

# OPTIMIZING THE POTENTIAL OF MEETING, INCENTIVE, CONFERENCE, AND EXHIBITION DESTINATIONS THROUGH A CREATIVE ECONOMIC DEVELOPMENT MODEL: A LOCAL GOVERNMENT STUDY

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## Abstract

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Manado City is a potential meeting, incentive, conference, and exhibition (MICE) destination because it has a strategic position as a gateway for international trade in Eastern Indonesia. The MICE industry is a driving force for the creative industry through MICE activities (Fitri, 2020). The suboptimal development of the creative economy has an impact on the underdevelopment of the MICE industry. The main objective of this research is to design a creative economy development model that has an impact on optimizing the potential of MICE destinations. The research design uses qualitative research. Data analysis in this research uses strengths, weaknesses, opportunities, and threats (SWOT) analysis and the quadruple helix model. The research results show that the development of the creative economy using the quadruple helix development model which describes the role of four helixes has a positive impact on optimizing the potential of MICE destinations.

**Keywords:** MICE Destinations, Creative Economy, Quadruple Helix, Creative Industry

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## 1. INTRODUCTION

Manado City is a potential meeting, incentive, conference, and exhibition (MICE) destination because it has the advantage of having the potential to become a MICE destination that has a competitive advantage if supported by a creative economy because the MICE industry is a driving factor for the development of the creative economy. Kresnarini (2011) believes that MICE is a business that makes a high economic contribution, especially for developing countries. The development of the MICE industry as a new industry can benefit many parties because the MICE industry is an industry that involves many parties in its operational activities. The MICE industry is used as a means to build, develop, and advance creative industries. Apart from being a driving factor, MICE is also a means or medium to promote the marketing and sales of products in the form of goods and services directly to local, national and international customers. The form of MICE activities in promotion, marketing and sales of creative industry products is in the form of events (Fitri, 2020). As a MICE destination, Manado City has the potential to develop because Manado City is the gateway for international trade in Eastern Indonesia. This is an opportunity to increase the number of tourists visiting Manado City so that it can have an impact on the formation of a creative MICE branding destination. The core components of the creative MICE destination branding model (CMDDBM) are based on MICE tourists' evaluation of a destination's potential to build a brand by integrating cultural/heritage resources as value-added attractions (Kim et al., 2022).

The competitiveness of Manado City, which is the capital of North Sulawesi Province, as a MICE destination is still low compared to other destinations in Indonesia such as Bali, Jakarta, Yogyakarta, and Bandung, which have held more international standard MICE activities in the last 5 years. Apart from its low competitiveness, Manado City has MICE supporting elements whose role has not yet been optimized in supporting the development of the MICE industry. The potential of Manado City as a MICE destination can be optimized through the role of creative industries supporting MICE with the concept of creative economy. The creative economy concept is an economic concept in the new economic era that intensifies information and creativity by relying on ideas and stock of knowledge from human resources (HR) as the main production factor in economic activities (Herawati et al., 2015). The creative industry in Manado City has not been empowered optimally to support the development of the MICE industry. There is a positive relationship between the creative industry as part of the creative economy and the MICE industry, so the development of the creative economy through the creative industry can have an impact on improving the MICE industry. However, the creative economy in the MICE destination Manado City has not had a positive impact on the development of the MICE industry in the destination.

The development of the creative economy in Manado City with various problems such as creative industry products that are less competitive, both in terms of quality and price compared to similar products outside the North Sulawesi Province. This

is the case with creative product marketing strategies by micro, small, and medium enterprises (MSMEs) in Manado City that have not utilized information technology to its full potential. Another factor that hinders the development of the creative economy in Manado City is the limited HR that has competencies according to the needs of creative industry businesses, which has an impact on the quality of the products produced and less than optimal business management. The question in this research, how to design a creative economic development model to optimize the potential of Manado City as a MICE destination, will be studied in this research. The main objective of this research is to design a creative economy development model that has an impact on optimizing the potential of MICE destinations in Manado City. Several previous studies found a positive relationship between the MICE industry and the creative industry. According to Shabrina (2023), the creative industry is the heart of the creative economy era. MICE is the driving force for the creative industry, through MICE it can become initial capital to encourage creative thinking in formulating concepts and so on.

The structure of this paper is as follows. Section 2 is a literature review which presents the results of previous research that are relevant to this study. Section 3 is a research methodology which describes the methods used, research objects, data and information collection methods, and data analysis techniques using the strengths, weaknesses, opportunities, and threats (SWOT) concept and the quadruple helix development model. Section 4 is a presentation of the results obtained based on data and information and qualitative data analysis using the SWOT concept. Section 5 is a discussion of the implementation of the quadruple helix creative economic development model and a description of the role of the four helixes which collaborate and synergize in the creative economy development model. Section 6 is a conclusion which outlines the important points of the research results and discussion, research development, and limitations.

## 2. LITERATURE REVIEW

### 2.1. Meetings, incentives, conferences, and exhibitions

According to Pendi (1999), the definition of MICE is also given to convention tourism: convention services, incentive travel, and exhibition businesses are businesses that provide services for a meeting of a group of people (statesmen, businessmen, intellectuals, etc.) to discuss related issues, with common interests. According to Kesrul (2004), MICE is a tourism activity whose activities are a combination of leisure and business, usually involving a group of people together, a series of activities in the form of meetings, incentive travels, conventions, congresses, conferences, and exhibitions.

The term meeting in MICE can be defined as a structured event that can bring together a group of people collectively to discuss topics of mutual interest (Seebaluck et al., 2015). According to Mair (2009), meetings generally discuss issues of relatively small substance with a small number of delegates and can usually be held in a company environment, in a hotel or in a meeting room. Mair (2009) states that conferences can generally be understood as

a large meetings attended by a group of like-minded individuals who come together for professional or personal purposes, for networking purposes, and for educational purposes. Travel incentives in MICE are travel activities where all travel costs are borne by the organization so that they can be used as a factor that motivates employees to increase productivity and performance in meeting the organization's desired goals, such as sales targets. According to Pendit (1999), the term exhibitions is used to describe events designed to bring together suppliers of products, industrial equipment and services in a place where participants can demonstrate and promote the products and services they offer.

## 2.2. Creative economy concept

The creative economy concept is an economic concept in the new economic era that intensifies information and creativity by relying on ideas and a stock of knowledge from HR as the main production factor in economic activities (Herawati et al., 2015). The creative economy is the fourth economic wave after the agricultural era, the industrial era, and the information era. The creative economy is a manifestation of efforts to seek sustainable development through creativity, where sustainable development is an economic climate that is competitive and has renewable resource reserves. According to the website of the Ministry of Tourism and Creative Economy, the Indonesian Government has established 17 sub-sectors of the creative economy, namely:

- 1) applications;
- 2) game development;
- 3) architecture;
- 4) interior design;
- 5) communication design;
- 6) product design;
- 7) fashion;
- 8) animation films and videos;
- 9) photography;
- 10) handicrafts (kriya);
- 11) culinary;
- 12) music;
- 13) publishing;
- 14) advertising;
- 15) performing arts;
- 16) fine arts;
- 17) television and radio.

Apart from the 17 sub-sectors of the creative economy, another important thing is the collaboration and synergy of the 4 creative economy actors, namely: government, academics, business people, and the community.

According to Nurmilah (2016, as cited in Ariani et al., 2021), the creative economy is an economic concept that intensifies information and creativity. The creative economy relies on ideas and knowledge from HR as the main production factors in its economic activities.

The Ministry of Tourism and Creative Economy of the Republic of Indonesia explained that the creative economy is an idea-based creation of economic, social, cultural, and environmental added value derived from the creativity of HR and based on the use of science, including cultural heritage and technology. Furthermore, according to Howkins (2002, as cited in Ariani et al., 2021), the creative economy

is an economic activity that makes creativity, culture, cultural heritage, and the environment the foundation of the future.

## 2.3. The role of the MICE industry: Encouraging creative economy growth

The MICE industry, which includes meetings, incentives, conferences, and exhibitions, is showing an encouraging trend. It is hoped that various international-scale MICE that have been held in Indonesia can become a medium for promoting Indonesian creative products. It is hoped that the various types of creative economy products on display will encourage the growth of creative actors so that they can support regional and national economies. Big cities in Indonesia as centers for the MICE industry on a national and international scale can support the promotion and sales of Indonesian products (Kresnarini, 2011).

Organizing various activities, including mega sports events, MICE, mega entertainment events (live music events which are a trend in the world today), festivals and others will encourage the growth of related industries which are champions in matters of earning foreign exchange, improving image, investing, developing small businesses, and others. Among them are the meeting/convention industry, sports industry, exhibition industry, music (live music/concert) industry, and others. In other words, opportunities for economic development will be increasingly open in the future, as long as aspects of the size, management, and maintenance of various venues are maintained from time to time. And many countries have been fighting tooth and nail now to take a position in each of those industries. The creative economy can play an important role in efforts to overcome the global financial crisis. When economic growth is sluggish in crisis conditions, the creative economy based on culture and tourism can still grow positively.

## 2.4. Quadruple helix as a development model

The quadruple helix concept is a development of the triple helix by integrating civil society (Afonso et al., 2012). It is hoped that the close relationship, mutual support and mutual symbiosis between the four actors will drive the sustainable growth of the creative industry. The development of the creative economy requires the support of cooperation between scholars/academics, business, government, and civil society. Mulyana and Sutapa (2015) in their research stated that the quadruple helix concept is a solution for developing creativity, innovation, and technology for the creative industry.

Currently, the Indonesian government is always trying to improve the quality of HR in the creative industry so that they are more innovative, creative, and proactive so that they can move in an innovation-based economy where support from all parties is needed, namely the government together with academics, entrepreneurs, and community support who are members of the quadruple helix to increasing the growth of Indonesia's creative industry. The interrelationships between sectors in the quadruple helix model for small and medium enterprises (SMEs) in the creative industry in

managing their innovation by identifying the keys to success they have. It was stated in this research that an important aspect of winning competition in the creative industry is creativity so that innovation performance can be improved. Hudani and Dhewanto (2015) explain that the quadruple helix model is a collaborative concept between universities, industry, government, and society where each helix's role is equally important to encourage innovation and creativity.

### 3. RESEARCH METHODOLOGY

This research uses a qualitative descriptive research method. According to Sugiyono (2014), qualitative research is a research method based on the philosophy of postpositivism which views social reality as something complete, complex, dynamic, and full of meaning, and the relationship between symptoms is interactive (reciprocal). According to Huda (2013), in qualitative research, researchers try to understand social phenomena by distinguishing, comparing, imitating, cataloguing, and grouping study objects which are carried out in stages. The research objects are the government in the MICE destination of Manado City, creative economy MSME business actors in Manado City, the Regional National Crafts Council organization, and the MSME Community of Manado City.

Data processing and data analysis procedures use the Miles and Huberman analysis model (Sugiyono, 2014).

#### 3.1. Data reduction

Data reduction means summarizing, selecting the main things, focusing on the important things, looking for themes and patterns and discarding what is deemed unnecessary. At this stage, the researcher reduces all the information that was obtained in the first stage. Researchers in reducing data must focus on certain problems only so that they are not universal. In this reduction stage, the researcher sorts the data by selecting data that is interesting, important, useful, and new. Then, from reducing this data, it will be grouped according to the research focus. Data and information collection in this research used observation techniques, in-depth interviews, and literature study. The type of research data is primary data, taken directly from the field through observations and interviews with informants in this research, namely: Waliokta Manado, Head of the Manado City Tourism Office, creative economy MSME actors, and Manado City MSME community leaders. Secondary data was collected through literature studies from various sources and results of previous research and literature books. Data and other information were obtained through focus group discussion (FGD) activities carried out with related agencies in the Manado City government.

#### 3.2. Data presentation

After the data has been reduced, the next step is to display the data. Data presentation is in the form of a description of the research focus, namely the creative economy and MICE destinations, and a chart depicting the SWOT analysis. The SWOT method was created to formulate qualitatively and

holistically both the internal and external environment of the object being observed. In the internal scope, the analysis will explain in detail the aspects that are the weaknesses and strengths of the business. Meanwhile, in the external scope, this analysis will explain in detail the aspects of opportunities and business constraints/threats that will be faced.

#### 3.3. Drawing conclusions

The next step is drawing conclusions to answer the problem formulation and research objectives. The conclusion in qualitative research is a description or description of the creative economy development model which has a positive impact on optimizing the potential of MICE destinations. Design a creative economic development model with the quadruple helix concept, which is the development of the triple helix by integrating civil society (Afonso et al., 2012).

Alternative research methods can use the grounded theory approach which is an approach to analyzing related systematic data that is applied and using a series of methods to produce an inductive theory regarding a substantive area or case study approach, an approach that is carried out intensively, in detail and in depth regarding a particular area. The things studied are in the form of programs, events, activities, and others to obtain in-depth knowledge/information about these matters (Baxter & Jack, 2008). The selected phenomenon is usually called a case, meaning that it is an actual thing (real-life event) that is taking place, not something that has passed.

### 4. RESEARCH RESULTS

#### 4.1. Potential MICE destinations in Manado City

The potential of Manado City as a MICE destination can be described based on several destination attributes. According to Raga (2019), the attributes of MICE destinations consist of affordability in terms of price, tourist attractions, accessibility, amenities, activities, and accountability. In this research, the attributes of the MICE destination in Manado City are described using four attributes, namely:

1. *Accessibility*: Access to Manado City destinations is easier to reach because Manado City is the gateway for international trade in Eastern Indonesia via Sam Ratulangi International Airport. The opening of several direct flight routes such as Manado-Japan is an accessibility opportunity that makes it easier for visitors to visit MICE destinations in Manado City. The availability of aviation facilities with direct access to destinations can minimize transportation costs for visitors who will take part in MICE activities.

2. *Attractions*: Attractions are one of the attractive attributes of MICE destinations. Several attractions are displayed in Manado City and its surroundings, such as dance performances containing elements of the culture of various ethnic groups in Manado City, traditional kulintang music, the Cap Go Meh celebration, local cultural arts displayed in the Taman Kesatuan Bangsa open-air theater, the Tomohon International Flower Festival, Figura is an attraction that can attract tourists to visit, including to take part in MICE activities.

3. *Affordable costs*: Manado City MICE destinations have various supporting facilities and facilities at affordable prices/costs. Prices for hotel services, entrance fees to tourist attractions, prices for creative industry products, and restaurant services in Manado City are quite cheap compared to other areas in the North Sulawesi Province because Manado is a shopping center, government center and the capital of North Sulawesi Province.

4. *Facilities*: One of the supporting elements for MICE activities is the facilities available in the destination area. Manado City, the capital of North Sulawesi Province, is the center of government which has various facilities supporting the tourism sector. MICE supporting facilities in the Manado City destination are: 7 convention halls, 12 hotels with 4 and 5-star accommodations with international standards, land, sea, and air transportation, equipment, and supplies for MICE activities available at MICE activity venues. Manado City also has Sam Ratulangi International Airport which supports accessibility to MICE destinations in Manado City.

**4.2. SWOT analysis of the creative economy and MICE destinations in Manado City**

The Indonesian government has established 17 creative economy sub-sectors, and Manado City has 10 creative economy sub-sectors, namely: culinary, crafts, music,

fashion, product design, applications, performing arts, game applications, fine arts, and architecture. The development of the creative economy in Manado City has continued to increase in the last 3 years, in 2021 there will be 4 sub-sectors of the creative economy, namely: culinary, crafts, fashion, and photography which have the most MSMEs in Manado City. Based on observations and interviews, in 2023 there will be 10 creative economy sub-sectors in Manado City, the same number as the creative economy sub-sectors in North Sulawesi Province.

Based on the results of observations, information originating from informant sources and data obtained from Manado City government agencies, a SWOT analysis was created which qualitatively describes the internal and external environment of the creative economy and MICE destinations based on aspects of strengths, weaknesses, opportunities, and threats. Company strategic decisions require consideration of internal factors which include strengths and weaknesses as well as external factors which include opportunities and threats. Therefore, there need to be important considerations for SWOT analysis (Rangkuti, 1998). The following is a SWOT analysis of the creative economy, a SWOT strategy for the creative economy, a SWOT analysis of MICE destinations in Manado City and a SWOT strategy for MICE destinations in Manado City.

**Table 1.** SWOT analysis of the creative economy

<i>Strengths</i>	<i>Weaknesses</i>
<ol style="list-style-type: none"> <li>1. Product quality is good.</li> <li>2. Producing handmade craft products.</li> <li>3. Raw materials for cheap coconut-derived craft products.</li> <li>4. The business location is easy to reach.</li> <li>5. Creative economy entrepreneurs receive training, technical guidance, and assistance.</li> <li>6. Product design has regional characteristics.</li> <li>7. Product marketing through local, national, and international exhibitions.</li> <li>8. Has a creative economy MSME community.</li> <li>9. MSME players take part in national and international exhibitions.</li> <li>10. Center for SMEs and MSMEs on Jl. Kayu Bulan.</li> </ol>	<ol style="list-style-type: none"> <li>1. Compared with Java, raw materials for some products are more expensive in the local market.</li> <li>2. The prices of several similar products are cheaper in markets outside Manado City.</li> <li>3. Limited production due to limited funds.</li> <li>4. Lack of consumer interest in several products.</li> <li>5. Competition is increasing rapidly.</li> <li>6. The price of handmade products is quite high.</li> <li>7. The motivation of MSME players sometimes decreases.</li> <li>8. Limited competent workforce.</li> <li>9. Labor wages are quite high.</li> <li>10. Most of the creative economy MSMEs do not yet have a Home Industrial Food Production (<i>Pangan Industri Rumah Tangga</i> — PIRT) and halal certifications.</li> </ol>
<i>Opportunities</i>	<i>Threats</i>
<ol style="list-style-type: none"> <li>1. The creative and creative development of Manado City has increased in the last 3 years.</li> <li>2. Manado City Government provides supporting facilities and infrastructure: SME and MSME centers.</li> <li>3. Manado City Regional Crafts Council has a strategic program for the development of creative industries.</li> <li>4. Manado City is a gateway for international trade in Eastern Indonesia.</li> <li>5. The opening of the Manado-Tokyo flight route provides more market opportunities.</li> <li>6. Positive impact of MICE activities as a driver of the creative economy.</li> <li>7. Local government provides strategic programs for the development of creative industries.</li> </ol>	<ol style="list-style-type: none"> <li>1. Product price competition is increasingly higher.</li> <li>2. Similar products are cheaper in other areas.</li> <li>3. Entry of creative economy products from outside the region into Manado City.</li> <li>4. Banking trust in MSMEs is declining due to bad credit.</li> <li>5. Lack of awareness of processing important documents: PIRT, halal certification.</li> <li>6. Competitors' marketing strategies are more creative and innovative.</li> <li>7. Innovation and creativity in creative industries outside the region are higher.</li> </ol>

Source: Authors' elaboration.

Based on the results of the SWOT analysis of the creative economy in Manado City which describes the strengths, weaknesses, opportunities, and threats, a SWOT matrix for the creative economy of Manado City can be created. The SWOT matrix can clearly illustrate how the external opportunities and threats faced by a company can be adjusted to its strengths and weaknesses. The SWOT matrix is

a matching tool that develops four types of strategies, namely strengths-opportunities (SO), weaknesses-opportunities (WO), strengths-threats (ST), and weaknesses-threats (WT). Good business planning using the SWOT method is summarized in the SWOT matrix developed by Kearns (2012, as cited in Aysa, 2020). The SWOT matrix for the creative economy of Manado City can be seen in Table 2.

**Table 2.** SWOT strategy of the creative economy

	<i>Strengths (S)</i>	<i>Weaknesses (W)</i>
<i>Opportunities (O)</i>	<p><b>SO strategy:</b></p> <ul style="list-style-type: none"> <li>• innovate in product design and variants;</li> <li>• provide a guarantee of quality and product quality;</li> <li>• optimize the use of facilities and infrastructure for SME and MSME centers;</li> <li>• increase competency according to business needs;</li> <li>• expand international markets with digital marketing strategies;</li> <li>• optimize the role of the creative economy MSME community;</li> <li>• conduct overseas market surveys.</li> </ul>	<p><b>WO strategy:</b></p> <ul style="list-style-type: none"> <li>• increase competitiveness by being more creative and innovative;</li> <li>• highlight the characteristics of the product and minimize product similarities with those produced in other regions;</li> <li>• evaluate marketing strategies periodically;</li> <li>• use information technology-based promotional media;</li> <li>• motivate MSME players to obtain PIRT, halal certificate.</li> </ul>
<i>Threats (T)</i>	<p><b>ST strategy:</b></p> <ul style="list-style-type: none"> <li>• set competitive product prices with good quality;</li> <li>• create product variants that are specific and have regional characteristics;</li> <li>• optimize product marketing outside the region and overseas;</li> <li>• increase the competency of creative and creative MSME players.</li> </ul>	<p><b>WT strategy:</b></p> <ul style="list-style-type: none"> <li>• provide raw materials in production areas;</li> <li>• increase awareness to love local products;</li> <li>• establish collaboration with educational institutions to increase competency;</li> <li>• add labor recruitment requirements;</li> <li>• conduct employee competency tests through certification programs.</li> </ul>

Source: Authors' elaboration.

Furthermore, based on information and data collected from informant sources in this research, a SWOT analysis was made which describes the strengths, weaknesses, opportunities, and threats of the MICE destination in Manado City, as shown in Table 3.

**Table 3.** SWOT analysis of MICE destinations for Manado City

<i>Strengths</i>	<i>Weaknesses</i>
<ol style="list-style-type: none"> <li>1. Manado City is the gateway for international trade in Eastern Indonesia.</li> <li>2. It is the government center and shopping center of North Sulawesi Province.</li> <li>3. Has approximately 8 convention buildings as representative MICE activity venues.</li> <li>4. Has several 3, 4, and 5-star hotels as accommodation facilities.</li> <li>5. Has several famous tourist attractions in Indonesia and internationally, such as Bunaken Marine Park, Siladen Island, etc.</li> <li>6. Has several restaurants with regional specialty food menus.</li> <li>7. Has several souvenir shops centralized in one place.</li> </ol>	<ol style="list-style-type: none"> <li>1. Does not yet have a convention hall with a large capacity (&lt; 1,000 people).</li> <li>2. Facilities/venues with international standards for MICE activities are still limited.</li> <li>3. Most of the HR in the MICE industry do not have standard competencies as needed.</li> <li>4. Transportation/bus facilities for MICE activities are still lacking.</li> <li>5. The competitiveness of Manado City MICE destinations is still low compared to other city MICE destinations in Indonesia.</li> <li>6. MICE industry entrepreneurs are less creative and innovative in developing their businesses.</li> <li>7. Attractions in MICE destinations in Manado City are not adequately socialized and promoted in MICE activities.</li> </ol>
<i>Opportunities</i>	<i>Threats</i>
<ol style="list-style-type: none"> <li>1. Sam Ratulangi Manado Airport has access to several large cities in Indonesia (i.e., Jakarta, Makasar, Surabaya, and Balikpapan).</li> <li>2. The opening of the Manado-Tokyo-Manado flight route provides a MICE market opportunity.</li> <li>3. One of the 5 super priority destinations developed by the Indonesian Government is Likupang, which is located close to Manado City.</li> <li>4. Improvement of Manado City infrastructure to support MICE, such as: the airport, and tourist attractions in the Malalayang area.</li> <li>5. North Sulawesi Indonesian Event Industry Organization (IVENDO) program in developing the MICE industry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Price competition for MICE service products with several destinations in Central Indonesia.</li> <li>2. Several areas are considered worthy of becoming MICE destinations on an international scale: Labuan Bajo, Jakarta, Bali, Yogyakarta, and Padang.</li> <li>3. Bali's Ngurah Rai International Airport is still the largest entry point for foreign tourists.</li> <li>4. The MICE industry in Manado City has not developed enough in recent years.</li> <li>5. The creative economy supporting MICE has not contributed optimally to the development of the MICE industry in of Manado City.</li> </ol>

Source: Authors' elaboration.

Based on the description of the SWOT analysis of Manado City MICE destinations, a SWOT strategy was created in the SWOT matrix through a combination of SO, WO, ST, and WT strategies. The SWOT matrix of MICE destinations for Manado City can be seen in Table 4.

A creative economy development model to optimize the potential of Manado City as a MICE destination was then created based on SWOT analysis, and SWOT strategy and implemented in the quadruple helix synergy concept, as shown in Figure 1.

**Table 4.** SWOT strategy of MICE destination for Manado City

	<i>Strengths (S)</i>	<i>Weaknesses (W)</i>
<b>Opportunities (O)</b>	<b>SO strategy:</b> <ul style="list-style-type: none"> <li>• expand flight routes via Sam Ratulangi Airport to facilitate access to Manado City destinations;</li> <li>• improve the quality of hotel and convention hall service products;</li> <li>• promote the brand image of Manado City as a potential MICE destination;</li> <li>• optimize the role of MICE business associations/communities to increase the competitiveness of Manado City destinations.</li> </ul>	<b>WO strategy:</b> <ul style="list-style-type: none"> <li>• innovative destination marketing strategies to regions/countries that have direct flight access to Manado City;</li> <li>• repair and upgrade MICE supporting facilities and infrastructure according to international standards;</li> <li>• increase the competitiveness of MICE destinations through integrated programs with the super-priority destination (Likupang);</li> <li>• motivate MICE business players through the role of MICE associations/communities.</li> </ul>
<b>Threats (T)</b>	<b>ST strategy:</b> <ul style="list-style-type: none"> <li>• MICE industry business players set competitive prices for service products;</li> <li>• develop a creative economy that supports MICE activities through creative industries that have regional characteristics, such as culinary delights, souvenirs, and fashion;</li> <li>• repair and develop convention buildings, accommodation, and transportation through comparative studies with more advanced international MICE destinations.</li> </ul>	<b>WT strategy:</b> <ul style="list-style-type: none"> <li>• optimize cooperation between creative economy MSMEs and MICE business players;</li> <li>• make a market survey in the area/country that is the target market by considering accessibility aspects;</li> <li>• increase attractions at MICE destinations to support the development of the MICE industry.</li> </ul>

Source: Authors' elaboration.

## 5. DISCUSSION

### 5.1. Creative economy quadruple helix development model

Based on the SWOT analysis and SWOT matrix, a sustainable creative economy development model was then created through the concept of synergy between several related parties. The creative economic development model describes the synergy of four parties through the quadruple helix concept which describes collaborative work and the role of:

- 1) government;
- 2) MSME and creative economy players;
- 3) academics;
- 4) associations (communities).

The four actors in the quadruple helix concept build complementary collaborative relationships in implementing creative economic development strategies that have a positive impact on optimizing the potential of Manado City MICE destinations. Regional government and related agencies, namely the Department of Tourism and Creative Economy, creative economy MSME actors are creative economy business actors, academics are people who are experts in the field of creative economy and MICE management, associations (communities) namely communities of MSMEs actors who gathered in association organizations.

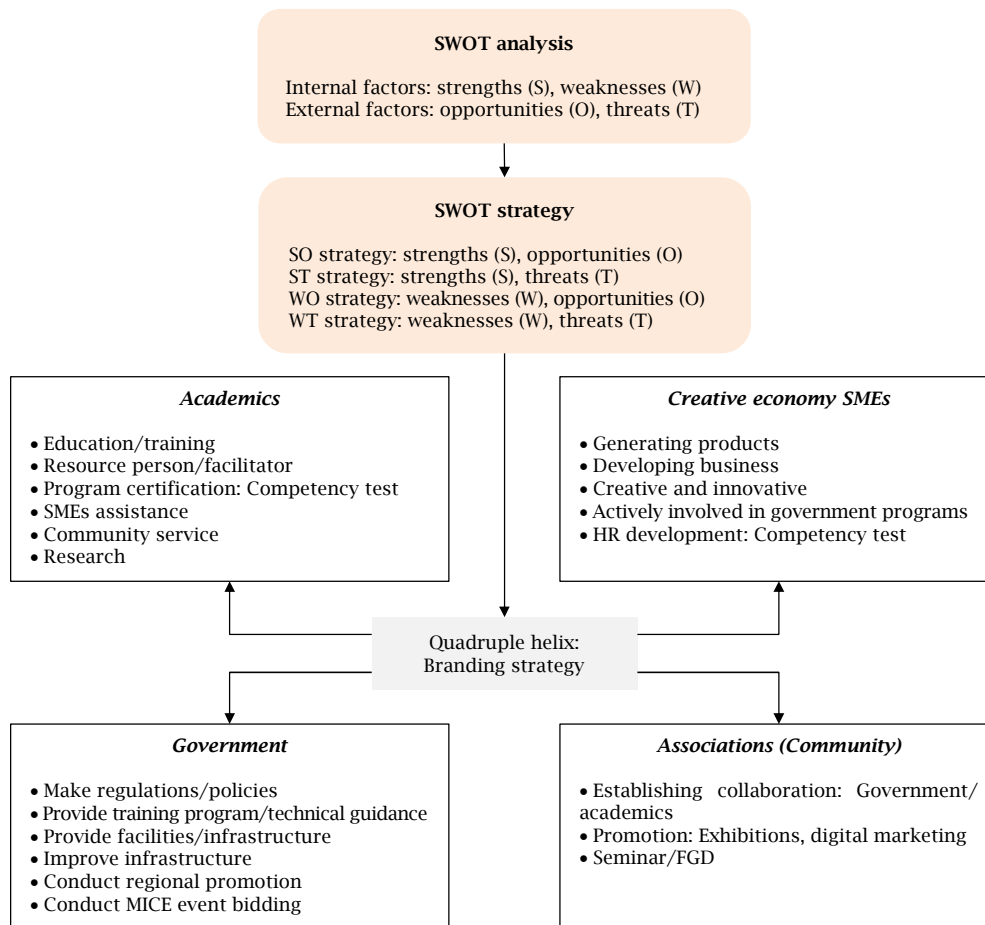
The creative economy development model to optimize the potential of Manado City as a MICE destination was created based on SWOT analysis, SWOT strategy and implemented in the quadruple helix synergy concept which describes the synergy of 4 parties collaborating in the development of the creative economy. Support from the government, academics, MSMEs and the community can encourage the development of creative industries. Research by

Hidayat (2016) also explains the interrelationships between sectors in the quadruple helix model for SMEs in the creative industry in managing their innovation by identifying the keys to success they have. Research on the influence of government and university support in the transfer of creativity has been conducted by Wu and Sivalogathan (2013) and Ranga and Etzkowitz (2013) also explain that creativity is born through the involvement of intellectuals (universities), business, society and the government which provides regulations that support the creation of an atmosphere for the growth of creative behavior and innovative among business actors.

The design of a creative economic development model to optimize the potential of Manado City MICE destinations with the quadruple helix concept was created based on the results of the SWOT analysis and SWOT matrix strategy, which can be seen in Figure 1.

Figure 1 shows a creative economic development model that illustrates the role of four actors in the quadruple helix synergy collaboration to optimize the potential of Manado City as a MICE destination. The importance of collaboration between several parties related to the development of the creative economy which has an impact on optimizing the potential of MICE destinations in Manado City is in line with the findings of Muhammad et al. (2022) that coordination between tourism institutions or organizations in Manado City is not optimal and is low. level of labor certification in the tourism sector. In this regard and for the application of the development model in Figure 1, this research describes the role of each helix, namely: government, academics, creative economy MSME actors, and creative economy associations/communities.

**Figure 1.** Creative economy development model for optimizing the potential of Manado City as a MICE destination



Source: Authors' elaboration.

Figure 1 shows a creative economic development model that illustrates the role of four actors in the quadruple helix synergy collaboration to optimize the potential of Manado City as a MICE destination. The importance of collaboration between several parties related to the development of the creative economy which has an impact on optimizing the potential of MICE destinations in Manado City is in line with the findings of Muhammad et al. (2022) that coordination between tourism institutions or organizations in Manado City is not optimal and is low. level of labor certification in the tourism sector. In this regard and for the application of the development model in Figure 1, this research describes the role of each helix, namely: government, academics, creative economy MSME actors, and creative economy associations/communities.

### 5.1.1. Role of government

The Manado City government plays a role in making regulations and policies for the development of the creative economy. The implementation of the creative economy activity program in Manado City refers to Government Regulation (PP) Number 24 of 2022 concerning Implementing Regulations of Law Number 24 of 2019 concerning the Creative Economy. The government's role in improving

infrastructure such as roads and waterways, especially in locations prone to flooding, facilities, and infrastructure at Manado's Sam Ratulangi Airport has an impact on MICE accessibility which makes it easier for MSMEs in the creative industry to market creative products and other economic activities. According to the Regulation of the Minister of Tourism and Creative Economy No. 2 of 2017, MICE accessibility is all types of facilities and infrastructure that support the acceleration and ease of entry from outside to a MICE destination, both for the flow of people and goods, including movement within the MICE destination area itself. The government's role is to improve training programs and technical guidance for creative economy business actors through related agencies, namely the Tourism Office, the Cooperatives and MSMEs Service, and the Industry and Trade Service. In line with the research results of Sopacua and Primandaru (2020), the government is a supporter of the growth of the creative industry. This support takes the form of regulations, infrastructure, and facilities as well as community empowerment. The government is the foundation and protector of driving tourism in the region. As a basis, the government, especially regional governments, must provide facilities and infrastructure, both main and supporting infrastructure.



The government's role in improving the quality of HR in the creative industry is implemented through training and mentoring programs for creative economy MSME players. This program needs to be improved because it has not yet reached the majority of MSMEs. The Department of Industry and Trade provides supporting facilities and infrastructure for creative economy MSMEs in the SME centers and MSME buildings which are production and packaging houses, but their use is still limited and not evenly distributed. Increasing the technical guidance and creative economy assistance program, monitoring, and evaluation of creative economy development, and providing facilities in the form of places for MSMEs in the creative industry to sell their products in the Megamas area can have an impact on the development of the creative economy.

Government collaboration with the creative industry MSME community in data availability and synergy in training, education, and mentoring programs to improve product quality and HR quality. Government support in promotional activities for creative economy products based on digital media can attract tourists to visit and carry out MICE activities. Bidding for MICE events is one of the government's strategic roles through collaborative relationships between regional governments and organizations/associations and companies that hold MICE events. In the quadruple helix model, the government is both the regulator and the regulator responsible for formulating business development. Another role of the government is to coordinate with interested parties to contribute to the development of MSMEs (Muzaqi & Hanum, 2020).

### *5.1.2. Role of academics*

The role of academics is related to education, training, community service and research. The role of universities as supporters of the growth of creativity plays a very important role (Etzkowitz, 2008) because academics through their expertise can provide education, transfer knowledge, and skills and motivate creative industry players in developing their businesses. The strategic program for developing the creative economy is education and training for creative economy MSMEs through formal education, entrepreneurship training, production management, and marketing management. Problems that hinder the development of the creative economy in Manado City are related to limited education and HR skills in the creative industry and MICE industry. Shabrina (2023) found that one of the obstacles facing the MICE industry is the lack of HR education. Meanwhile, on the other hand, the MICE industry is used as a means to build, develop, and advance creative industries. The MICE industry is used as a means to build, develop, and advance creative industries (Fitri, 2020). Academics with their expertise can act as educators, resource persons, and trainers in improving the quality of HR for creative industry players and providing motivation to improve the performance of creative economy business actors so that they are sustainable even though they face various problems in running their businesses. Alfadri (2023) believes that the role of universities is to make a difference by providing courses and training for business actors or the community,

mapping potential, identifying problems, developing strategies and consultations, and reaching out and forming groups to be coached.

Academics as competency assessors can carry out competency tests for HR as creative economy MSMEs and MICE actors in order to gain recognition as competent in their field of expertise/profession through a certification program. The mentoring program for creative economy business actors is implemented to foster, direct, and implement science and technology in product production and marketing activities.

### *5.1.3. Role of creative economy MSME actors*

The MSME players play a role in producing quality products with quality assurance that contain innovation and creativity values so that they have a competitive advantage. Be creative and innovative in developing your business by creating products with regional characteristics that are difficult to imitate and have specific advantages because they are supported by raw materials that are available and easy to process in the North Sulawesi Province, such as coconut and its derivatives. Most of the MSMEs in the creative industry in Manado City are not yet optimal in innovating and creating so the creative products produced lack competitiveness. Various government creative economy programs through related agencies and the Regional Crafts Council of North Sulawesi Province and Manado City must be utilized optimally so that they have a positive impact on improving the quality of HR and creative industry businesses. Improving the quality of HR can synergize with educational institutions/academics through education and training activities, and regular competency tests. Sedarmayanti (2009) states that the purpose of training and development is to increase the level of effectiveness of employee performance in achieving the results set by the company.

### *5.1.4. Role of creative industry associations/communities*

The Creative Economy MSME Community Organization Forum was formed as a sense of togetherness and mutual empowerment and is a place for creative economy MSME players to socialize. The role of the creative industry association/community which organizes creative industry MSME actors in Manado City to implement Manado City government regulations and policies through collaborative programs with the government and academics. Organizational leaders plan activity programs involving MSME actors, government, and academics, such as: seminars, FGD, education and training, competency tests, and other activities that can improve the quality of HR.

MSME community associations can create digital marketing strategies to promote creative economy products in collaboration with the government and educational institutions.

The problems faced by the creative economy in Manado City are different in the creative economy sub-sector, such as the craft sub-sector which has the problem of raw materials not being available in Manado City destinations, the problem with the culinary sub-sector is that some products do not yet have halal and PIRT certificates. The role of

creative industry associations/communities is to innovate and have creative ideas in implementing different strategies in each sub-sector of the creative economy. Bimantara et al. (2021) found that the creative economy subsector in Malang City has a variety of different strategies in each sector and different problems in running creative businesses.

## 5.2. Implementation of the creative economy development model

The Manado City government has a creative economic development program which is outlined in the 2020–2025 Regional Tourism Development Master Plan through the Regulation of the Minister of Tourism and Creative Economy No. 2 of 2017. The creative economy development concept for optimizing MICE destinations in Manado City with the quadruple helix concept, which describes the role of four helixes in the development of the creative economy can have an impact on increasing the competitiveness of the MICE industry. Model testing through a meeting of 4 synergistic parties can be implemented through an FGD. The technical implementation of the FGD is the presentation of the quadruple helix strategy concept which describes the role of each helix, namely: government, academics, creative economy MSME players, and the creative economy MSME community and associations in the MICE industry such as IVENDO North Sulawesi branch which collaborates through implementing strategic programs that are in line with government regulations and policies in developing the creative economy and MICE destinations in Manado City. If the creative economy develops, the potential for MICE destinations will be more optimal so that the competitiveness of the MICE industry will become stronger. The following is a description of the implementation of creative economic development which has an impact on optimizing the potential of MICE destinations in Manado City.

### 5.2.1. Produce quality products

Quality creative economy products with international standard quality will attract the interest of consumers, including tourists visiting Manado City destinations. Products produced by creative economy MSMEs must have quality assurance standards. One of the quality assurance factors is having documents such as PIRT and a halal permit. Most tourists who visit Manado City to take part in MICE activities will consider standards such as PIRT, and halal permits when purchasing products. Product packaging is designed in an attractive and informative manner to attract consumers' interest in buying. According to Suharson (2021), good packaging can protect products from temperature, shock, vibration, dust, oxygen resistance, water vapor, and pressure. The quality of creative industry products will strengthen the image of MICE destinations. Packaging can function to maintain product quality.

### 5.2.2. Optimization of marketing strategy

The marketing strategy for creative economy products is optimized by using digital marketing, exhibitions, and direct meetings with customers.

Marketing of creative industry products can be linked to the promotion of sales places in MICE destinations in Manado City. Digital marketing with internet media uses modern information technology devices. The strategy for developing information technology-based promotional media is implemented by the government, the creative economy MSME community and the MICE IVENDO industry association through creative economy product exhibitions, and internet-based information dissemination in national and international markets. In line with the research results of Krisnadi and Dewantara (2018), a technology-based promotional media development strategy needs to be carried out in Batam City and this media development will expand the market segment which will later be able to reach the target of tourist visits to Batam City. Implementing marketing strategies can have an impact on increasing product sales and attracting tourists to visit destinations to take part in MICE activities because of the attractiveness of creative products. Participants who take part in MICE activities in Manado City destinations will take the time to visit places selling creative products that are typical of the region, such as souvenirs, and regional/culinary specialties as souvenirs typical of Manado City.

### 5.2.3. Improving the quality of HR for the creative and MICE industries

Creativity and innovation in developing creative economy products require competent HR. Workers in the MICE industry and industry must have hard skill competencies in the form of knowledge of business management, marketing, and MICE management as well as special skills in producing creative products. Collaboration between the government, academics, and the creative industry MSME community in improving the quality of HRs can be achieved through education/training programs, internships in more advanced industries, mentoring, and competency certification programs. This is in line with the research results of Kuba and Guntara (2021), the quality of MICE HR can implement HR development strategies with 3 main strategies, namely development through internships and guidance, development through education and training, and career development. HR which has innovation and creative ideas will produce creative products that have competitive advantages. This can have an impact on the image of MICE destinations that have creative products with regional characteristics.

Workers in the creative economy industry and MICE industry regularly take part in certification programs through competency tests to ensure the quality of the HR used. Zairil (2020) believes that MICE certification is necessary because it will provide competitive value and gain recognition of competence, both at the national and international levels.

## 6. CONCLUSION

The development of the creative economy in Manado City, which has continued to increase in the last 3 years, is both an opportunity and a challenge for the government and creative economy MSME players to improve the quality of their resources so that they have a positive impact on the development of

the creative economy and optimizing the potential of MICE destinations. In 2021 there were four sub-sectors of the creative economy, namely: culinary, crafts, fashion, and photography which have the most MSMEs in Manado City, currently there are 10 sub-sectors of the creative economy in Manado City which continue to create and innovate in producing creative products with quality and international standards. The development of the creative economy using the quadruple helix development model is a synergy of four elements: academics, government, creative economy MSME actors, and the creative economy MSME community, with their respective roles being able to implement the creative economy development strategy program. The positive impact of developing the creative economy can optimize the potential of Manado City MICE destinations so that they have strong/high competitiveness and are considered worthy of becoming international MICE destinations.

Implementation of the creative economy development model through developing quality creative economy products, optimizing marketing strategies, and improving the quality of HR for creative economy MSMEs can produce creative and innovative products that are competitive with international standards. Highly competitive creative economy products can be one of the attractions for tourists to visit MICE destinations in Manado City. Creative economy MSME players are continuously

creating and innovating in producing creative products with international quality standards. Specifically, some creative economy products, such as culinary delights, need to be equipped with halal certificates, and certification for PIRT for creative economy MSMEs that do not yet have them. Four actors who play a role in the creative economic development model that can optimize the potential of Manado City as a MICE destination can implement the quadruple helix model through a strategic synergy program through activities: education and training, technical guidance, mentoring, seminars and discussion group forums involving the role of actors academics, government, MSME players, and the creative economy MSME community.

It is necessary to develop the results of this research by including several variables such as the competitiveness of the MICE and creative industries which are studied quantitatively to see the indicators that influence the formation of competitiveness. This is important to identify problems related to the creative economy and appropriate solutions for developing the creative economy and optimizing MICE destinations in Manado City. A limitation of this research is that the participation of informant sources from creative industry business actors has not been maximized due to a lack of understanding of the importance of research from academic circles.

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