

Acquisition Program Enhancement of Event Manual through Banking Application Festival in Surabaya

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Abstract

The banking industry is one of the crucial foundations of Indonesia's economy. The use of event marketing strategies has become an essential promotional tool in expanding the reach of potential customers, one of which is applied by X Banking Company through the X Banking Application Festival. This study focuses on the X Banking Application Festival and limits its scope to the festival's implementation in Surabaya. The aim of this study is to enhance the acquisition program through the implementation of an event manual for the next X Banking Application Festival. The research method used is qualitative by conducting interviews with 7 informants who were involved in the X Festival in Surabaya and field observations based on internship activities. By employing tools, such as rich picture and fishbone diagram based on the DMAIC framework, Event Product Life Cycle, Event Manual, and Event Report, the identified priority issue is "The Failure to Achieve the Acquisition Program Target". The results show that X Banking Company has not been able to meet the customer acquisition program targets at the X Banking Application Festival due to the absence of an event manual in the preparation process. This root cause was identified through analysis using fishbone diagram and interrelationship diagram tools. Given this issue, X Banking Company needs an event manual as a development solution to help improve team productivity in achieving customer acquisition targets at future X Banking Application Festival events. This approach not only addresses the identified issues but also provides a replicable framework for similar events in the banking industry, which has not been previously documented in similar contexts.

Keyword: event marketing; acquisition program; event manual; digital marketing; surabaya

1. Introduction

The banking industry is a crucial foundation of a country's economy. The involvement of banks in collecting and distributing funds significantly aids economic development and growth, especially in Indonesia (Utami, 2018). One of the efforts that most banks make to achieve their targets is by organizing events to attract potential customers that are aligned with their market (Julietta et al., 2023). According to Belch & Belch (2018), event marketing is a promotion linked to an event to create an experience for consumers and promote products or services. The success of this strategy is evident from the numerous banks designing events to attract potential customers amidst fierce competition. This application of event marketing is discussed in the study by Julietta, Koswara, and Sunarya (2023) on Allo Bank's strategy, which uses event marketing to increase new users and awareness through the Allo Bank Festival.

Another company actively practicing event marketing is “X Banking Company” or “X Bank”, where the author conducted their research. X Bank, a renowned Indonesian government bank, has been admired for its transformation into a financial institution. One of X Bank's efforts to maximize market penetration and strengthen its image is through the organization of the “X Banking Application Festival” or “X Festival”. This event has been held in major cities in Indonesia, including Surabaya. The main objectives of this event are to increase User Registration (Ureg) and User Activation (Usak), or to acquire new customers for the X Bank Application, and to spread awareness as the No.1 banking application in Indonesia through product booth activations, talk shows, special performances, and shopping programs.

However, despite its success in gaining public interests due to its festive activities, X Bank still faces difficulties in acquiring new X Bank Application customers due to the unit's lack of project and time management, resulting in the company having a hard time to focus on the event's preparation and marketing process. Because of this issue, it is necessary to investigate further why the customer acquisition process has not met its company's target by exploring the main problem faced by the company and identifying the root causes.

The development of event marketing in the Indonesian banking industry indicates that this sector will always be closely linked with the tourism industry, particularly the event sector. Moreover, event implementation is inevitably accompanied by various issues that can hinder the effectiveness of the event marketing strategy. Therefore, this study aims to provide improvements for events at X Bank using the DMAIC concept. The scope of this study is limited to the X Banking Application Festival in Surabaya and the Digital Marketing Unit, which is the project owner of this event. The identity of "X Bank" and related product information will be kept confidential at the company's request.

2. Literature Review

2.1 Event Marketing

Event marketing is a marketing promotion type in which a company or brand is involved in a themed event or activity (Nuraeni & Hadita, 2022). Based on Belch & Belch (2018), this type of promotion is defined as a promotional strategy that is strongly associated with an event that is aimed at providing consumers with an immersive experience while promoting its products or services. Furthermore, event marketing has a bigger role than just regular marketing activities as events are able to give deeper impressions towards consumers' involvement even further (Kok et al., 2018). In its practice, event marketing is often utilized by the banking industry as an effort to maximize the increase of new customers and to spread awareness about its products and services

to the wider community. Therefore, this theory is very suitable to be examined in greater depth in order to provide further output for increasing customer acquisition at the X Banking Application Festival event in the future.

2.2 Digital Marketing

Digital marketing is a promotional method of a brand or company through the usage of digital channels in order to engage consumers in a timely, personalized, and relevant manner (Kok et al., 2018). According to Icha (2016) in (Kok et al., 2018), social media is further stated as the quickest method for companies to capture consumers' attention and engage with them in several diverse ways. This theory plays an important role to determine how X Bank has utilized digital marketing strategies in the execution of the X Banking Application Festival event in Surabaya. If X Bank has used these strategies to its maximum point, the reach of the audience that can be acquired as customers will also be higher. The author intends to find out which aspects of digital marketing have not been properly monetized by X bank as part of the effort to seek solutions in the future.

2.3 Event Product Life Cycle

According to O'Toole (2011), the Event Product Life Cycle, often referred to as the Product Life Cycle (PLC), is a framework model that illustrates the characteristics of a product or service from initial conception to event closure. According to Reic (2017) in his book "Events Marketing Management: A Consumer Perspective", the PLC model assists in analyzing competition, predicting trends, and identifying key issues for management. This model is often depicted in diagrams, and each stage can be applied differently by an organization, depending on the product management strategy implemented. This model consists of 4 stages which are introduction, growth, maturity, and decline which are able to help determine the appropriate strategies and recommendations in each event's condition (Reic, 2017). This theory plays an important role in helping researchers analyze the issues faced by X Bank during the preparation and execution process of X Banking Application Festival event in Surabaya. Through the Product Life Cycle, it will be easier for the author to determine the appropriate strategies and recommendations according to the event's conditions. With this analysis effort, it is hoped that the solutions provided will be more targeted and address the root causes more deeply.

2.4 Event Manual

The Event Manual is one of the most crucial tools in event development that can help enhance management capabilities. The advantage of using this event manual lies in its ability to outline best management practices and improve the quality and sustainability of the event. The Event Manual can be divided into several aspects such as strategic, management, and operations, tailored to the objectives of creating this guide (O'Toole, 2011). One of the event manuals commonly used by corporate companies is The Corporate Event Manual. This manual is often utilized for large, complex events and typically houses important event-related documents such as schedules, forms, contract copies, and checklists. The Corporate Event Manual serves as a communication tool for the event management team to all involved parties, functioning as a procedural list for planning and executing corporate events. The contents of this Corporate Event Manual may vary depending on the type and purpose of the event (Chaturvedi, 2009). The concept

of this event manual can provide a structured framework that guides the development and implementation of future X Banking Application Festival Festivals. By employing an event manual that is tailored to the specific needs and objectives of the event allows for meticulous planning and execution, with the hope of optimizing the acquisition program and achieving the desired outcomes of the event.

2.5 Event Report

An event report is a document compiled by the organizer after the event is over and addressed to key clients, such as business partners or sponsors. This report is an important document in the event management process, especially if the organizer plans to hold another event in the future (Van Der Wagen & White, 2018). In general, this report is an important foundation for evaluating events and planning more effective steps for future events, as well as summarizing the success of organizing events which is expected to encourage partner participation in the future (Kolb, 2021). The theory of event reporting also plays a crucial part in enhancing the acquisition program at the X Banking Application Festival. By using event reports, the company can systematically document the outcomes and insights gained from the festival. This documentation serves as a valuable resource for evaluating the effectiveness of the acquisition program implemented during the event.

3. Research Methodology

A qualitative approach was applied in this research to explore the problems experienced by the company during the implementation of X Festival in Surabaya. This approach is based on the integration of the DMAIC (Define, Measure, Analyze, Improve, and Control) framework to provide relevant development solutions to companies. Montgomery, D. C., & Borror, C. M. (2017) have stated that the DMAIC methodology was invented in the 1950s by W. Edwards Deming and has been a fundamental process improvement paradigm by Six Sigma professionals for decades. K. and K. (2019) have mentioned that this DMAIC framework involve the process of defining all the problems of an activity ('Define'), measuring one priority problem which is a target for improvement in the future ('Measure'), analyzing potential causes and determining the root causes of priority problems ('Analyze'), proposing the best alternative solutions to achieve improvement targets, and providing inspection and control steps to prevent the same problem from recurring ('Control').

3.1 Research Design

This study was designed by collecting data through field observations and interviews. Observation is an observation technique that can be used to identify and investigate non-verbal behavior (Miharjo G., 2020). In this research, the research team made observations during the preparation and execution process of the X Festival in Surabaya. Researchers also use interview methods to collect supporting data that will help strengthen arguments from the data obtained. According to Miharjo G. (2020), interviews are a form of two-way communication intended to obtain relevant information from respondents. Therefore, the sources chosen for data collection in this research were individuals who were directly involved in the preparation and implementation of X Festival in Surabaya. The following is the profile of the sources that researchers have interviewed.

Table 1. Interviewees' Profile

No	Initial Name	Role
1	YAG	Department Head – Segmentation Marketing Department
2	APS	Team Leader – Segmentation Marketing Department
3	SMA	Officer – Segmentation Marketing Department
4	ANS	Team Leader & Human Resource – Unit Digital Marketing
5	ELM	Officer - Strategy Department
6	IDR	Officer - Branding Department
7	FKR	Managing Director - Event Organizer

3.2 Data Analysis

After collecting data, researchers analyzed the data using several tools based on phases in the DMAIC framework. In the “Define” phase, the researchers use a rich picture to define the relationship between the problems experienced by the company. Andriariza (2016) has mentioned that a rich picture is an image that can illustrate an ongoing condition or situation so that it is easier to understand. In the “Analyze” phase, researchers use a fishbone diagram and interrelationship diagram to identify the root causes of priority problems. Evans and Lindsay (2014) have explained that a fishbone diagram is a graphical method for identifying possible causes and analyzing cause and effect relationships between variables while interrelationship diagrams can be used to determine the relationship between the causes of a problem so that effective solutions can be found to answer existing priority problems.

4. Result

4.1. Define and Measurement Phase

In the define phase, the authors utilized rich picture tools to map out the relationships among the issues experienced by the company during the preparation of the X Festival event in Surabaya. The depiction of these issue relationships was obtained through interviews with relevant stakeholders. The rich picture illustration portraying the issue relationships of the X Banking Application Festival event in Surabaya is as follows.

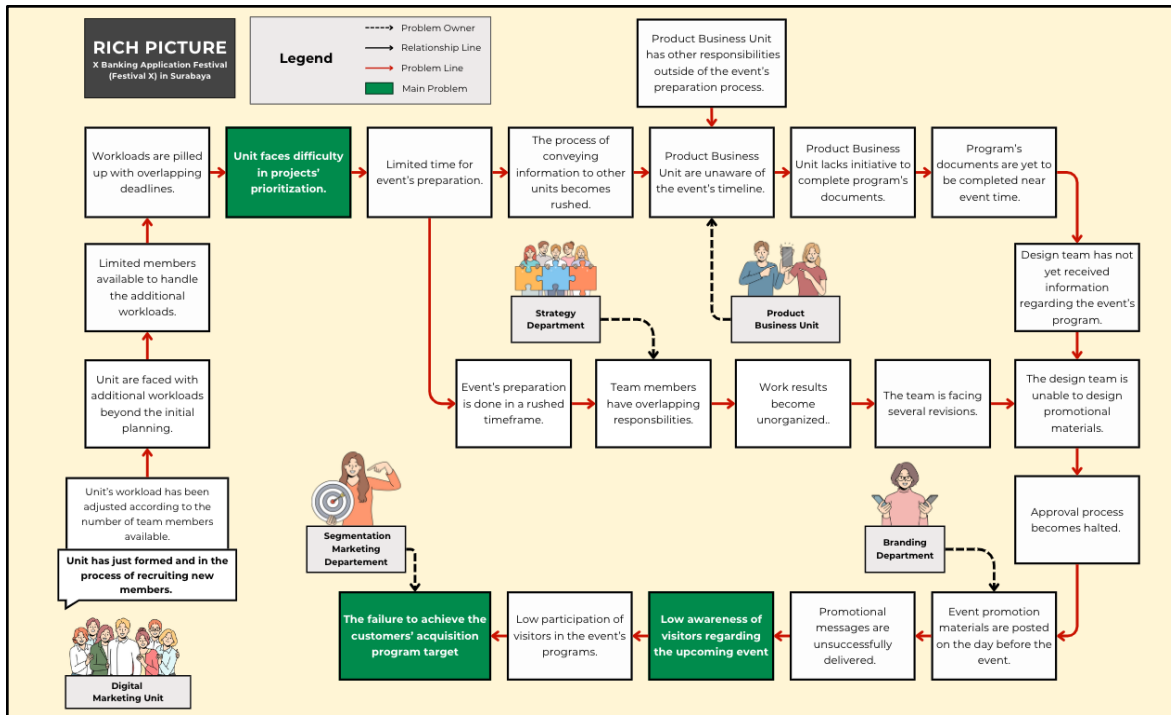


Figure 1. Rich Picture Diagram of X Festival in Surabaya

Based on the rich picture above, it is evident that there is a set of interconnected problems present in the preparation of the X festival event, with 3 main issues highlighted in green. The first main issue, "Unit faces difficulty in projects' prioritization," refers to the limited manpower in the Digital Marketing Unit, leading to challenges in prioritizing projects. This resulted in a hurried event preparation phase and overlapping deadlines. The second main issue, "low awareness of visitors regarding the upcoming event," indicates that last-minute promotion efforts resulted in minimal public awareness of the event, leading to reduced attendance and diminished effectiveness of promotional materials. The third main issue, "The failure to achieve the customers' acquisition program target", highlights that despite attempts to attract new users with enticing offers, low event participation resulted in only 30.7% out of 100% attainment of customer acquisition targets, significantly impacting the event's primary objectives.

In order to determine improvement efforts, the authors need to identify a single priority issue to focus on for development and solution. Upon further examination, ANS, the team leader from the Segmentation Marketing Department and representative of the DGM unit, stated that each identified issue has a similar level of severity and urgency. However, considering the main objectives of the X Festival event—to acquire new customers for the X Bank Application and to establish it as the No.1 banking application in Indonesia through various activities—the issue of "The failure to achieve the customer acquisition program target" has a more significant impact on the event's success and needs immediate resolution. Interviews revealed that the X Festival in Surabaya only achieved 30.7% of its customer acquisition target. This suboptimal outcome was due to low visitor awareness and some Sales Generalists (SGKs) being skilled only in specific areas, hindering the overall acquisition process. Consequently, not all SGKs were able to meet the X Bank Application's customer acquisition targets effectively. This issue indicates that the event cannot be deemed entirely successful as it failed to meet its primary objectives. Additionally, the

preparation process for the X Festival in Surabaya lacked a guiding framework to ensure the achievement of targets.

Based on the main problem chosen, the improvement target is to increase the customer acquisition program's realization by at least 15% at the next X Banking Application Festival through the implementation of a specific event manual. Therefore, the expected improvement from implementing the event manual is achieving 45.7% of the overall target, with the goal of gradually increasing this percentage in each event until reaching 100%. This improvement target has been developed according to the internal needs of the DGM Unit.

4.3. Analyze Phase

In this analysis stage, the authors utilizes the Fishbone Diagram method with the Fishbone Diagram 4M theory. According to Sweeney, B., & Business, C. (2017), in cause-and-effect analysis using the fishbone diagram, it begins by placing the problem in a box at the end of the main line. Then, branches are added to the main line, with each branch representing a category of causes consisting of 4Ms, namely Manpower, Machines, Materials, and Methods.

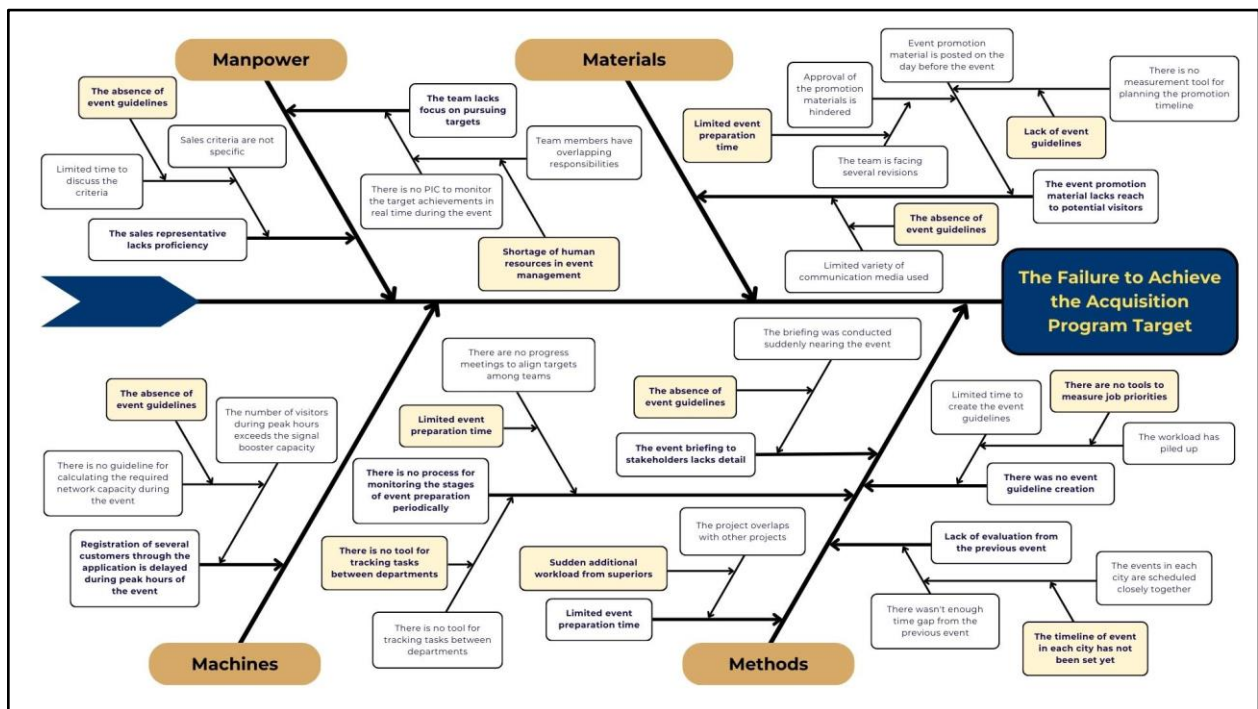


Figure 2. Fishbone Diagram of X Festival in Surabaya

a. Manpower

In this category, the researchers identified two root causes that influenced the failure to achieve the customer acquisition target during X Festival in Surabaya. First, the lack of event guidelines resulted in sales representatives lacking proficiency due to unclear briefings. Secondly, the lack of human resources for event management led to the absence of specialized personnel to monitor target achievement during the event, causing the team to lack focus on reaching the targets.

b. Materials

The researchers found one of the crucial materials contributing to the success of the X Festival event in Surabaya, which is the promotional material to communicate with the event

audiences. Unfortunately, the promotional materials for this festival were not optimal in reaching potential visitors due to the limited variety of promotional media used and the posting of promotional materials was carried out the day before the event. This was caused by two root problems identified by researchers: limited event preparation time and the absence of event guidelines.

c. Machines

In this category, the researchers found that the use of technology influenced the priority problem experienced by the company. The main cause is the constraints faced by some customers during registration through X Banking Application at the peak hours of the event. The root cause is the absence of event guidelines, leading to network capacity overload due to the lack of guidance on calculating the required network capacity during the event.

d. Methods

There are six root causes identified by the researcher in this category, which encompass the procedures and steps in the process of managing the X festival event in Surabaya. Firstly, the absence of event guidelines results in inadequate briefings to stakeholders about the required event preparations. Next, the absence of tools for tracking tasks between departments and limited event preparation time leads to the inability to monitor preparation stages periodically before the event. Fourthly, sudden workload additions from superiors cause time constraints due to overlapping projects. Fifthly, the absence of tools to prioritize tasks results in limited time to create event guidelines. Lastly, the lack of scheduling timelines for each city's event execution leads to closely spaced events, reducing time for evaluating aspects for future improvements.

After collecting possible causes using a Fishbone Diagram, the analysis process will continue with identifying the main root causes using an Interrelationship Diagram. According to Dogget (2004), an Interrelationship Diagram can be used to determine the relationships between the causes of a problem, thereby finding effective solutions to address the prioritized issue. The results of the interrelationship diagram from this study are as follows.

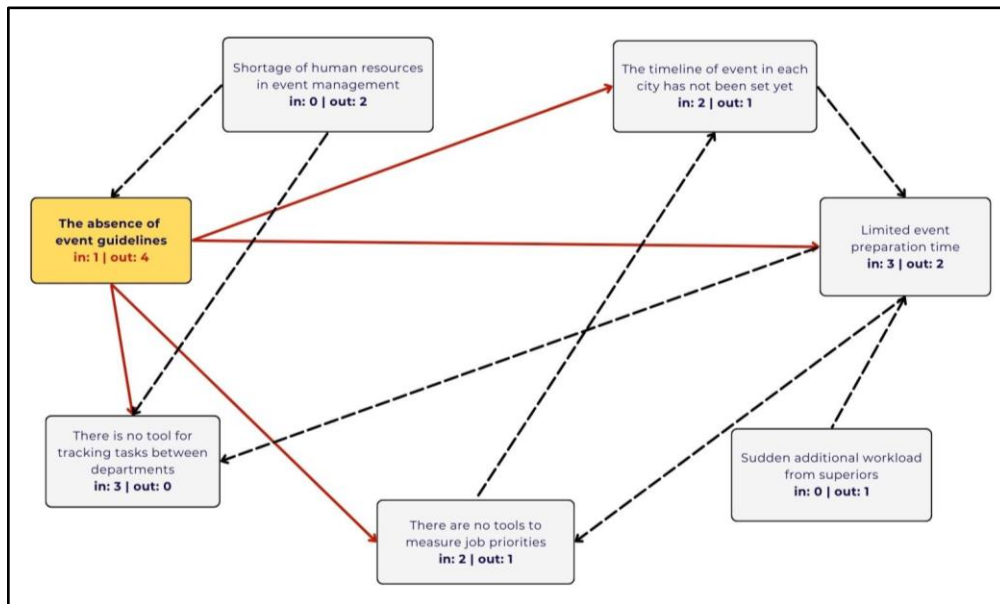


Figure 3. Interrelationship Diagram of X Festival in Surabaya

Based on the results of the Interrelationship Diagram in Figure 3, the authors analyzed the relationship of each 7 smallest bones by identifying the direction of the arrows in which outgoing arrows signify “causes” and incoming arrows signify “effects”. The number of outgoing and incoming arrows are then calculated to determine the root cause of the main problem. After calculation, the authors found that the root cause of all issues present during the preparation process for the X Festival in Surabaya is the "The absence of event guidelines." This cause can be identified as the root cause because it has the highest number of outgoing arrows, which is 4, indicating that this cause plays a significant role as a driver requiring a solution to address the existing problems. This root cause also leads to two other causes: "No tool for tracking tasks between departments" and "Limited event preparation time", each with 3 incoming arrows, indicating that these two causes are the primary outcomes of all cause-and-effect relationships identified. These two outcomes are key parameters to avoid the issue of "The failure to achieve the customers' acquisition program target" caused by the unit's "The absence of event guidelines". This implies that due to the absence of specific event guidelines for preparing the X Banking Application Festival, all preparation processes are rushed, exacerbated by the absence of inter-departmental work tracking tools, resulting in suboptimal work outcomes, including in achieving event customer acquisition targets.

4.4. Improvement and Control Phase

After identifying the root causes of the company's problems, the researcher proposed the implementation of an event preparation manual as the best solution for the company. The implementation of this manual can be achieved by creating an event manual that includes: first, an event guidelines, starting from the event objectives, target audience, venue selection criteria, sales representative criteria, guest star criteria, and the criteria for the programs presented. With this guide, the company can avoid misinformation during event preparation and briefings since all the necessary criteria are outlined. This is crucial for the company to maintain consistency in the event concept, especially since the company plans to hold this event repeatedly in different cities. Secondly, this event manual will also include process flowcharts to streamline previously unorganized and lengthy workflows. With the help of these flowcharts, the responsible departments will have a clear overview through visual representation, making it easier for the team to understand the sequence of tasks and their interconnections. The flowcharts will also provide standardized guidelines by outlining each step, ensuring that each member follows the same procedures. This will help maintain quality and efficiency across different departments and even external stakeholders. Thirdly, this event manual will also include an event action plan tool, which is a planning checklist containing schedules, tasks to be performed, and the personnel responsible for those tasks during the event planning process. This planning checklist will be made as detailed as possible to facilitate tracking or monitoring of ongoing tasks or those to be undertaken in the future. By using this tool, the company will have a detailed framework and effective time management for each specific responsibility and deadline, making it easier for the team to achieve their objectives and goals sequentially. Additionally, with the help of clear planning, the team will be able to prepare contingency plans for any potential issues that may arise during the preparation process.

Therefore, this overall event manual is expected to facilitate team members in preparing events, even when preparation time is limited, as it provides a clear outline of what needs to be

done. Consequently, the performance of team members can become more effective and efficient in achieving the event objectives. After identifying the best solution to address the identified root causes, the company should monitor the implementation of the solution to maximize the benefits of using this manual. This control effort can be carried out by using a Gantt chart diagram that includes all stages of implementing this manual, from creation to implementation, and to evaluating the impact of this manual on the next X festival event.

5. Discussion

Based on the results of the analysis using the DMAIC framework, researchers found that the main problem that occurred during the X Festival in Surabaya was the acquisition program target not being achieved. The root cause of the problem is the absence of an event guide during event preparation. Therefore, creating an event manual is the best solution to increase the realization of achieving acquisition program targets at the next event. This event manual is intended to be a procedure that is able to provide direction and guidance to the relevant company team members. By implementing this procedure, it is hoped that it can increase the work productivity of company units.

According to previous research by Syam (2020), work effectiveness and efficiency have a significant positive impact on employee performance simultaneously. This relationship indicates that when efficiency and effectiveness increase, productivity also rises. Therefore, efforts to enhance work productivity in the company are carried out through the implementation of this event manual to support the achievement of the established targets. Based on research conducted by Rahayu et al. (2023), several factors can enhance work productivity, one of which is the work procedures. The study found that Standard Operating Procedures (SOP) have a positive and significant impact on work productivity. This finding aligns with research by Amany et al. (2023), which also concluded that SOP positively and significantly affects employee productivity at Bank BJB Tasikmalaya Branch. From these findings, it can be concluded that a good understanding and implementation of work procedures can positively contribute to work productivity in various work environments, including the banking industry.

Therefore, the use of event manuals in this practice is aligned with the hopes to provide efficient planning guidelines during the overall steps of X Festival's preparations by enhancing the team's work productivity and unit readiness. With these guidelines in place, every individual involved in the preparation of the X Banking Application Festival event is expected to work more efficiently and effectively, even when faced with limited preparation time. This is supported by clear guidelines on the necessary tasks, communication flow, event support criteria, stakeholders involved, and detailed responsibilities to be fulfilled. The hope is that with increased productivity and unit readiness, event preparation will be conducted more thoroughly, allowing units to focus more on gradually achieving their event's main objectives.

6. Conclusion and Recommendation

From this study, it can be concluded that the implementation of manual event management can enhance the productivity of the company's team members in preparing for the Banking Application Festival X more effectively, thus gradually improving the realization of customer acquisition program targets in subsequent events. Through analysis using the DMAIC framework, the author identified the priority problem faced by the company during the Banking Application Festival X in Surabaya as the failure to achieve the customer acquisition program targets. Upon further analysis, the author found that the root cause of this priority problem was the absence of

event guidelines. The author proposes the best solution to address this root cause, which is the implementation of event preparation guidelines.

Based on the findings above, it is recommended that the company implements specific event guidelines customized for the next X Banking Application Festival. These guidelines will help the overall preparation process by providing detailed procedures and standards to improve collaboration and enhance efficiency across the team's workflow. To achieve this outcome, the team will need to allocate sufficient time to implement this event manual during event preparation, which is crucial to reduce pressure and facilitate thorough planning. This can be done by utilizing the provided tools and systems, conducting several team meetings, providing team training and development specifically for the implementation of this event manual, and implementing continuous evaluation and improvement processes that can serve as a benchmark for future X Festivals.

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