business plays a major role because it has a significant influence in assessing business performance and continuity. Companies can choose various strategies in marketing their products according to their focus and business goals. One of the marketing strategies is a promotional campaign packaged in event activities. In business, the event marketing strategy is part of the marketing strategy mix with the concept of organizing an event with the aim of introducing products/services.

The company holds events to provide information to the public about the products/services it wants to offer and sell. An event will help the brands or companies involved to be able to promote their goods. Marketing through this event can also be an opportunity for brands or companies to expand markets that have not been reached when doing online marketing. In addition, events help meet and create direct interaction between customers, buyers and the product itself. Sharafutdinova (2020) views event marketing as a persuasive tool in spreading promotional marketing messages that involve the target audience. Figure 1 below shows how the company distributes 8.6% of marketing revenue across operations. Although brands have almost completely switched to purely digital channels, a significant portion of marketing budgets is allocated to offline and two-way communication with prospects, prospects and customers. Based on a report issued by (banzai.io) revealed that the cost allocation for event management has increased by 0.4% during the 2020-2021 period. In 2020, the average company invests in event management programs by 9% and increases to 9.4% in 2021. This shows that event management has a significant influence on company goals.

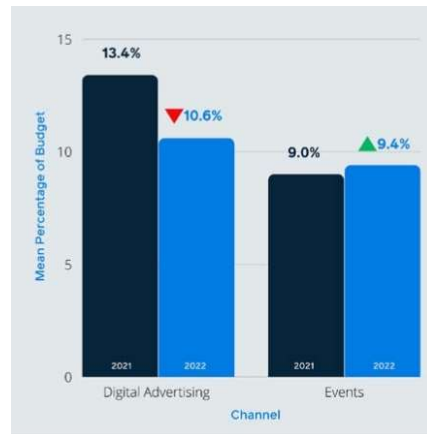


Figure. 3 Marketing Budget Allocation Across Channel : 2020 vs 2021

Adapted from www.banzai.io

In order for the event to run successfully and attract the public and promoters, good management and the right promotion strategy are needed. In addition, the types of activities organized also need to be considered properly, so that these activities are right on target and in accordance with the needs and desires of the public. Schübler (2013) suggests that organized field configuration events should be integrated into a company's strategic planning in a similar way to its crisis management process. Event management must have support for planning, organizing, and available resources within the organization (Zohuri, 2017). Some activities that need to be conditioned in event marketing include: time, target audience, costs and revenues, logistics, location, event data and overall evaluation. The size of the event – whether it's a simple event involving a few participants or a large national or even international event involving a large number of participants – all require certain steps to be taken. Event marketing allows for a good flow of communication by providing close interaction so that consumers gain brand experience (Shrivastava 2020).

Tafesse (2016) emphasizes strictly and continuously monitoring the implementation of an industrial event. In evaluating and coordinating the implementation of events, managers must prepare a risk solution plan to minimize potential errors. Liu-Lastres et. Al (2021) recommends carrying out all stages of event planning and ensuring that none of the stages are missed. The relationship between strategic marketing and event management allows the emergence of challenges for companies. The combination of these two elements requires a thorough evaluation regarding their impact on the external environment and corporate sustainability. Moise et.al (2012) proposed a successful event management formula that is a combination of participant/customer satisfaction + organizer satisfaction.

However, a high level of satisfaction does not guarantee the success of event management, it only spurs all parties involved in event management to provide better results. This study examines the role of marketing strategy in the success of event management with the supporting variable factors studied are pricing strategy, product differentiation, and promotion.

HYPOTHESIS

The hypothesis proposed in this study is:

H01 : Price marketing strategy has no effect in supporting the success of industrial events

H02 : The differentiation strategy has no effect on event management

H03 : Promotion strategy has no effect on event management

LITERATURE REVIEW

Strategic Marketing

Companies in an increasingly tight and globalized business environment need to establish and define a more specific future mission to support the broader corporate mission. Marketing is a concept with a deep-rooted history, and with each definition, marketing becomes richer and becomes a discipline that can adapt to more comprehensive and changing conditions than is synonymous with sales or advertising (Aydoğan, 2020). Strategic marketing as a field of study has undergone a dynamic evolution which includes views, concepts, paradigms, theories, frameworks, models and methods as well as metric measurements. The dynamically changing business environment makes marketing an important resource that plays a role in achieving goals and business continuity. Companies need to see change as part of establishing a business strategy that encourages solving business problems (eg competitors, market trends, and customers). It must be proactive, not just an analysis of events but a strategy capable of detecting and influencing changes in the business environment.

Drummond et. al (2008) describes the strategic role, marketing aims to change company goals and business strategies into a competitive market position. In essence, the concern is to differentiate the active ingredients/products by meeting customer needs more effectively than competitors. Drummond d further explained that marketing strategies can be characterized by: (a) analyzing the business environment and defining specific customer needs, (b) matching activities/products with customer segments and (c) implementing programs that achieve a competitive position, superior to competitors. Therefore, a marketing strategy addresses three elements - customers, competitors, and the company's internal problems.

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. Varadarajan (2010) defines strategic marketing as covering general fields of study, while marketing strategy includes the construction of corporate strategy in the field of marketing which is the main focus. Pearce and Robinson (2008) state that strategic management is a unit of decisions and actions designed to produce formulas and implementation plans and aims to realize company goals. Strategic management relates to how management analyzes strategic objectives (vision, mission, goals) as well as internal and external conditions faced by the company. Next, the company must make strategic decisions. This decision must be able to answer two main questions: (1) what industry the company is in and (2) how the company should compete in that industry. Finally, action is taken to carry out the decision. The actions that need to be taken will encourage managers to allocate resources and design organizations to turn plans into reality.

In preparing a strategic marketing plan, it refers to the company's goals that support external factors that are faced by consumers, Souki (2020). Company restructuring through the implementation of marketing strategies in order to meet current and future market needs is a necessity. Although, it must be recognized that this restructuring program does not guarantee business success. Girsang (2019) states that restructuring must be supported by effective implementation because of its complexity. The restructuring program was developed with the hope of increasing the company's profits. Hariyani et. al (2011) argues that companies will be able to reduce production costs and efficiency by restructuring.

Success in implementing marketing strategies needs to consider the implementation of objectives in terms of company restructuring; strategic linkages; implementation and effectiveness; consumer response. Innovative marketing implementation requires teamwork that is able to quickly adapt to change; this is a challenge for the company. Camilleri (2017) suggests determining names, deadlines and a clear description of the steps involved in preparing a strategic plan. The stages in implementing and implementing a marketing strategy include four stages: determining objectives, establishing strategies, implementing changes and conducting evaluations. Drummond (2008) states that the main element of a strategy is internal marketing that is integrated with external marketing. Persuasive communication skills and negotiation skills are needed in adapting to change so as to be able to change it through good tactics. Although there are also political changes that can affect the strategy set.

The evolution of changes in marketing has developed significantly, the most prominent of which is the change in digital technology. Porter (quoted by Wardhana, 2022) stated that the internet and the digital era have spurred companies to see important people in marketing strategies and encouraged companies to be more careful in developing strategies. The use of digital media and its supporting technology provides a difficult challenge in maintaining and creating a company's competitive advantage. The success of an event depends heavily on the efficiency of the event's marketing management. It is therefore important for marketing managers to devote sufficient time and energy to future planning and realization of marketing management is a manifestation of the event. Many large companies build partnerships by sponsoring important events both nationally and internationally. Some examples of large companies include Coca-Cola, Kodak and Visa International which have long collaborated with the IOC in organizing Olympic events. These companies have integrated these agreements well into their long-term marketing strategies and continue to promote their engagement to gain competitive advantage.

Based on the explanation above, it is very clear that strategic marketing by implementing event management includes two different elements: 1) marketing strategy by using event management with the aim of promotion to enhance the company's image and 2) events that apply marketing for the purpose of promoting the company's image with other companies that make the event part of a profitable promotion. These two aspects require strategic marketing and event management to achieve the main objectives of the planned event.

Event Management

Activities that are considered important besides digital marketing in the current era are the implementation of an event management which is one of the company's marketing mix. Events are a fundamental factor in both business and other aspects of life. They provide a platform for product and service promotion, outreach, fun, etc. According to Forrester Research (2016), an average of 24% of a Chief Marketing Officer's annual budget is devoted to live events to connect with customers, educate attendees, and generate new leads. Ratchford (2020) reveals that the event management strategy is a company promotion strategy to improve their image. According to Parshakov et. al (2020) called event management a new communication technique in marketing. Several companies have looked at this strategy as a way to realize their company goals. Wang and Jin (2019) stated that events provide great opportunities in product marketing and promotional activities. Event management aims to find a balance between the company's goals and the needs of the stakeholders: this is in stark contrast to traditional marketing which focuses on successfully gaining market for the product or service offered.

In marketing strategy, the company regards Event Management as one of the most effective marketing tools. It helps them to directly or indirectly connect with their target customers. Event marketing is also part of the industry itself. Many professionals are involved and work in this industry and are highly paid. Their expertise and skills in processing and carrying out all operational planning of events gives the company a competitive advantage and is able to compete in global business.

Event management is defined as experiential marketing that aims to provide experiences and integrate emotional and rational influences in increasing consumption of products/services (Schmitt (1999). Meanwhile, Kotler and Keller (2015, p.628) illustrate event management as an idea that can encouraging and demonstrating that products and brands have the power to enrich consumers' lives so that consumers' interest and involvement are created and media attention is created.

The definition of event management according to Wohfeil and Whelan (2006) is interactive communication related to brand values carried out with event marketing that results in hyper-realistic experiences related to brands in which customers participate actively with behaviors that result in emotional attachment to brands. Event management is a form of communication that aims to convey the company's marketing messages through experiential activities by involving consumer's targets (Drengner et. al (2008). Damm (2012) defines event management as the act of planning, organizing, leadership, coordinating and controlling a group of people in achieving the expected results in a particular incident.

According to Goldblatt (2007) and developed by Lee et. al (2017) there are four main pillars in event management which are the basis for the success of organizing events. The four pillars include: Time, finance, technology and human sources. Figure 2 presents the four pillars of event management.

Time

Time is a crucial and urgent problem element in managing an event to be held. The time pillar includes timing, the need for and duration of event time, the time managers need to prepare. Time issues must be handled wisely and professionally which encourages event planning and preparation to follow the stages and on time.

Finance

Finance is an issue that must be considered carefully in preparing for the event. Financial management includes: costs of all activities and sponsorships. Managers must ensure the company's internal funding sources (for brand promotion) and the possibility of being able to organize without a sponsor in unforeseen situations.

Technology

The role of the use of technology is very important in organizing events referring to the overall code of ethics, communication, location, entertainment, and benchmarking. Managers must identify technology that fits the purpose and concept of the event and ensure that expertise is available in the operation of the technology.

Human Resources

HR is the main pillar that must be available in event management. Team membership consisting of main staff and volunteers needs to be placed as the main supporting element at the start of planning. Commitment to carrying out procedures and stages of activities will greatly help in the success of the event.

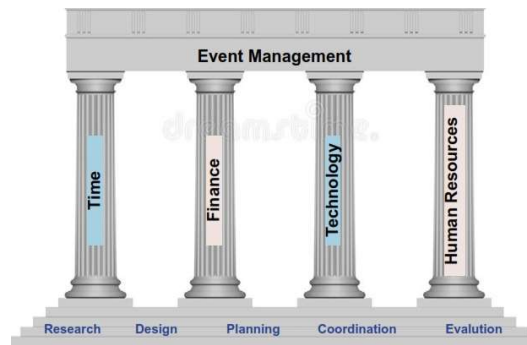


Figure. 2 The Pillar of Successful Event

Adapted from Lee et.al (2012)

The essence of organizing an event is from the entertainment side, where the manager is required to explain the purpose of the event in the planning process and provide directions on the methods and stages of its implementation. Event activities must be packaged creatively and display distinctive and unique content.

This stage requires that the flow of internal communication between the team and organizers and external communication with participants can run smoothly. As an example of a case where participants consist of people of different ages, communication must be carried out so that the event can still be enjoyed by all groups and benefits the organizers. Benchmarking formulas can be used in forecasting and calculating events. Preparation of the venue for the event is also something that needs to be considered in planning. Lee et. al (2017) emphasized that the venue is included in the concept and event budget where the availability of parking space, kitchen, sound system and equipment must be adequate.

Event Classification

The event management market share can be divided into several event segments which include corporate events, competitions and decorations, cultural events, sporting events, festivals and celebrations, personal and social events. Classification of events can be done based on size and type as shown in Figure 3. Wang (2019) associates event marketing in the type of mega events mostly held for city promotion events, while Mair and Webber (2019) mentions the types of events include; festivals, sports, business, school events, cooking events.

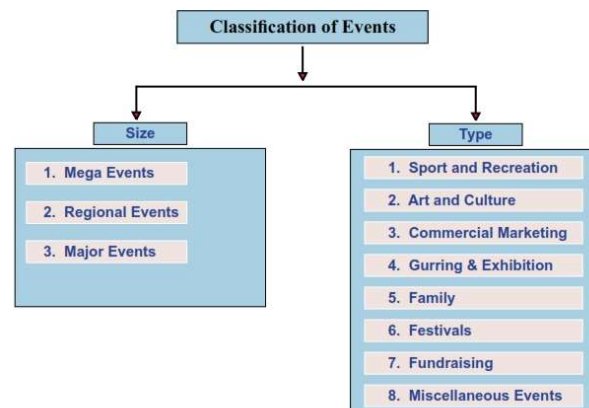


Figure. 3 The Classification of Events

Each type of event has its own main objective and marketing strategy. New events that are still in development and have not yet gained a broad consumer base will be more likely to be successful when using an aggregation strategy, compared to using a major event organizing strategy. Zohuri (2017) revealed that events which are held in big cities and held on a large scale (Hallmark events) will provide a different experience for customers and provide big benefits for the company. Organizing large scale/group events with a large customer base generally incorporates tourism as an event marketing strategy. With the facilities available in big cities (eg convention halls, auditoriums) it is possible for services to supply event equipment and supplies (Getz, 2012). Especially in the field of tourism, the relevance of events is increasing, which is why professional management is needed to be successful and inspire people. Even though events have always been a component of tourism products, event management brings a new quality and professionalism (Zohuri, 2021). According to Heroux & Gultek (2021) events that contain elements of social and cultural heritage and the economy can influence the promotion of knowledge diffusion, innovation and sustainable education and are able to maintain relationships in business networks.

Event management is a systematic action carried out as a team in organizing an event that refers to goals and must be completed together. This coordination requires a strategic plan to stay on a competitive track in a dynamic environment, especially in handling and organizing events that involve many parties. Organizing an event requires dedication, responsibility, a moral foundation from all organizational actors. The success of an event is based on good mass psychology from an organized event management.

Opinions from Mair and Weber (2019) need to be considered "... to survive, events need to be good business products, to lead to successful events, managers must understand the problems that arise during the planning process".

Pricing Strategy

Price is a marketing component that can determine the income of a business. Pricing (tickets) at an event is a complicated issue because it relates to the final result which is judged by how many tickets are sold at the price offered. Setting the right price allows the event to be attended by many customers who buy tickets. Conversely, setting a high price will affect the number of audience attendance. Pricing strategy plays a very important role in maintaining sustainable revenue management in any business area (Victor et. al., 2019). Pricing requires thorough coordination that includes marketing, competitive and financial decisions in setting prices that can generate company profits. Therefore, determining the right price will of course be able to create optimal demand. Thus, it can be said that self-pricing is a key factor for profit. Prices have a major effect on company revenues so that pricing strategies vary widely between sectors and market situations (Hiterbhuber, 2008). Event pricing is an important element of the event organization process that has a significant impact on its success. If ticket prices are too low or too high, the profitability of the event is jeopardized. To be successful, event organizers must find balanced ticket prices and make them flexible, which is not always an easy task. Pricing strategy is a key element in company marketing that can be played in improving products and services (Richards, 2017; Baker, 2017; Kotler, 2015). Malau (2017) emphasized that setting low prices for the same product quality is considered more effective even though the profits are less, thus the pricing strategy is more oriented to addressing the complexity of market competition rather than obtaining company profits.

Several methods of paying event prices are offered by several marketing experts and marketing websites. One of the pricing methods proposed by Befumo & Gilbreth (evenbrite, 2020) is called the value-based pricing model. The best way to get customers willing to pay for a ticketed event is to price the event at the level they are willing to pay.

Value-based pricing is built on the basis of customers comparing value and prices offered, and this is used as a reference for organizers to use the cost per ticket to determine the base price so that a break-even point is achieved. This Value-based pricing model consists of three main aspects: 1) perceived value, 2) actual price and 3) per ticket cost. Perceived-value is what customers will get from the event as a reality and a trigger for transactions. The actual price is what the customer actually pays, which can be greater or less than the perceived value. It is recommended that the ideal price setting be as close as possible to the perceived value. Furthermore, the cost per ticket can be determined. In simple terms it can be explained; when the customer's perceived value is higher than the ticket price, the customer will certainly make a purchase transaction. In the end, the company will benefit if the cost per ticket offered is lower than that price.

Prices have different meanings for customers and companies from a supply and demand point of view (Sammut-Bonnici, 2015). From a demand point of view, price is an evaluation of the customer's perceived value before deciding to make a product/service purchase decision. Meanwhile, from a supply point of view, price is seen as a company's intention to generate profits in its business model. Next, the pricing strategy is illustrated as a framework for deciding on pricing.

In the marketing mix, the role of the price element, although important, must be supported by other elements. Customers will always judge that the price they pay must be proportional to the value they will get. Supporting elements such as distribution of free food and drinks during the event, venue comfort and a good sound system will add value in the eyes of customers. Summarized from loket.com, there are several variations of ticket types, as follows:

1. Regular Ticket - this is the most common ticket, where this entry ticket is provided without any additional items. Regular advance tickets are standard tickets that are sold for a long time.
2. Multi-Day Pass – This ticket is provided for events that are held for more than one day. Customers can use this ticket to attend all series of events according to the duration of the holding time.
3. One-Day Pass – This ticket is provided for events held in one day divided into several sessions.
4. VIP – VIP tickets allow you to offer participants the experience they are looking for with special benefits at a price. If you have the resources to provide this experience, it is the second most important ticket type for driving profits after Regular tickets.

5. Early Bird – The early bird ticket sales strategy is most often used to give people the biggest possible discount on tickets through a pre-determined pre-sale period. Decide how long the pre-sale period is and how much discount you want to offer event participants.
6. On the Spot – This type of ticket is to anticipate customers arriving at the last second. Provision of On the Spot tickets in addition to extra tickets.
7. Group Discount – This type of ticket offers group/mass ticket purchases by giving 1 free ticket for several tickets purchased.

Pricing (event) is influenced by several factors, as follows:

1. Financing

Managers must ensure that the budgeted event costs are profitable. These costs vary, including fixed and variable costs according to the type of event and other costs during the marketing process (eg logistics and advertising). When the manager does not set event costs, it will be difficult to determine the event price correctly which will affect the expected profit to be obtained.

2. Competitors

Another element is the nature of business competition: demand is set by the market leader and others follow. Maintaining the quality of service makes it possible to keep the prices set within reach of customers.

3. Request

In-depth analysis of the demand for multiple products is the job of a manager before making an event pricing decision. An event that is organized must be carried out with the aim of increasing demand, so that it can penetrate a wider business market.

4. Economy

Paying attention to ongoing economic trends on a macro basis in a country must also be considered. When a country's economy is in a stable situation, the standard of living increases, even though there is no increase in income/salary; an increase in the price of needs has an effect on a decrease in the level of demand; a salary increase can trigger an increase in the price of necessities; this does not directly affect product demand.

Promotion Strategy

In the initial preparation stage of the event for promotional needs, the idea and type of event must be decided. Promotion is a strategy carried out to provide information and influence target consumers to buy the products you offer. Promotion is very important for every business, small or large scale business. Doing promotions will be able to affect the results of selling a product and this will have an impact on company activities.

Promotion is one of the marketing activities which is manifested in a series of activities and facilities aimed at providing information and attracting potential buyers to the sales venue (Alexandrescu & Milandru, 2018). Promotion is considered as a set of marketing techniques or practices, marketing actions, forms of communication, which aim to overcome sales levels (Mair & Webber, 2019).

Promotion aims to attract attention and by attracting potential buyers, through point of sale, information, trust, training and retaining customers who are interested in products and manufacturing companies. The role of promotion lies in the content of the complex concept of promotion, which expresses the fact that the general goal is to influence people's behavior thereby increasing the volume of sales of goods from each manufacturer. Promotion plays a key role in the strategic marketing mix, and creates a direct relationship with target consumers (Hoyle, 2002).

The essence of the event promotion strategy objective is to win the competition in attracting customer interest. This goal must be supported by the event manager to develop action plans that are innovative and more attractive than competitors with different strategies. The promotion strategy is a company's business way of trying to reach customers directly (Chen, 2020) so that this strategy is able to produce distinct advantages that create differences from competitors.

A successful marketing campaign will bring many benefits in product or service promotion for the company. Promotion is generally carried out aggressively with the aim of increasing visibility so as to increase the purchase of products/services quickly and maintain the attractiveness and selling points of its customers. Event management requires several combinations of marketing tools that refer to the form of the company, services, and product and service sales goals, target audiences to create an advantage over competitors (Sharafutdinova et.al., 2020). The components of the marketing mix in this promotion are to distribute knowledge to consumers, entrepreneurs, and or prospective buyers and users of the products/services being sold.

Product Differentiation Strategy

Marketers must develop products to meet the needs of defined target groups and communicate this to the market. This will enable customers to purchase that product and can also make them loyal to that particular brand. In the product differentiation business, it appears as a differentiator when the products circulating in the market are sold by several different companies.

Product differentiation also helps in brand positioning as it has a specific target group. Product differentiation is a strategy used by companies to achieve market power by producing products that have different positive identities according to consumer desires.

Differentiation can be defined as companies concentrating on creating highly differentiated product lines and marketing programs so they can compete as class leaders in the industry. Most of the customers prefer to have this brand if the price is not too high. Competitive advantages for products and brands can be created with successful product differentiation (Shrotriya, 2019). Then he also added that a product differentiation strategy helps companies navigate competition by offering different products to target consumers. Product differentiation strategies are built with the aim of producing products and services that differentiate from competitors so that they are appreciated by customers (Sanad, 2019). Companies that use a product differentiation strategy can build their own market share (Girsang, 2019). The product differentiation strategy really helps companies to highlight products that are not much different from their competitors. When the functional aspects of products between companies are identical, they can be distinguished from non-functional aspects such as changing the design, shape, and packaging.

Marketing Plan

Planning is a process that is always dynamic and not fixed. Good planning must occur during the lifetime of an event, and events may change as the environment changes and new factors are discovered. But the insight it brings into the situation will allow adapting to these changing conditions and circumstances. In an activity, planning is a crucial element that can provide an overview of predictions of what will happen and prepare the right solutions. Managers must be aware of and consider the details of this planning process.

Coordination and discussion are thorough and managed by involving all team members. Each team member is given the opportunity to submit an event idea, then discuss it together so that the agreed choice of ideas can be perfected. Marketing Plan is a detailed plan for marketing that is set on a certain time frame. It determines actions and activities to achieve marketing goals (Lie Lastress, 2021). Development of a marketing plan is considered as one of the practical steps involved in preparing a market approach. Since there is no definitive standard for a marketing plan, a marketing plan usually concludes with an introduction, a current market overview, a SWOT or other analysis of a destination's strengths and weaknesses, a marketing strategy to be implemented, a comprehensive marketing calendar and a marketing budget. Since the marketing plan is considered an essential activity of the principles of event marketing, a critical understanding of the fact that it is never enough is important.

Evaluation, measuring the effectiveness and performance of the plan needs to be followed continuously (Rogers 2008). The marketing plan is a formal strategy that covers the overall goals of the organization, from general goals to individual action steps (Czinkota et. al, 2021).

One example of an important step in determining the success of a business event is choosing an event location that is attractive and can be enjoyed by all groups. Choosing a place must know who the audience or visitors we are targeting in this business event are and how many are the estimated numbers. In determining the location and type, we need the room and facilities that we will prepare for the audience, by knowing the nominal number of audience at a business event, capacity or capacity is often the limiting factor. Thus it is necessary to estimate the number of visitors who will attend the event later, the target audience must also be clear. And make sure that the business events that are held can show not only the events that will only be held, but also the expectations of guest tastes, making events more accurate and better. The strategic point is also about the convenience of the audience when going to where the location of the business event is located, even though it is in a place or location that is busy and attracts a lot of people's attention but does not have easy road access and inadequate parking space will make it difficult for the audience to visit. Each brand or product requires an appropriate venue. Say a product aimed at young people or teenagers, then the choice of venue must also be based on trends that are developing among teenagers. You have to study which venues are currently happening. Because these venues are currently being talked about among teenagers, it will certainly increase the interest of teenagers who will attend the event.

METHODOLOGY

The model of this study is a quantitative exploratory research with data collection carried out through a survey involving a sample of 206 respondents consisting of event managers, event organizer teams, academics, non-management staff and customers who have purchased tickets to an event which are taken randomly. The distribution of the research questionnaire was carried out in the first quarter of 2022 using the SurveyMonkey method which was distributed via social media platforms Instagram, WhatsApp and Facebook. The questionnaire distribution method used in this study is appropriate because it involves a very large population data source. Now (2020) states that researchers always make assumptions and this can guide researchers in answering research questions and then conducting analysis. A literature review was carried out for relevant exploration in obtaining data.

Research questions were assessed using a 5-point Likert scale. (Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree in identifying participation and experiences during the event and after the event left by the event manager. Data processing was performed using SPSS version 25 and testing the hypothesis using multiple linear regression.

ANALYSIS RESULTS

The results of hypothesis testing are presented in tables of frequencies and percentages using SPSS and descriptive statistical tables using regression analysis. The results of the analysis showed that the response rate of the total number of questionnaires distributed was 87.9%. (182) respondents filled out and valid. Table 1 shows the results of the analysis. Furthermore, the reliability test showed that this research instrument was declared reliable with a score of 0.886 as shown in Table 2.

Table 1. Number of Respondents

Questionnaire	Respondents	Percentage
Filled and Valid	181	87,9
Filled and Non Valid	25	12,1
Total Distributed	206	100

Table 2. Reliability Result Test. Reliability Result Test

Cronbach Alpha	Items
0.886	12

Table 3 shows the results of respondent data processing based on regional origin. Most of the respondents came from Central Java Province at 74.6% with 135 respondents. The remaining 46 (25.4%) came from outside Central Java Province. This research relates to respondents who are in the Province of Central Java, so that respondents from outside Central Java will be omitted as a source of data being analyzed which represents a response rate of up to 100%. For further data analysis, the number of respondents is 135 which represents data entry and is valid.

Tabel. 3 Respondents according to residence

Area/Province				
Central Java	135	74,6	74,6	74,6
West Java	15	8,3	8,3	67,7
East Java	11	6,1	6,1	82,3
Jakarta	12	6,6	6,6	87,5
Outside Provinces of Java	8	4,4	4,4	100,0
Total	181	100	100	

In the results of the characteristics of the respondents based on demographic data based on gender, it can be stated that the number of male respondents was 41.5% and 58.5% female. This shows that the number of female respondents has the highest percentage in responding to the questionnaire distributed for this study. Table 4 completely displays the results of the demographic distribution of the respondents. From the findings it can be described that the average age with the highest percentage is the respondent aged 25-34 years as much as 45.2%. While the average age of 18-24 years is 25.9%. This finding indicates that most of the respondents who participated were mostly young executives and managers. Some of the respondents were unmarried with 67.4% of the respondents. In the education category, it was found that the highest percentage of respondents involved in the research were those with an educational background of high school graduates with a total of 41.5%.

Table 4. Distribution Results based on Social Demographic Characteristics

Gender	Frequency	Percentage	Valid percent	Cumulative percent
Male	56	41.5	41.5	41.5
Female	79	58.5	58.5	100.0
Total	135	100	100	
Age				
18-24	35	25.9	25.9	71.1
25-34 years	61	45.2	45.2	45.2
35-44 years	20	14.8	14.8	85.9
45-54 years	13	9.6	9.6	95.6
55-64 years	5	3.7	3.7	99.3
65-74 years	1	.7	.7	100
75 years and above	0	0	0	
Total	135	100	100	
Marital Status				
Unmarried	91	67.4	67.4	67.4
Married	40	29.6	29.6	97.8
Separated	1	.7	.7	98.5
Divorced	3	2.2	2.2	100
Total	135	100	100	
Education				
Associate degree	1	.7	.7	.7
Bachelor degree	9	6.7	6.7	6.7
Graduate degree	15	11.1	11.1	18.5
High school degree or equivalent	56	41.5	41.5	68.1
Less than high school degree	11	8.1	8.1	26.7
Some college but no degree	43	31.9	31.9	100
Total	135	100	100	
Event attended in 24 months				
Business	13	9.6	9.6	9.6
Conference	24	17.8	17.8	27.4
Festival	28	20.7	20.7	48.1
Scholarship	5	3.7	3.7	51.9
Sport	12	8.9	8.9	60.7
Tradeshaw	7	5.2	5.2	65.9
Wedding	27	20.0	20.0	85.9
Others	19	14.1	14.1	100.0
Total	135	100	100	

How did you hear about the event				
Company newsletter	9	6.7	6.7	6.7
Direct email	14	10.4	10.4	17.0
Poster/Billboard	0	0	0	57.0
Social Media	54	40.0	40.0	61.5
University	6	4.4	4.4	84.4
Word of mouth	31	23.0	23.0	100.0
Others	21	15.6	15.6	
Total	135	100	100	
How often do you go to events				
1 to 3 times yearly	52	38.5	38.5	38.5
3 to 6 times yearly	41	30.4	30.4	68.9
Above 6 times yearly	42	31.1	31.1	100.0
Total	135	100	100	
What do you consider when you choose an event				
Drink and food	9	6.7	6.7	6.7
Event Program	57	42.2	42.2	48.9
Facilities	10	7.4	7.4	56.3
Location	26	19.3	19.3	75.6
Ticket Price	28	20.7	20.7	96.3
Others	5	3.7	3.7	100.0
Total	135	100	100	

For sources of information about the event, respondents who obtained information from social media had the highest percentage with the number of respondents reaching 40% or 54 respondents. For the duration of the time respondents visited the event, the highest percentage was carried out by respondents who answered 1-3 times a year with a total of 38.5%. The reasons for the respondents why they chose the event, mostly because the program was 42%. Only a small number chose because of a friend's invitation, 3.7%.

Furthermore, Table 5 explains the findings of the research variables (price strategy, promotion, product, event management). On the questions related to the pricing strategy which consisted of 3 questions it was found that the majority or 43.7% of respondents answered "Strongly Agree" for question 1. In question 1 the highest percentage figure was represented by respondents who answered Agree (25.9 %) and Strongly Agree (53.3%). Likewise, with question 3 the highest answers are represented by Agree and Strongly Agree statements with percentages of 27% and 31.1%.

In the Promotion Strategy variable, the findings explain that for questions 4 to 6 the answers Agree and Strongly Agree dominate the answers with the highest percentage. The highest percentage of answers is in Question 6 for the answer Strongly Agree with the number of responses reaching 40.0%. On the product strategy variable, specifically the 7th question about "Are the products that offer uniqueness compared to other events?" Most of the respondents with the highest answers were neutral with a total of 45 (33.33%). While questions 8 & 9 the majority of respondents answered Agree and Strongly Agree with the highest percentage represented by answers to question 8 with a total of 91 people (67.4%). Furthermore, on the dependent variable - Event Management - the results were found from the distribution of respondents' answers, the majority of which answered Agree and Strongly Agree for the 3 questions asked.

Question 10 is known that the majority of respondents answered Agree with the percentage level showing reaching 35.6% (48 people). The answers to questions 11 & 12 also found that the majority of answers were Agree with the percentage of answers reaching 31.9% and 30.4%.

Table 5. Distribution of Research Variable Opinions

S/N	Price Strategy	Scale	Frequency	Percentage
Q1	Prices for the events were really high	Strongly disagree	9	6.7%
		Disagree	11	8.1%
		Neutral	18	8.1%
		Agree	38	8.1%
		Strongly agree	59	8.1%
		Total	135	100%
Q2	Prices of an event determine if I go or not	Strongly disagree	10	7.4%
		Disagree	3	2.2%
		Neutral	15	11.1%
		Agree	35	25.9%
		Strongly agree	72	53%
		Total	135	100%
Q3	The events I go for are worth the price	Strongly disagree	13	9.6%
		Disagree	23	17.0%
		Neutral	20	14.8%
		Agree	37	27.4%
		Strongly agree	42	31.1%
		Total	135	100%
Promotional Strategy				
Q4	The event communication to the customers what to expect	Strongly disagree	12	8.9%
		Disagree	18	13.3%
		Neutral	28	20.7%
		Agree	40	29.6%
		Strongly agree	37	27.4%
		Total	135	100%
Q5	The strategic use of advertising improves the competitive advantage of the company	Strongly disagree	6	5.9%
		Disagree	5	3.7%
		Neutral	20	14.8%
		Agree	48	35.6%
		Strongly agree	54	40.0%
		Total	135	100%
Q6	The strategy used to promote an event is suitable for persuading the customers	Strongly disagree	8	5.9%
		Disagree	10	7.4%
		Neutral	26	19.3%
		Agree	48	35.6%
		Strongly agree	43	31.9%
		Total	135	100%
Product Strategy				
Q7	The products provided are unique among all events	Strongly disagree	19	14.1%
		Disagree	37	27.4%
		Neutral	45	33.3%
		Agree	20	14.8%
		Strongly agree	14	10.4%
		Total	135	100%
Q8	The products provided are made to fit customers' needs	Strongly disagree	8	5.9%
		Disagree	1	0.7%
		Neutral	13	9.6%
		Agree	22	16.3%
		Strongly agree	91	67.4%
		Total	135	100%
Q9	Every event has a distinct product that they render	Strongly disagree	12	8.9%
		Disagree	15	11.1%
		Neutral	25	17.8%
		Agree	44	32.6%
		Strongly agree	40	29.6%
		Total	135	100%
Event Management				
Q10	Efficient use of pricing strategy facilitates the event sales growth	Strongly disagree	10	7.4%
		Disagree	19	14.1%
		Neutral	20	14.8%
		Agree	48	35.6%
		Strongly agree	38	28.1%
		Total	135	100%
Q11	Customers continue to attend events from a specific organizer because of the strategy used in promoting the event	Strongly disagree	13	9.6%
		Disagree	11	8.1%
		Neutral	26	19.3%
		Agree	43	31.9%
		Strongly agree	42	31.1%
		Total	135	100%
Q12	Every event has a distinct product that they render	Strongly disagree	10	7.4%
		Disagree	27	20.0%
		Neutral	23	17.0%
		Agree	41	30.4%
		Strongly agree	34	25.2%
		Total	135	100%

Linear Regression Test

To test the hypotheses developed in this study, it is necessary to carry out a regression test and the results are shown in Table 6. The hypothesis results for H01 found that the R-square value is 0.039 or 13.9%. It can be stated that 13% of the variance in event management can absolutely be explained by the pricing strategy. The F value is 21.468 with a significance level of 0.000. Thus it can be stated that the value of $P \leq 0.05$ which means that H0 is rejected while H1 is accepted. On the results of the regression test for H02 it can be seen that H0 is rejected and H1 is accepted. This result is indicated by the value of $R = 0.418$ (41.8%) which states that all variances in event management can be explained by product differentiation. Significance value = .000 with $F = 95.410$ which indicates that $P \leq 0.05$. It can be concluded that product differentiation has an effect on event management. The test results on H03 state that $R = 0.252$ (25.2%) which means that the variance in event management can be explained by the promotion strategy. The significance level is (sig = .000) with an F value = 44.777 and a P value ≤ 0.05 . The results of this test can be stated that the null hypothesis is rejected and H3 can be accepted. It can be concluded that the promotion strategy has an effect on event management.

Table 6. Regression Test

HYPOTHESES	TOOLS	F-Value	R Square	Std. Error of the Estimate	Df	P-Value	Decision
H01 - Pricing strategy does not play a significant role in the success of event management	Regression Analysis	21.468	.139	.115.337	1	.000	
H02 - Product differentiation does not impact event management	Regression Analysis	95.410	.418	.96794	1	.000	
H03 - Promotional strategy does not affect event management	Regression Analysis	44.777	.252	.110.106	1	.000	

DISCUSSION

This study examines price, product differentiation and promotion as supporting factors for marketing strategy in achieving success in organizing event management. The findings show that the three supporting elements influence the success of event management. However, there are several other factors that must be considered by managers, for example: the type of event and the needs of the audience. This is related to cultural uniqueness related to the events being held.

The findings show that pricing strategies play an important role in driving the success rate of event management. From these results it can be stated that H0 is rejected and all replacements are acceptable. These results are in accordance with research conducted by Wang (2019) who states that the success of event management is influenced by the important role of the pricing strategy that is applied. This is also in line with the findings of Heroux and Gultek (2021) which states that price has a great influence on organizational progress.

The findings also show that product differentiation has an effect on event management. Where product differentiation plays an important role in improving organizational performance which acts as a connecting element between customer satisfaction and business performance. So that the alternative hypothesis: The differentiation strategy has no effect on industrial activity is rejected and H1 is accepted.

Further findings related to the promotion strategy show that the promotion strategy has an effect on event management. This finding is in line with the results of research conducted by Marlina et.al (2019) which states that in increasing promotion, a promotion strategy is needed which includes sales promotion, advertising, and personal selling so as to increase consumer interest and satisfaction; which in the end the buyer makes repeated purchases and creates brand loyalty.

CONCLUSION

Business organizations/companies need to prepare a marketing mix strategy to support better performance improvement in facing business competition with their compatriots. Improper management and determination of marketing strategies can result in the loss of event organizers and the company can lose customers. Poor event management also causes the company to experience a decrease in its competitiveness and competitive advantage. This study aims to examine the role of strategic management in supporting the success of event management. In this study, empirical and theoretical results were found in answering three questions as the initial part of the hypothesis.

The findings from this research, both empirical and theoretical, reveal that pricing is an important element in implementing the marketing mix in any organization, although it is not a prerequisite for the success of an event. For this reason, each organization is advised to exercise consideration in selecting and establishing a pricing strategy with reference to internal and external factors, so that the pricing strategy can work effectively. Question (2) is closely related to the uniqueness and characteristics of the products / services that are packaged in organizing events that can affect the success of the event so as to provide a competitive advantage.

In this study, it was found that companies that offer innovative products/services have a high chance of achieving success in event management. It was confirmed from the results of the study that the product differentiation strategy had an effect on the success of event management.

Furthermore, the final findings reveal that the promotion strategy has an effect on event management. Additional findings in the analysis provide insight that promotional media channels, be it radio, TV, magazines and journals, are driving factors in the success of event management. It can be concluded that a well-managed and neat promotion strategy can increase the visibility of products/services sold in event management, so that customers are interested and make purchases. The biggest obstacle in achieving the success of the event is the increase in efficiency compared to aspirations so that consumer satisfaction can be increased.

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