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Analysis of Event Management for the Singing Competition at Polbeng Business Expo Chapter II (Case Study of Project Manager)

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Abstrak

This study aims to analyze the role of the Project Manager in organizing the Elementary and Junior High School Spelling Bee Competition at Polbeng Business Expo Chapter II, particularly in managing event implementation, addressing challenges, and applying appropriate solutions to ensure the successful execution of the event. This study employed a qualitative descriptive approach using interviews and observations as data collection techniques. The collected data were analyzed through thematic analysis to identify the Project Manager's roles, challenges encountered during the event, and strategies implemented to overcome them. The findings indicate that the Project Manager played a significant role in project planning, progress monitoring, effective communication, and media strategy development. Several challenges were identified during the event, including participant delays, team coordination issues, and technical disruptions that affected the implementation process. To address these challenges, the Project Manager implemented contingency plans, established clear communication and structured task distribution, and conducted routine evaluations to ensure that the event remained aligned with the predetermined objectives. The findings highlight the importance of effective project management practices, adaptive decision-making, and continuous coordination in supporting the successful implementation of educational events within a MICE-based environment while providing practical recommendations for organizing similar educational events effectively in the future.

Keywords: Event Management, Singing Competition, Project Manager, Obstacles and Strategy, Goldblatt.

1. Introduction

The era of globalization has spurred increasingly rapid innovation and creativity across various sectors of life, including the business world. Business owners are required to continuously improve their competitiveness in order to survive amid increasingly fierce competition. This intensifying business competition means that business owners are not only required to produce high-quality products but must also be able to introduce those products to the general public. One strategy that can be employed to support this goal is through expos. An expo, or trade show, is an event designed to bring together various parties—including businesses, educational institutions, government agencies, and the general public—in a single setting aimed at showcasing products, expanding networks, and building mutually beneficial partnerships. Through these events, participants can take advantage of the opportunity to showcase their products and services while expanding their market reach.

Expos are now viewed not only as a promotional tool but also as part of a business strategy integrated with the MICE (Meetings, Incentives, Conferences, and Exhibitions) concept. According to Pendit (2002) as cited in Kuswardani (2023), MICE encompasses all forms of gatherings involving a number of people for business or marketing purposes. One of the most frequently used elements of MICE in business activities is the exhibition. Maro'ah Siti (2013) explains that exhibitions can serve as a learning process for business owners to improve product quality and expand their marketing reach. Through direct interaction between sellers and consumers, business owners can receive immediate feedback on the products they offer. Therefore, exhibitions serve not only as a promotional medium but also as a means of enhancing business owners' competitiveness.

In practice, an exhibition requires a strategy to boost visitor interest. One strategy that can be implemented is organizing engaging supporting activities, such as a children's singing contest. This activity can create a livelier atmosphere and encourage public participation, as participants and their families attend as spectators. An increase in visitor numbers can indirectly benefit exhibitors, as more people become familiar with the products and services

on offer. Thus, supporting activities like a children's singing contest can be part of an effective promotional strategy to ensure the success of an exhibition.

The success of an event is not only determined by an engaging event concept but is also influenced by the quality of management during its execution. According to Joe Goldblatt, event management is the process of planning, coordinating, executing, and evaluating activities carried out systematically to achieve predetermined objectives. This theory emphasizes that every stage of an event must be managed in a structured manner so that activities can proceed effectively. In this process, communication among team members is a crucial element in maintaining coordination throughout the event. In line with this, Rambe et al. (2025) explain that communication strategies such as directness and politeness can enhance the effectiveness of interactions in a professional context. This suggests that choosing the right communication strategies can foster better teamwork in organizing an event.

Within the event organization structure, the project manager plays a central role as the person responsible for coordinating the entire series of activities. The project manager must ensure that every team member understands their respective tasks, maintain communication across divisions, and make decisions when facing obstacles on-site. This role is crucial because the project manager is responsible for the success of the event from the initial stage through to its completion. Given these circumstances, this study was conducted to analyze event management for the singing competition at the Polbeng Business Expo Chapter II, with a focus on the project manager's role in managing the event's execution.

2. Research Methodology

This study employed a descriptive qualitative approach to analyze the role of the Project Manager in organizing the Singing Competition at the Polbeng Business Expo Chapter II. The research was conducted at the State Polytechnic of Bengkalis, Riau, Indonesia. According to Fiantika et al. (2022), qualitative research aims to understand and interpret social phenomena through the analysis of non-numerical data obtained from participants' experiences and interactions. A descriptive research design was employed to systematically describe the role of the Project Manager, the obstacles encountered during the event, and the strategies implemented to overcome these challenges.

The population in this study consisted of individuals involved in organizing the Singing Competition at the Polbeng Business Expo Chapter II. Informants were selected using purposive sampling, which enables researchers to select participants who possess knowledge and experience relevant to the research objectives (Asrulla et al., 2023). The selected informants consisted of four members of the core organizing committee who were directly involved in planning and implementing the event. The data used in this study consisted of primary and secondary data. Primary data were obtained through interviews and direct observations during the event implementation, while secondary data were collected from supporting documents, including activity proposals, previous event reports, budgets, documentation, books, scientific journals, and other relevant literature.

Data were collected through interviews and observations. According to Saroso (2017), interviews enable researchers to obtain in-depth information through direct interaction with participants regarding the phenomenon under study. Observation was conducted to examine activities, interactions, and conditions throughout the preparation and implementation of the event (Widoyoko, 2014; Sugiyono, 2014). The collected data were analyzed using the Miles and Huberman qualitative data analysis model, which consists of data reduction, data display, and conclusion drawing and verification (Sabtawan Teddy & Ade Leasfita, 2022). Through this analytical process, the researcher identified patterns related to the Project Manager's role, the challenges encountered during the organization of the Singing Competition, and the strategies implemented to ensure the successful execution of the event.

3. Result and Discussion

This section presents the results of a study on the role of the project manager in organizing the Singing Competition at the Polbeng Business Expo Chapter II. The findings were obtained through in-depth interviews and observations, and were then analyzed using thematic analysis to identify the main themes related to the project manager's role, the challenges faced, and the strategies implemented during the event.

3.1 Result

The research findings were obtained through in-depth interviews and observations of informants directly involved in organizing the Singing Competition at the Polbeng Business Expo Chapter II. The collected data was then analyzed using thematic analysis through a process of coding, grouping codes, and identifying themes to uncover patterns emerging from the informants' experiences. Based on this process, several main themes emerged that describe the role of the Project Manager in each stage of the event's organization, the challenges faced during the event, and the strategies implemented to address various issues. The results of this thematic analysis are presented in Table 1.

Tabel 1 Result of Thematic Analysis

Theme	Sub-Theme	Description
The Role of Project Manager	Researching	The Project Manager took the initial step of gathering information related to participant requirements, the competition concept, and potential risks to support the planning of the singing competition.
	Design	The Project Manager is involved in developing creative ideas and event concepts, including determining the competition format and activity design so that the event is interesting and in line with the objectives of the event.
	Planning	The Project Manager plays a role in planning activities from start to finish, including scheduling, assigning committee tasks, and arranging the technical aspects of the event.
	Coordination	The Project Manager coordinates during the event and makes operational decisions to ensure the smooth running of activities.
	Evaluation	The Project Manager provides space for discussion after the event is over to discuss the obstacles encountered and evaluate the implementation of activities.
Obstacles Faced by Project Managers	Researching	Limited participants and preparation time are obstacles in predicting the number of participants and potential risks during the singing competition.
	Planning	Schedule changes and resource constraints meant that plans had to be adjusted during the event preparation process.
	Coordination	Lack of coordination among the organizing committee and participants' tardiness were the main obstacles that affected the smooth running of the event.
Solutions Strategy Provided by the Project Manager	Researching	The Project Manager maximizes the collection of information from various sources to reduce risk and strengthen the basis for event planning.
	Planning	The Project Manager conducted intensive communication, clearer task distribution, and quick decision-making to overcome obstacles during the event.
	Coordination	The evaluation results and recommendations from the committee were used as a basis for improvement in the organization of events in the following period.

Source: Processed Data 2025

3.1.1 Research

The research findings show that the research phase is the first step taken by the Project Manager in preparing for the Singing Competition. During this phase, the Project Manager identifies the event's requirements, evaluates the previous year's competition, and develops strategies to anticipate various challenges that may arise during the event. The information obtained from the research phase serves as the basis for developing the event concept and technical planning.

One of the informants stated that: *"The initial steps taken by the Project Manager in planning the Singing Competition were appropriate. The Project Manager had already conducted research on the implementation of the previous year's competition as an evaluation for this year's event."* (Informant RS)

In addition to evaluating previous activities, the Project Manager also gathered information regarding participants' needs, the organizing committee's readiness, and the conditions under which the activities were carried out, so that planning could be conducted in a more focused manner. These findings indicate that the research process serves as the foundation for determining the steps to be taken in organizing future activities.

3.1.2 Design

The research findings indicate that the Project Manager plays a role in developing engaging activity concepts that align with the objectives of the Singing Competition. The activity design encompasses not only the competition format but also the selection of themes, prizes, promotional materials, and entertainment concepts to boost interest among participants and visitors.

One informant explained that: *"The creative idea from the Project Manager to invite guest stars made the event feel more lively even though the number of participants was limited."* (Informant LM)

In addition to presenting an entertainment concept through collaboration with arts-based SMEs, the Project Manager also guided the team in developing an engaging promotional design so that information about the event could reach a wider audience. The results show that the design phase focused not only on the event's visual presentation but also on efforts to enhance the event's overall appeal.

3.1.3 Planning

The research findings show that the Project Manager systematically plans activities by creating a timeline, assigning tasks to the organizing committee, preparing a rundown, and arranging all technical requirements before the event takes place. Each division is assigned responsibilities in accordance with its respective functions so that the preparation process can proceed in an organized manner.

This is reinforced by the following statement from an informant: *"Event planning is carried out thoroughly, starting from preparing the timeline, assigning committee responsibilities, arranging the rundown, and ensuring the readiness of technical equipment."* (Informant SR)

In addition, the Project Manager conducts regular coordination meetings to ensure that all preparations are proceeding according to the established schedule. Systematic planning helps the organizing committee minimize potential obstacles during the event.

3.1.4 Coordination

The research findings indicate that coordination is one of the key roles of a project manager in ensuring smooth communication among committee members. Communication takes place through coordination meetings, communication groups, and direct information sharing, so that every member receives the same information regarding the progress of activities.

One informant stated that: *"Coordination has been running well because the Project Manager always reminds the committee about schedules and provides updates regarding the progress of the event."* (Informant LM)

Through regular coordination, the Project Manager is able to ensure that each division carries out its tasks in accordance with its responsibilities and promptly resolves any issues that arise during the preparation and implementation of activities.

3.1.5 Evaluation

The research findings show that the Project Manager conducts an evaluation after the event is over to serve as a learning tool for organizing future events. The evaluation is conducted openly, involving the entire organizing committee so that each member can share their experiences, challenges, and suggestions for improvement.

One informant explained that: *"The evaluation was conducted openly. Every committee member was given the opportunity to express opinions and provide suggestions for future improvements."* (Informant SR)

Through this evaluation process, the Project Manager received various suggestions regarding aspects that should be retained or improved, which will serve as a basis for enhancing the quality of the event's organization in the next period.

3.1.6 Obstacles Faced by the Project Manager

The research findings indicate that the Project Manager faced several challenges during the organization of the Singing Competition. The main challenges included the number of participants falling short of the target, coordinating the event schedule with other commitments, and ensuring technical readiness throughout the event. These circumstances required the Project Manager to make quick adjustments to ensure the event proceeded as planned.

One of the informants stated that: *"The main obstacles encountered were the limited number of participants, scheduling adjustments, and several technical issues during the implementation of the event."* (Informant RS)

Although these various challenges affected the event's organization, the Project Manager and the organizing committee continued to work to ensure the event ran smoothly through coordination and quick decision-making based on conditions on the ground.

3.1.7 Strategies Implemented by the Project Manager

The research findings show that the Project Manager implemented various strategies to overcome obstacles that arose during the Singing Competition. These strategies included improving coordination among committee members, identifying potential problems as early as the planning stage, adjusting the event schedule, and collaborating with the Arts Student Club to boost the event's appeal when the number of participants fell short of the target.

One informant stated that: *"The Project Manager strengthened coordination among committee members and collaborated with the Arts Student Activity Unit to make the event more attractive."* (Informant LM)

In addition, the Project Manager conducted regular evaluations throughout the preparation process so that any issues that arose could be promptly identified and resolved. This strategy helped ensure that the Singing Competition proceeded in line with the event's objectives despite various constraints.

3.2 Discussion

In the singing competition at the Polbeng Business Expo, the Project Manager played a crucial role in overcoming various challenges that arose during the preparation and implementation of the event. Based on the findings of this study, several key roles were identified for the Project Manager in addressing these challenges, as well as strategic solutions implemented to ensure the smooth running of the event.

3.2.1 The Role of the Project Manager

The findings indicate that the Project Manager played a central role in managing the Singing Competition at Polbeng Business Expo Chapter II by ensuring that every stage of the event management process was implemented systematically. Based on the results, the Project Manager was responsible for conducting preliminary research, designing the event concept, preparing detailed plans, coordinating the organizing committee, and evaluating the overall implementation of the event. These responsibilities demonstrate that the Project Manager acted not only as a coordinator but also as a decision-maker who ensured that the event objectives were achieved despite various challenges encountered during its implementation.

At the research stage, the Project Manager conducted an initial analysis by reviewing the implementation of the previous Singing Competition, identifying the characteristics of participants, and anticipating potential obstacles that might arise during the event. This stage enabled the organizing committee to obtain information that became the basis for planning subsequent activities. These findings are consistent with Goldblatt's event management theory, which states that research is the foundation of successful event planning because it provides essential information for determining objectives, identifying target participants, and minimizing potential risks before the event takes place. Similarly, Tafarannisa et al. (2021) emphasize that systematic preliminary research enables event organizers to anticipate uncertainties and prepare more effective implementation strategies. Therefore, conducting comprehensive research contributed to better decision-making and improved preparedness throughout the event management process.

The findings further reveal that the Project Manager played an important role during the **design** stage by developing creative concepts to enhance the attractiveness of the Singing Competition. In addition to preparing promotional materials, the Project Manager collaborated with the Arts Student Activity Unit (UKM Seni) to

provide guest performances that maintained audience engagement despite the limited number of participants. This finding supports Goldblatt's view that the design stage focuses on developing creative ideas capable of creating memorable event experiences and strengthening the identity of the event. Likewise, Uljannatunnisa et al. (2020) argue that creative event design contributes significantly to increasing participant interest and audience engagement. In this study, the Project Manager demonstrated creativity by adapting the event concept to existing conditions without reducing the quality of the event implementation.

The planning stage also emerged as one of the Project Manager's primary responsibilities. The results show that the Project Manager prepared a comprehensive timeline, assigned responsibilities according to the committee structure, developed the event rundown, and ensured that all technical and logistical requirements were available before the event commenced. This systematic planning enabled every committee member to understand their respective duties and facilitated the implementation of each activity according to schedule. These findings are in accordance with Goldblatt's theory, which identifies planning as the longest and most comprehensive stage of event management because it transforms ideas and research findings into operational activities. Furthermore, Tafarannisa et al. (2021) explain that effective planning minimizes operational risks and increases the efficiency of event implementation. Consequently, careful planning enabled the organizing committee to execute the Singing Competition in a more structured and organized manner.

Another important finding concerns the Project Manager's role in coordination. The results demonstrate that continuous communication through coordination meetings and digital communication platforms enabled the Project Manager to ensure that all committee members received consistent information regarding schedules, responsibilities, and operational changes. Effective coordination also facilitated rapid decision-making whenever unexpected situations occurred during the preparation and implementation stages. This finding is consistent with Goldblatt's perspective that coordination requires Project Managers to make numerous decisions within a limited period while maintaining effective communication among all stakeholders. Similarly, Uljannatunnisa et al. (2020) argue that effective coordination minimizes miscommunication, strengthens teamwork, and improves operational efficiency throughout the event management process. Therefore, the Project Manager's ability to coordinate multiple divisions contributed significantly to maintaining the continuity of the event.

The final stage, evaluation, was conducted by involving all committee members in reflecting on the strengths and weaknesses of the event implementation. The Project Manager encouraged committee members to provide feedback regarding technical issues, organizational performance, and recommendations for future improvements. These findings support Goldblatt's assertion that evaluation is an essential component of event management because it provides valuable information for improving future events and measuring the achievement of event objectives. This conclusion is also supported by Tafarannisa et al. (2021) and Uljannatunnisa et al. (2020), who explain that systematic evaluation enables organizers to identify shortcomings and continuously improve the quality of subsequent events. Through this evaluation process, the Project Manager obtained constructive feedback that can serve as a reference for organizing future Singing Competitions more effectively.

Overall, the findings demonstrate that the Project Manager successfully performed managerial functions throughout every stage of event management, from research to evaluation. The implementation of these stages reflects the application of Goldblatt's event management framework in organizing the Singing Competition at Polbeng Business Expo Chapter II. Moreover, the Project Manager's ability to adapt planning, maintain communication, encourage collaboration, and conduct systematic evaluations contributed significantly to achieving the objectives of the event despite various operational challenges encountered during its implementation.

3.2.2 Obstacles Faced by the Project Managers

The findings reveal that the Project Manager encountered several obstacles during the organization of the Singing Competition at Polbeng Business Expo Chapter II. The main challenges included the limited number of participants, scheduling adjustments, and technical readiness during the implementation of the event. These obstacles affected the effectiveness of event management and required the Project Manager to make prompt decisions to ensure that the event could proceed according to the planned objectives. Although each challenge differed in nature, they were interrelated and influenced the overall implementation process.

One of the primary obstacles identified in this study was the limited number of participants. The findings indicate that the number of registrants did not initially meet the expected target, requiring the organizing committee to make several adjustments to maintain the attractiveness and quality of the competition. This condition affected not only the competition itself but also the atmosphere and public interest in the event. According to Goldblatt,

identifying potential risks related to participant attendance should begin during the research stage so that appropriate promotional strategies and contingency plans can be prepared. This finding is supported by Tafariannisa et al. (2021), who explain that participant recruitment is one of the major challenges in event management because it directly influences the achievement of event objectives. Therefore, participant attendance should be anticipated through careful planning and effective promotional strategies before the event is implemented.

Another challenge experienced by the Project Manager was scheduling arrangements. The findings show that determining an appropriate schedule required considerable flexibility because the event had to accommodate the availability of participants, judges, committee members, and other activities within the Polbeng Business Expo. Changes in schedules also required continuous coordination among all parties involved to ensure that each stage of the event could still be conducted efficiently. This finding is consistent with Goldblatt's event management framework, which emphasizes that coordination and planning are closely related in maintaining the continuity of event implementation. Likewise, Uljannatunnisa et al. (2020) argue that scheduling is one of the most critical aspects of event management because delays or conflicts in timing may affect the overall performance of an event. Consequently, the Project Manager's ability to adjust schedules became an important factor in maintaining the effectiveness of the event implementation.

Technical readiness also emerged as a significant obstacle during the implementation of the Singing Competition. The findings indicate that the Project Manager needed to ensure the availability and proper functioning of supporting equipment, including sound systems, stage facilities, and other technical requirements necessary for the competition. Technical issues that occurred during the event had the potential to interrupt the competition and reduce participant satisfaction if not handled immediately. Goldblatt emphasizes that technical preparedness should be considered during both the planning and coordination stages to minimize operational risks during event implementation. Similar findings were reported by Tafariannisa et al. (2021), who state that technical problems remain one of the most common operational risks in event management and require proactive preparation from the organizing committee. Therefore, ensuring technical readiness before the event is essential to maintaining the quality and continuity of event operations.

Overall, the findings demonstrate that the obstacles encountered by the Project Manager were not solely operational issues but also managerial challenges requiring adaptive leadership, effective communication, and timely decision-making. The Project Manager's ability to identify potential problems, coordinate the organizing committee, and respond to unexpected situations played a significant role in minimizing the impact of these challenges. These findings indicate that successful event management depends not only on careful planning but also on the Project Manager's capacity to respond effectively to dynamic conditions throughout the implementation of the event.

3.2.3 Strategies Implemented by the Project Manager

The findings indicate that the Project Manager implemented several adaptive strategies to overcome the challenges encountered during the organization of the Singing Competition at Polbeng Business Expo Chapter II. These strategies focused on strengthening team coordination, identifying potential problems from the early stages of preparation, adjusting operational plans according to field conditions, and collaborating with various stakeholders to ensure that the event objectives could still be achieved despite existing constraints. The implementation of these strategies demonstrates the Project Manager's ability to respond flexibly to dynamic situations while maintaining the effectiveness of the event management process.

One of the main strategies identified in this study was strengthening coordination among committee members throughout the preparation and implementation of the event. Regular coordination meetings and continuous communication enabled the Project Manager to monitor work progress, identify obstacles faced by each division, and make immediate decisions whenever adjustments were required. According to Goldblatt, coordination is a crucial stage in event management because it ensures that every component of the event operates in an integrated manner. This finding is consistent with Uljannatunnisa et al. (2020), who state that effective coordination contributes to improving teamwork, minimizing communication barriers, and enhancing the efficiency of event implementation. Therefore, intensive coordination became an essential strategy in maintaining the continuity of the Singing Competition despite various operational challenges.

The findings also reveal that the Project Manager implemented a proactive strategy by identifying potential risks during the early stages of planning. Information obtained through preliminary research and evaluation of previous events was used to anticipate possible obstacles, including participant recruitment, scheduling conflicts, and technical issues. This strategy reflects the application of the research stage proposed by Goldblatt, which emphasizes that identifying potential problems before implementation enables organizers to develop appropriate preventive actions. Tafarannisa et al. (2021) similarly explain that early problem mapping allows event organizers to reduce uncertainty and improve decision-making throughout the implementation process. Consequently, the Project Manager was better prepared to respond to unexpected situations during the event.

Another important strategy was establishing collaboration with the Arts Student Activity Unit (UKM Seni) to increase the attractiveness of the event when participant numbers were below the expected target. Rather than focusing solely on the competition itself, the Project Manager expanded the event concept by incorporating entertainment elements that enhanced audience engagement and created a more dynamic event atmosphere. This approach is consistent with Goldblatt's perspective that event design should remain flexible and innovative in responding to changing circumstances. Likewise, Uljannatunnisa et al. (2020) emphasize that creativity and collaboration with relevant stakeholders are essential factors in increasing the value and sustainability of event implementation. Through this collaborative approach, the Project Manager successfully maintained public interest while supporting the overall objectives of the event.

In addition to coordination and collaboration, the Project Manager continuously evaluated the implementation process to ensure that every challenge could be addressed promptly. Feedback obtained during coordination meetings and post-event evaluations became valuable information for improving operational performance and preparing recommendations for future events. Goldblatt explains that evaluation is not only conducted after an event has ended but also functions as a continuous management process for identifying weaknesses and improving organizational performance. This finding is supported by Tafarannisa et al. (2021), who argue that continuous evaluation enables event organizers to implement corrective actions more effectively and improve the quality of future event management. Therefore, routine evaluation became an important strategy in supporting continuous improvement throughout the event management process.

Overall, the findings demonstrate that the Project Manager successfully implemented adaptive management strategies by integrating coordination, collaboration, risk anticipation, and continuous evaluation throughout the organization of the Singing Competition. These strategies not only enabled the organizing committee to overcome operational challenges but also contributed to maintaining the effectiveness and quality of the event. The results suggest that successful event management depends not only on careful planning but also on the Project Manager's ability to adapt to changing conditions and implement appropriate strategies throughout every stage of event management.

4. Conclusion

This study examined the role of the Project Manager in organizing the Elementary and Junior High School Spelling Bee Competition at Polbeng Business Expo Chapter II. The findings indicate that the Project Manager played a crucial role in ensuring the successful implementation of the event through project planning, progress monitoring, effective communication, and media strategy development. These responsibilities contributed to the effective coordination of activities, efficient allocation of resources, and achievement of the event objectives. The study also revealed several challenges faced by the Project Manager during the event implementation, including participant delays, team coordination issues, and risk management related to technical disruptions and unexpected schedule changes. These challenges required prompt decision-making and adaptive management to ensure that the event continued according to plan. To address these challenges, the Project Manager implemented several effective solutions, including the preparation of contingency plans to anticipate schedule changes and technical problems, the establishment of clear communication channels, and structured task distribution among committee members. In addition, routine evaluations were conducted to monitor event progress, identify potential issues at an early stage, and implement corrective actions when necessary. The findings demonstrate that effective communication, continuous monitoring, and proactive risk management are essential elements in supporting the successful implementation of educational events. Overall, this study highlights the importance of the Project Manager's role

in managing event activities and overcoming operational challenges within a MICE-based educational event environment.

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