The Role Model of MICE Activities After the COVID-19 Pandemic in Indonesia

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Abstract: This quantitative research applying SmartPLS3 aimed to look at the overall existing problems in the field related to the impact of the COVID-19 pandemic on MICE business actors and the hybrid model on the existence of MICE activities in Indonesia. The focus of the research was only five representative cities that are the target of MICE activities based on the government's plan, including Jakarta, Bogor, Bali, Yogyakarta, and Malang. Considering that it has been a year since the COVID-19 pandemic ravaged countries in the world, especially in Indonesia, it brought its own problems. One of the sectors affected is tourism and MICE, and even worse, not a few business actors have given up. They finally switched professions in the fields of culinary, agriculture, and plantations as an alternative business during the pandemic. The emergence of this hybrid concept makes business actors keep moving on. Several alternative solutions prepared during the COVID-19 pandemic include holding virtual MICE, virtual tourism, virtual events, webinars, as well as holding meetings via the Google Meet and Zoom Meet applications, as well as holding teleconferences. This means that the development of the MICE industry will continue to be carried out through the use of more intense technology. It is undeniable that this new activity requires creativity and high quality so that the virtual event can run well.

Keywords: Role Model of MICE; Business; Hybrid; Post Pandemic; and COVID-19

1. Introduction

There are 16 MICE destinations determined by the Ministry of Tourism, only Jakarta and Bali have consistently been included in the ICCA rank. Meanwhile, Yogyakarta and Bandung only appear occasionally [1]. The Ministry of Tourism and Creative Economy eventually organized Indonesia Corporate Travel and MICE (ICTM) as one of the steps to reactivate Meeting, Incentive, Convention, Exhibition (MICE) activities, especially those affected by the COVID-19 pandemic. Five cities are targeted for MICE activities based on the government's plan from mid-September 2020 to the end of December 2020, including Jakarta, Bogor, Bali, Yogyakarta, and Malang [2]. The inclusion of Bali and Jakarta as existing criteria cannot be separated from the readiness to organize international-scale events. The development of MICE destinations includes business actors who need assistance so that MICE business services can be more advanced.

MICE industrial activities, for example in Batam City, are one of the tourism business sectors, where tourists can carry out business activities while enjoying the natural beauty there. Thus, Batam needs the right strategy to be able to develop its potential [3]. It can be in terms of developing attractions, accessibility, and amenities as a first step (called 3A), followed by support for the readiness of local human resources who manage them, and industries related to MICE businesses. One of the criteria for an international-scale MICE venue is the distance between the meeting location and the inn that is easy to access only on foot, as well as the availability of various facilities, such as entertainment, shopping, culinary, etc. However, it has been a year since the COVID-19 pandemic ravaged countries in the world, especially in Indonesia, it brought its own problems.

Admittedly or not, MICE is one part of the tourism business, in which it is still relatively new in Indonesia considering that MICE business services are more towards business and not leisure. For 2019 alone, MICE activities in Indonesia still have a small percentage. As explained in Law Number 10 of 2009

Article 14, one of the tourism business services is convention business services, travel incentives, and exhibitions. Meanwhile, MICE has great potential and benefits for Indonesian tourism, including: (a) contributing to job creation, (b) increasing regional income and foreign exchange, (c) having an effect on profits in the fields of: printing, hotels, souvenir companies, travel agency, transportation, professional conference organizer (PCO), small and medium enterprises (SMEs), and event organizers [4]. Besides infrastructure and tourist attractions, Indonesia also has many qualified and competent human resources for organizing international events like MICE. This is proven by the many organizations or associations of tourism services and management spread throughout Indonesia, such as ASITA, Asperapi, PHRI, APJI, HPI, PUTRI, Gahawistri, ASPINDO, HPP, AKPI, MPI, and HHRMA who are ready to provide and manage MICE business in Indonesia.

As experienced by Bogor Regency as one of the favorite destinations for the community, especially Jabodetabek, it has a variety of tourist attractions. Almost all destinations in Bogor Regency, especially around Puncak, have at least opportunities with different potentials, one of them is Gunung Mas Agrotourism. As an area under the management of PT Perkebunan Nusantara (PTPN) VIII, Gunung Mas Agrotourism can provide a variety of activities based on management capabilities. As a destination with a mainstay of agrotourism products, Gunung Mas Agrotourism only concentrates on the stage of planting to harvesting tea. These plantation activities are then managed to invite tourists to visit Gunung Mas Agrotourism. Although it only has an overlay of tea plantations as well as some coffee commodities, it can be one of the potentials that attracts local and foreign tourists to come when promoted properly.

One of the sectors affected is tourism. Accommodation business actors also began to give up, because the number of tourists who came to tourist destinations began to be limited and reduced. The problem in Bali itself is that the majority of people have a livelihood from tourism activities. Thus, when the Covid-19 outbreak raised, it clearly ravaged the area and the tourism world in Bali suffered a loss of IDR 9.7 trillion every month. The community eventually switched professions in the fields of culinary, agriculture, and plantations as an alternative business during the current pandemic because they had not found a solution [5]. This is where the term virtual was born as a substitute for activities that were postponed or canceled due to COVID-19. The presence of online events cannot directly replace all lines of human activity. Sometimes internet network connectivity problem appears which makes virtual meetings less effective. To continue such activities, a hybrid model for scientific events can be a solution that offers both virtual and face-to-face components. The face-to-face meeting portion should be arranged with full consideration of prevention and safety strategies [6].

Based on the problems mentioned above, there is a strong desire from the researcher to explore more complete information regarding the role model of MICE activities after the COVID-19 pandemic in Indonesia. This gap analysis is Presidential Decree Number 12 of 2020 concerning Determination of Non-Natural Disasters for the Spread of Corona Virus Disease 2019 (COVID-19) as one of the tools used to measure the role model of MICE activities, especially post-pandemic. Not a few business actors went bankrupt as a result of the government policy [7].

Based on the explanation above, several formulations of the research problem are presented as follows:

1. How big is the impact of the COVID-19 pandemic on the MICE business strategy in Indonesia?
2. How big is the impact of the COVID-19 pandemic on hybrid models in Indonesia?

COVID-19, which has ravaged most countries in the world, including Indonesia, has caused all business and economic activities, especially tourism, to experience shocks. The position of tourism to date is still recognized as a priority sector (as the locomotive of economic movement), so the Ministry of Tourism and Creative Economy continues to strive to develop through various policies [8]. The government can also provide solutions as a measure to overcome the problem, such as providing a stimulus to the tourism industry and restructuring MSME loans. Moreover, call centers are provided to hear reports and complaints of MSME

actors [9]. To date, the impact of COVID-19 on the tourism sector, particularly MICE, has been enormous. As a result of the Chinese economic fallout, the Indonesian economy was also affected. This is because China is the second-largest economy in the world and Indonesia's main trading partner. In fact, the House of Representatives needs to encourage the government to anticipate by maintaining the stability of the domestic economy [10]. The Indonesia Large-Scale Social Restrictions and Community Activities Restrictions Enforcement policies issued by the government, recognized or not, makes people unable to freely carry out their activities, such as prohibiting tourists from visiting Indonesian tourist destinations [11]. Investors are less interested in the market and ultimately bring the market to a negative trend. As the results of the sensitivity analysis, the economy is globally experiencing a slowdown and this has a very large impact on economic growth in Indonesia [12].

Several strategic steps are needed to revive regional tourism in Indonesia. All tourist destination managers must implement extra strict health protocols because this can prevent the emergence of new clusters. The overcome can be carried out with three strategies. First, support for the short-term tourism industry through financial policies (stimulus), mitigation SOPs when dealing with the COVID-19 outbreak, strengthening information on environmental hygiene and health and Destination Management Organizations (DMO), making product innovations such as digital tourism, and improving tourist management techniques from internal (employees) so that they feel satisfied and loyal. Second, the pentahelix strategy with collaborations of Academic, Business, Government, Customer and Media (ABGCM) for the medium term. Finally, in the long term, by revitalizing the existing operation management system model, but still paying attention to important elements (input, process, output, and outcome). This should certainly be supported by the implementation of Total Quality Management (TQM) [13].

The presence of COVID-19 has made tourism revenues continue to decline and resulted in closures, the number of employees being cut, and the number of unemployed increasing. The adaptation of new habits is a challenge for tourist destination managers in reviving the community's economy. People in Tanah Lot could open destinations by following the health protocols, such as wearing masks, face shields, using portable sinks, and appeals for implementing health protocols. The government also cooperated with traditional villages [14][15]. In Yogyakarta, an isolation room has been prepared for tourists with COVID-19 symptoms and they made transactions using electronic money [16]. The touch of technology such as smart tourism, such as Karangsong in Indramayu Regency makes it easier for tourists to obtain information, including e-ticketing to monitor tourist visits, monitoring flora and fauna activities as well as destination facilities [17]. This is a strategy to re-attract the attention of tourists as done by the Borobudur management [18].

Another form is the use of digital tourism, such as inviting tourists to see the contents of the museum online [19]. One of the strategies was also organized by MSMEs in Malang City in marketing superior products through virtual services [20]. This virtual advantage does not certainly require a high cost to create an exhibition space because it is digital-based [21]. Until now, the market for these virtual events is in the form of webinars, conferences, and performances. In a communication term, this model falls into the category of Computer-Mediated Communication (CMC) and only through screens (face-to-screen), such as Zoom, Skype for Business, and GoToMeetings [22].

The concept of open space, such as the event at the Bali Zoo can also be an option even though it is not yet known by the public. Bali Zoo conducted promotions virtually, via Zoom or through travel agent services [23]. They definitely continue to prioritize services that are safe, orderly, clean, cool, beautiful, friendly, and full of memories while still running the Cleanliness, Health, Safety, and Environment (CHSE) protocol. However, creative economic activities have resulted in a relatively declining poverty rate. Meanwhile, Bogor Regency promotes the concept of MICE destinations, one of which is in Cisarua, precisely in Batulayang Village, which introduces the culture and traditions of the surrounding community. MICE activities can be developed through camping grounds, family gatherings, outbound, rafting, off-road, paintball, and handicraft

industry [24]. As is known, MICE is one part of the tourism business. This is as stated in Law Number 10 of 2009 Article 14 concerning Tourism [25].

2. Methods

A research method is a tool used during the data search process. In this case, the researcher chose quantitative as a method to find facts in the field after the data was collected. The data types were divided into: first, primary data was collected directly from MICE business actors through the distribution of closed questionnaires. Second, secondary data sourced from literature studies include journals discussing MICE business actors, internal data of MICE associations, websites, and other writings that could support the research problems. It can be seen that was the variable that became the focus of the study based on the theory discussed. The independent variable was the impact of COVID-19, while the dependent variable was the MICE business actor in Indonesia with the following instruments:

Table 1. Study variables and indicators

No	Variable	Dimension	Indicator	Measurement
1	Independent Variable	Impact Covid-19	✓ Shape *Event Organizer* ✓ Activity restrictions ✓ Decreased Income ✓ unemployment rises	A strong influence brings about an effect (positive or negative).
2	Dependent Variable	MICE Entrepreneurs of Indonesia	✓ New adaptation ✓ Eradicating Poverty ✓ MICE Activity Planning Back ✓ New Normal MICE Implementation Model ✓ Hybrid Model ✓ Creative Economy Activities ✓ Government Policy ✓ Kemenparekraf Roadmap and Strategy ✓ Business Strategy	Role Model for MICE Activities in Indonesia.

The sample in this study used the parameter of the Structural Equation Model (SEM). Some guidelines for determining sample size for SEM were determined as follows [26]:

- Using the maximum likelihood method, recommended to be large, the sample is between 100 to 200 with a minimum of 50 samples.
- The number of all indicators is multiplied by the numbers 5 to 10 in the model.
- The total number of indicator variables is multiplied by 5 to 10 times.

Referring to the second point, which is 5 to 10 times the number of parameters in the model, the number of parameters (indicators) above is 12 times 7 (as a mean value between 5 to 10), so that resulting 84 respondents as research subjects.

Based on the processed data, a statistical significance test was then carried out with the help of Partial Least Square (SmartPLS3) software to find out the validity and reliability. Some of the statistical significance tests carried out were [27]:

- R-Square (R^2), to find out the value of the variable that is affected (endogenous) by the influencing (exogenous) variable. If the value is 0.70, it means it is substantial (high/strong), while if it is 0.50, it means it is moderate (average), and if it is 0.25, it is weak (low).
- Effect size (F-Square), is a measure for assessing the impact of variables with the criterion value of f2 is 0.14 – 0.02 which means it has a low/bad impact, a value of 0.34 – 0.15 means it has a moderate impact, and if the f2 value > 0.35, it means it has a high/good impact.

- Collinearity Test, to prove whether the correlation between constructs is strong or not by looking at the value of the Variance Inflation Factor (VIF). If it is > 5.00, it means that there is a collinearity problem, while if it is < 5.00, there is no collinearity problem. When there is a problem, ideally all these indicators should be removed. However, to be more certain, the value in the model of outer loadings can be seen and then discarded.
- Reliability Analysis, is the next step through construct reliability & validity. It can be considered good with the resulting value of Cronbach Alpha > 0.7; rho A > 0.7; Composite Reliability > 0.6; and Average Variance Extracted (AVE) > 0.5.

After passing all the steps above, the next step was conducting a path analysis. In this stage, the use of some predetermined indicators or questionnaire questions can be analyzed. The data analysis used was the path coefficients model. This test can determine whether or not exogenous variables affect endogenous variables with the following criteria:

- If the result that appears is a positive value, then the effect on the variable is unidirectional (if the value of the exogenous variable increases, the value of the endogenous variable also increases).
- However, when the value that appears is negative, the influence of the variable is in the opposite direction (where the value of exogenous variable increases, but the value of the endogenous variable decreases).

This can be seen from the probability or significance value (P-Value), where the P-Value < 0.05 is significant, and if the P-Value is > 0.05, it is not significant.

3. Result and Discussion

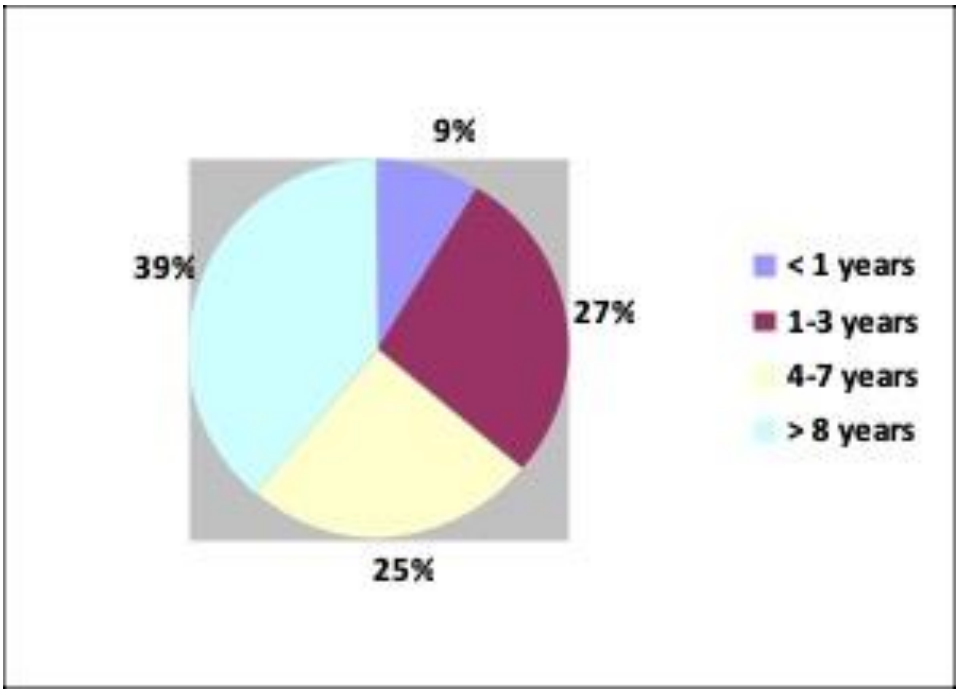
This study aimed to determine the role model of MICE activities after the COVID-19 pandemic in Indonesia. The data used were primary data based on questionnaires given to representatives of MICE service businesses spread across five cities that are the targets of MICE activities based on the government's plan (Jakarta, Bogor, Bali, Yogyakarta, and Malang) with a total of 84 respondents. The respondents were divided into 2 groups: 50 female respondents and 34 male respondents. Based on this number, it is known that the majority of business actors are in the range of 41-60 years. This means that the age of business actors in the MICE sector is included as a productive age. For more details, see the following table:

Table 1. Age of Entrepreneur

No	Age	Amount	Percentage
1	0 – 25 years	10	12%
2	26 – 40 years	15	18%
3	41 – 60 years	36	43%
4	Over 60 years old	23	27%
Total		**84**	**100%**

Source: Data Processing Results (2021)

Meanwhile, the length of the MICE service business that has been running and implemented by business actors is also diverse. However, the majority have been operating for more than 8 years, which means that they are experienced as a business actor in the MICE field. They have gone through various business opportunities and challenges, so they are able to map out a good strategy. Below is the detailed overview:



Source: Data Processing Results (2021)

Figure 1. Duration of MICE Business Activities

Based on the length of time the companies were founded, the events held by each MICE service business actor were also varied. However, it is found that the majority often hold it every month, which can be seen from the following table:

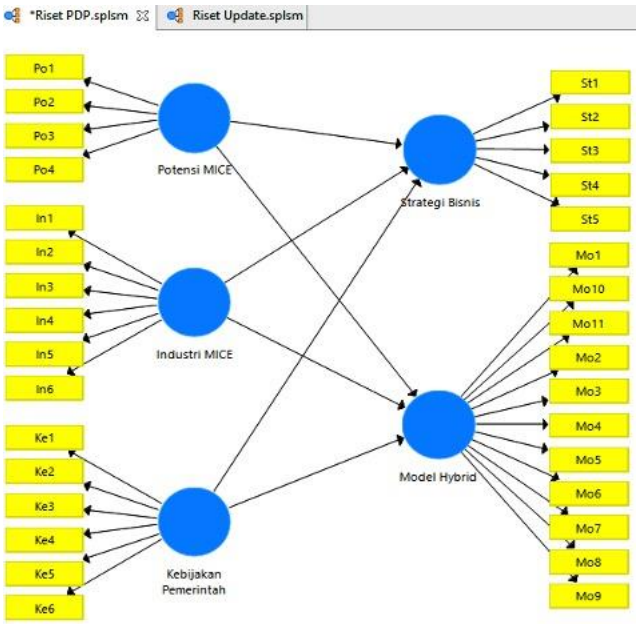
Table 2. Period of Event Held

No	Period	Amount	Percentage
1	Every Week	12	14%
2	Every Two Weeks	18	21%
3	Every One Month	29	35%
4	2 – 3 Month	10	12%
5	Every 6 Month	5	6%
6	Once a Year	10	12%
Total		**84**	**100%**

Source: Data Processing Results (2021)

Statistical Significance Test

In the statistical significance test with the help of the SmartPLS3 software, the path model was created to determine the affected variables (endogenous) and the influencing variables (exogenous). For endogenous variables, namely MICE business actors, it includes hybrid models and business strategies. Meanwhile, the exogenous variable is the impact of COVID-19 which is divided into the MICE industry, government policies, and MICE potential. So, the path model can be described as follows:



Source: SmartPLS3 Data Processing Results (2021)

Figure 2. SmartPLS3 Software Path Model

After completing the data analysis process, the first step is to read the R Square matrix. In the table below, you can see the results of the endogenous variable analysis.

Table 3. Matrix R Square

No	Variable	R Square
1	Business Strategy	0.739
2	Hybrid Model	0.655

Source: SmartPLS3 Data Processing Results (2021)

It is known that the value of R2 or R Square from the business strategy variable is 0.739 and the hybrid model variable is 0.655. The variable has a value far above 0.500 which means it has a very large/strong effect.

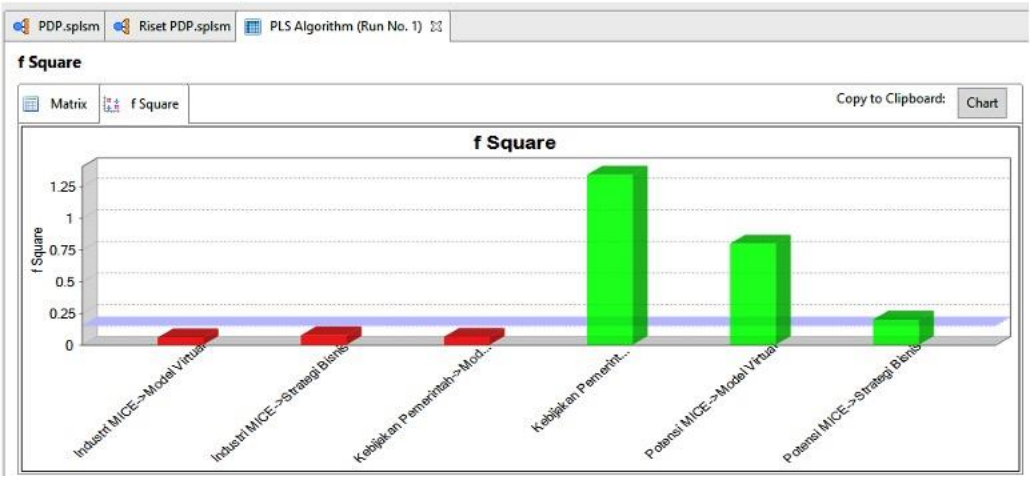
Furthermore, it is used to see the value of the relative impact of the influencing variable (exogenous) on the affected variable (endogenous). Changes in the value of R2 when certain exogenous variables are omitted from the model can be used to evaluate whether the omitted variables have a substantive impact on the endogenous construct.

Table 4. Matrix f Square

No	Exogenous Variable	Business Strategy	Hybrid Model
1	MICE Industry	0.074	0.057
2	Government Policy	1.342	0.062
3	MICE Potential	0.198	0.798

Source: SmartPLS3 Data Processing Results (2021)

Partially, there is no problem with the three exogenous variables that affect the endogenous variables, but there are two that have a small influence, including the MICE industry and government policies. Meanwhile, the MICE potential variable is quite high. The details can be seen in the following image.



Source: SmartPLS3 Data Processing Results (2021)

Figure 3. f Square

The next step is to look at the collinearity test. The value is used to prove whether the correlation is strong or not. If the correlation is strong, it means that the model has problems. The collinearity test results can be seen in the table below.

Table 5. Collinearity Statistics (VIF)

No questionnaire	Score	No questionnaire	Score	No questionnaire	Score
Potency1	1.804	Policy2	2.267	Model2	6.727
Potency2	1.773	Policy3	2.878	Model3	6.467
Potency3	1.645	Policy4	2.646	Model4	5.610
Potency4	1.073	Policy5	4.405	Model5	11.074
Industry1	2.603	Policy6	1.082	Model6	5.604
Industry2	2.033	Strategy1	2.947	Model7	7.041
Industry3	1.614	Strategy2	2.975	Model8	6.462
Industry4	2.520	Strategy3	1.891	Model9	10.143
Industry5	2.077	Strategy4	1.736	Model10	2.846
Industry6	1.546	Strategy5	1.876	Model11	3.046
Policy1	1.503	Model1	10.107		

Source: SmartPLS3 Data Processing Results (2021)

The results of the analysis show that there is a Variance Inflation Factor (VIF) value above 5.00, particularly in the Hybrid Model. This means that the statements made in the virtual model variables have a collinearity problem. The details of the outer loadings of the results of the SmartPLS3 data processing are presented in the following table:

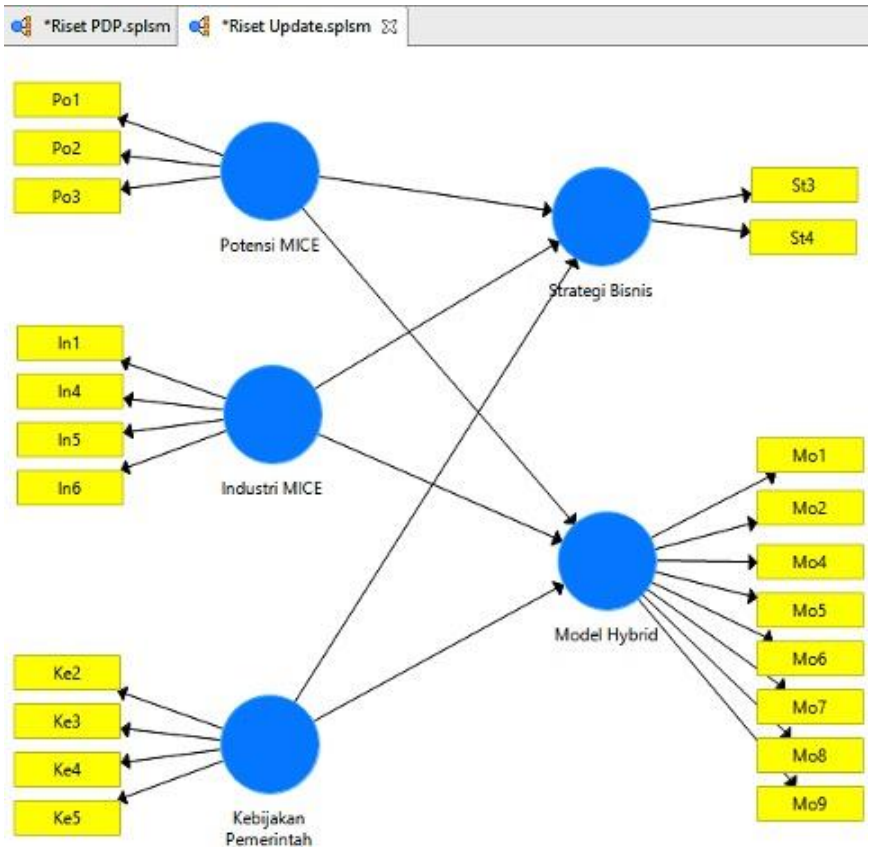
Table 6. Outer Loadings

No questionnaire	MICE Industry	Government Policy	Hybrid Model	MICE Potency	Business Strategy
In1	0.826				
In2	0.647				
In3	0.456				
In4	0.754				
In5	0.862				
In6	0.781				
Ke1		0.653			
Ke2		0.822			

No questionnaire	MICE Industry	Government Policy	Hybrid Model	MICE Potency	Business Strategy
Ke3		0.833			
Ke4		0.789			
Ke5		0.900			
Ke6		0.223			
Mo1			0.792		
Mo2			0.766		
Mo3			0.697		
Mo4			0.700		
Mo5			0.753		
Mo6			0.738		
Mo7			0.788		
Mo8			0.759		
Mo9			0.815		
Mo10			0.627		
Mo11			0.566		
Po1				0.858	
Po2				0.847	
Po3				0.818	
Po4				0.363	
St1					0.647
St2					0.693
St3					0.731
St4					0.788
St5					0.682

Source: SmartPLS3 Data Processing Results (2021)

Based on the results, it is known that there are 11 indicators that are red (below 0.700), including In2 and In3 (business fallout and decline in income), Ke1 and Ke6 (competition with other countries and government support), Mo3, Mo10, and Mo11 (new planning, Hybrid Model, and Leaving Hybrid), Po4 (MICE Implementation), and St1, St2, and St5 (Continuing Virtual, Getting Used to Virtual, and Leaving Face-to-Face). Thus, the 11 indicators were deleted and then the analysis was done again. When confirmed to the respondents directly, the main reason for the three indicator points is that the majority admitted that there was a pandemic that their businesses had declined, dismissed, and even canceled so that their incomes decreased. Meanwhile, government support in promoting MICE destinations has not been fully implemented (considering the pandemic situation and conditions). Even if they are still focused on offline event activities, there is a maximum capacity implementation to avoid crowds, while employees still also apply a shift work system. In addition to opening areas, there is an emphasis on hygiene and maintaining cleanliness, for example, making posts for washing hands, providing masks as well as hand sanitizers, carrying out activities in open spaces, providing healthy food and drinks during the event, participating in vaccine activities. Besides, there is also the implementation of social distancing protocols as a precautionary measure for COVID-19 during the implementation of tourism and MICE based on the government regulations.



Source: SmartPLS3 Data Processing Results (2021)

Figure 4. SmartPLS3 Update Software Path Model

Then, an analysis was carried out again by looking at the outer loadings table. There were no values below 0.700, including:

Table 7. Outer Loadings Update

No questionnaire	MICE Industry	Government Policy	Hybrid Model	MICE Potency	Business Strategy
In1	0.824				
In4	0.721				
In5	0.876				
In6	0.798				
Ke2		0.834			
Ke3		0.867			
Ke4		0.825			
Ke5		0.923			
Mo1			0.831		
Mo2			0.788		
Mo4			0.746		
Mo5			0.723		
Mo6			0.709		
Mo7			0.823		
Mo8			0.730		
Mo9			0.851		
Po1				0.871	
Po2				0.858	

No questionnaire	MICE Industry	Government Policy	Hybrid Model	MICE Potency	Business Strategy
Po3				0.806	
St3					0.872
St4					0.894

Source: SmartPLS3 Data Processing Results (2021)

When there are no problems related to the outer loadings model, the reliability analysis process was carried out through construct reliability & validity. In general, this model has been good and reliable criterion because it has a value above 0.7 (Cronbach Alpha and rho_A), a Composite Reliability value of above 0.6 and an AVE value of above 0.5 (Juliandi, 2018: 75-80).

Tabel 8. Construct Reliability and Validity

Variable	Cronbach Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
MICE Industry	0.833	0.887	0.881	0.651
Government Policy	0.888	0.916	0.921	0.745
Hybrid Model	0.905	0.909	0.924	0.604
MICE Potency	0.802	0.815	0.883	0.715
Business Strategy	0.717	0.721	0.876	0.779

Source: SmartPLS3 Data Processing Results (2021)

All the stages above have been passed and were in accordance with the criteria of a construct. Then, the steps can be continued to the data analysis stage.

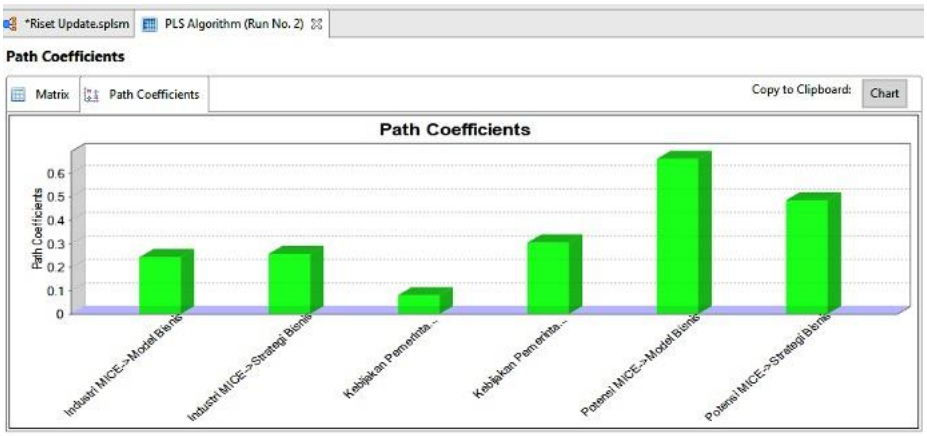
Endogenous and Exogenous Variable Test

This test is to see the effect of the exogenous variable (the impact of COVID-19), including the MICE Industry, Government Policy, and MICE Potential that affect the endogenous variable (business actors) consisting of the Hybrid Model and Business Strategy with path coefficients models.

Table 9. Matrix Path Coefficients

Variable	Business Strategy	Model *Hybrid*
MICE Industry	0.256	0.241
Government Policy	0.304	0.080
MICE Potency	0.484	0.659

Source: SmartPLS3 Data Processing Results (2021)



Source: SmartPLS3 Data Processing Results (2021)

Figure 5. Path Coefficients

Based on the test results summarized in table 4.9 above, then The Effect of the COVID-19 Pandemic on MICE Business Strategy in Indonesia broadly speaking, it can be seen from the business strategies implemented by each MICE business actor in Indonesia. The smallest and most positive value that appears is 0.236 from the MICE industry. This is because business actors in the MICE sector admit that they have no plans to deal with the COVID-19 pandemic. They are included as not having risk and disaster management, except for the strategy to survive and bounce back after the pandemic from the MICE industry actors. There are even those who looked for other business alternatives, such as side sales outside of their experience, for example, being a Youtuber, making short films, and opening an online tour. All of that is an effort to reduce direct contact at the event.

Meanwhile, in terms of government policy, it also has a positive value of 0.304. So, certainty in the arrangement of tourism regulations is very much required, especially to increase human resources in the MICE field, which must be started in new formats in a virtual form (virtual festivals, virtual tours, e-commerce for MSMEs, and online organizers). Besides, they can organize certification training for the competence of managers according to CHSE which is directly held by the government before tourist destinations are active again, including in terms of supervision when the tourist destinations are open. For a wider scale, in terms of regulations issued, promotions can be carried out abroad and invite collaboration with other parties, participate in mobilizing tourism ambassadors and local youth so that there is a common understanding in advancing the MICE industry. The calendar of events is made every year not only by the government but in collaboration with all stakeholders, providing full support through exemption from tax fees for promotional materials, providing sponsorship and collaboration, and facilitating licensing.

In fact, this is potential for the MICE industry as it has a value of 0.484. Several alternative solutions were prepared during the COVID-19 pandemic, including holding virtual MICE, virtual tourism, virtual events, webinars, holding meetings via the Google Meet and Zoom Meet applications, as well as holding teleconferences. This means that the development of the MICE industry will continue to be carried out through the use of more intense technology. It is undeniable that this new activity requires creativity and high quality so that the virtual event can run well. This can be done by providing discount prices when participants take part in paid virtual events. Moreover, the rapid development of the MICE service business has produced good results in the past few years before the COVID-19 pandemic ravaged the world (including Indonesia). Activities such as seabed panoramas, religious tourism, the concept of sustainability tourism, night tourism, Community-Based Tourism (CBT), geopark tourism, handicrafts and MSME products, and Muslim-Friendly Tourism can be developed by event organizers, wedding organizers, and similar business actors to switch to virtual form so that their income does not decrease.

The Effect of the COVID-19 Pandemic on Hybrid Models in Indonesia

The result of the analysis related to the hybrid model that can be an opportunity for MICE business actors with the smallest value is Government Policy (0.080). The hybrid model is basically a good opportunity for business people in the MICE business. However, it all goes back to the government as the main policy maker. This is because there is no government policy on this hybrid model, so business actors in the MICE sector have not been maximized to make it a business strategy. Thereby, all of that can be handled when the programs by the Ministry of Tourism and Creative Economy are integrated and synergized with the Tourism and Creative Economy Offices in the regions. Finally, SMEs of local communities that concentrate on the MICE field was carried out through a technological approach during the COVID-19 pandemic, joining networking collaboration to promote each other, and network building with many parties.

The founder of Kelana Anantara Nusa who is the Head of the Tourism Acceleration Team for History, Religion, Tradition and Cultural Arts of the Ministry of Tourism, Tendi Nuralam, gave his views on the Indonesian diaspora and tourism recovery after the COVID-19 pandemic disaster. First, to become a

potential tourist segment for various tourist destinations in Indonesia. Second, it has a role as a promoter of Indonesian tourism. To date, the largest number of diaspora is in the Asia Pacific region, which is estimated at 89% of the total Indonesian diaspora. If it is assumed that 30% of the diaspora regularly visits Indonesia every year, around 3 million people must always be maintained to become loyal consumers or repeat tourists. The Indonesian diaspora also has a great desire to act as tourism ambassadors and around 75% have participated in promoting tourism abroad. If there is a recovery in the world economy in 2021 and each focus on the domestic market, including tourism in Indonesia, it is expected that world tourism has recovered in 2022, and Indonesia can enter the world tourism market.

The next value that appears is the MICE industry of 0.241. This is inseparable from the challenges of the MICE industry when it comes to using technology in business (hybrid). In a discussion held by MarkPlus Tourism with the theme "Industry Roundtable, Surviving the COVID-19, Preparing the Post; Tourism Industry Perspective," Taufik as CEO and Mochamad Nalendra as Executive Director stated that the tourism industry is the industry most affected by the COVID-19 crisis, both globally and regionally, compared to other industries. Business actors will certainly not remain silent in the midst of problems that occur. In addition to waiting for government policy certainty regarding the implementation of on-ground events, it can be done by providing incentives from the government as well as increasing Indonesia's competitiveness as a MICE tourist destination. Evaluations related to destinations and SOPs applied in handling MICE also need to be reviewed to find a complete and good concept for all parties.

In fact, the potential of the MICE industry is very great to take advantage of the hybrid model. This is according to the views of the Founder of Traval.Co, Julius Bramanto. The background stems from the habit of using virtual forms in daily work activities during the COVID-19 pandemic. Julius explained that several have started developing the idea of virtual traveling during the response period in Indonesia, but each of them still works independently. For this reason, the government should be able to channel it into a network for the consumption of foreign tourists and local tourists while still promoting the concept of #StayHome. An example has been done via the website https://traval.co/journal with the hope that now it can make people dream of visiting these destinations (virtually). The examples of virtual tours provided are in https://artsandculture.google.com/project and Indonesia is able to do the same. If Indonesia wants to continue to hold tours directly, it can use the idea of isolated trips, where the trips made by tourists are classified as private/premium. This ensures safe handling while meeting isolation standards during the COVID-19 pandemic. This step may have the potential to be developed with a note that it can increase the SOP for existing products in a tourist destination, even though there are also those who carry out the quarantine model. One example is in Ubud Village in Bali. According to Kandia, residents around Ubud Village together with tourism actors help tourists who stay there, for example, by supplying food.

Therefore, the hybrid model as a potential MICE has the largest value of 0.659. Of the five tourist destinations that were studied in this study, they all have the potential for a hybrid model that is maximized as a MICE business by MICE business actors. It can be started by utilizing tourist attractions and existing tourism areas. In recent years, the MICE service business has begun to be preferred by business actors, either as a provider of meeting packages, tour and travel transportation services, incentive trips, conferences, and exhibitions. Some areas have started to open up these business opportunities. To date, many tourist destinations and industries that are engaged in tourism are carrying out digital promotions. Travelers around the world can be invited to make visits – not fly to a destination, but virtually – from their homes. In short, the existence of COVID-19 "forces" tourists to stay at home but can travel outside.

4. Conclusion

Based on the discussion above, it can be concluded that:

1. The COVID-19 pandemic in general has had an impact on the existing MICE business strategy in Indonesia. The majority of business actors in the MICE sector admit that they have no plans to deal with

the COVID-19 pandemic. This is worsened with government policies related to activity restrictions. Thus, it is necessary to take steps to facilitate regulation in the MICE sector. This is because MICE business actors need alternative solutions during the COVID-19 pandemic.

2. The COVID-19 pandemic also has an impact on the hybrid model implemented by MICE business actors in Indonesia. A few tourist destinations and industries then carry out digital promotions. They invite tourists to come to visit but physically they remain at home. This can be a good business opportunity for MICE business actors in the future. One thing that needs to consider is how government policies can support regulations so that this technological approach can continue to be implemented.

Suggestions from the researcher regarding the impact of the COVID-19 pandemic are:

1. For business actors in the MICE sector, they can get an overview of alternative strategies for dealing with the ongoing COVID-19 pandemic.
2. For the government, this can be an input in the MICE industry recovery program that adjusts to current potential. Moreover, they can hold coordination with all regional heads.
3. For further researchers, it can be initial data that can be developed with new discoveries as well as adding insight into the scientific sources of the MICE field.

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