

Case Study Analysis of Business Improvement Strategies in Talent Provision and Placement by 'Banyak Jalan' Management in Meeting, Convention, Exhibition Events in Jakarta

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Abstract

The *MICE* (Meeting, Incentive, Convention, Exhibition) industry in Jakarta has experienced rapid growth, driving increased demand for professional event services. 'Banyak Jalan' Management has emerged as a talent provider—offering SPGs, ushers, MCs, and more—focused on talent management strategies to enhance business competitiveness. This study aims to analyze the company's strategies in talent provision and placement within the *MICE* sector. The research employs a qualitative case study approach. Data were collected through in-depth interviews with the company's management (owner, HR, and finance), along with direct observation of several *MICE* events in Jakarta. The analysis focuses on recruitment, training, talent placement strategies, and strategic partnerships used to meet market demands. Findings indicate that strategies such as digital recruitment, tailored training, and service flexibility beyond standard operations contribute to business success. Long-term collaborations with major brands also strengthen stability. Challenges include demand fluctuations, limited availability of high-quality new talent, and expectation gaps with clients. It is recommended that the company develop an integrated digital platform, enhance talent evaluation systems, and expand strategic partnerships to support sustainable business growth.

Keywords: Business Strategy; MICE; Talents Management; Talents

INTRODUCTION

Tourism is a travel activity carried out for leisure, recreation, or business purposes to locations outside the daily environment, with a duration not exceeding one consecutive year (Irfan Ananda Pratama et al., 2024). The definition of *Tourism* according to Law Number 10 of 2009 concerning *Tourism* is a variety of tourism activities supported by facilities and services provided by local communities, fellow tourists, governments, local governments, and entrepreneurs. According to the United Nations World Tourism Organization (UNWTO), *tourism* is a human activity involving travel to and stays in destination areas outside of one's daily environment.

According to Law Number 10 of 2009, the development of the quality of Indonesian *tourism* is expected to improve year by year. Thus, the world of *tourism* is inseparable from the industry, which plays an important role in the implementation and development of tourism. The *tourism industry* is a collection of tourism businesses that are interrelated in order to produce goods and/or services to meet the needs of tourists during tourism activities. Indonesia is a country with potential in the development of the *tourism industry*, with nature and culture that attract global attention. Qualified Human Resources (HR) in the field of *tourism* add value to industrial development in Indonesia.

One of the growing segments in the *tourism industry* is *MICE* (*Meetings, Incentives, Conventions, and Exhibitions*) *tourism*, which can be categorized as business tourism (Irfan Ananda Pratama & Eko Edy Susanto, 2024). In the era of globalization and the increasing emergence of the Industrial Revolution 4.0, mainly supported by technological advances,

knowledge, and business competition, many meetings and negotiations occur both nationally and internationally, causing the prospects of the *MICE Industry* to grow (Kusuma, 2019).

The *MICE industry* in Indonesia has a long history, starting from the struggle for Indonesian independence, which involved holding several conferences and congresses. Indonesia has played an active role and contributed to world peace and the hosting of conferences. One of the early milestones of *MICE* development in Indonesia was the implementation of the PATA Travel Fair and Global Climate Change event in 2010. This was followed by several important events in 2013, namely the Asia Pacific Economic Cooperation (APEC) KKT, the Miss World search event, and continued with the World Trade Organization Summit (Anwaryani Putri, 2023).

Stakeholders in Indonesia's *MICE tourism* include public and private sectors as well as public entities, such as government tourism agencies and local tourism boards in each city, which are responsible for development, promotion, and policy-based tourism strategies. They play an important role in networking and coordinating various activities to advance the *MICE industry* in Indonesia. Meanwhile, the private sector consists of tourism entrepreneurs directly involved in business and playing a crucial role in providing services and facilities for *MICE* events (Irfan Ananda Pratama & Eko Edy Susanto, 2024).

One of the private entrepreneurs that plays an important role in providing services and manpower for *MICE* events is '*Banyak Jalan*' Management. The company focuses on providing and placing workers or talents covering various roles, such as Sales Promotion Girl (SPG), Sales Promotion Boy (SPB), Usher, Team Leader (TL), Master of Ceremony (MC), and Band. With this specialization, '*Banyak Jalan*' Management is ready to meet the needs of various types of *MICE* events in Jakarta. Founded by a group of professionals with extensive backgrounds and experience in event management, the company aims to optimize the potential of existing talent to support the success of various events, from meetings to exhibitions.

The initial vision for establishing '*Banyak Jalan*' Management was to provide effective solutions in talent management, with the hope of contributing to the growth of the *MICE industry* in Indonesia. Through an integrated approach, the company strives to address challenges in providing a skilled workforce suited to client needs. Thus, '*Banyak Jalan*' Management is not only a provider of manpower but also a strategic partner committed to improving the quality of event management.

According to research by Sukoco et al. (2016), talent management is an important process that ensures companies can fill key positions of future leaders as well as support their core competencies. In this context, '*Banyak Jalan*' Management strives to apply the principles of good talent management, thereby creating a productive work environment and supporting the career development of the talents they manage. Thus, the company focuses not only on the success of the events they handle but also on the development of qualified and highly competitive human resources in the *MICE* industry.

Furthermore, Sukoco et al. (2016) added about talent management: "Talent is a human being that the company wants to maintain because of its advantages. Talent can also be interpreted as an employee who is identified as having the potential to become the company's future leader."

Companies that successfully implement talent management strategies often show better performance compared to their competitors. This is due to their ability to harness the maximum

potential of talented employees, which in turn increases productivity, innovation, and competitive advantage. Effective talent management not only improves individual employee performance but also contributes to overall organizational performance. Employees developed from within the company better understand the organizational culture and are more likely to remain loyal, which ultimately improves workforce retention and stability (Mujibi & Azmy, 2024b).

'*Banyak Jalan*' Management has been operating since August 2023 and, within one year, has collaborated with various companies engaged in *MICE* events. The collaborations include provision and placement of talents for various event types, including exhibitions, meetings, and conventions. With many events held, '*Banyak Jalan*' Management demonstrates its commitment to providing the best service for its clients. Data on events held include various well-known brands and prestigious locations in Jakarta, strengthening the company's reputation in the industry.

To strengthen its position in the market, '*Banyak Jalan*' Management has established strategic collaborations with various government and private agencies. This collaboration not only enhances the company's network but also its reputation and capabilities in offering integrated talent management solutions. With this approach, the company can meet client needs by providing a skilled workforce for *MICE* events and adapt to changing market trends and demands. This shows that '*Banyak Jalan*' Management is not only focused on providing talents but also strives to create added value for clients through mutually beneficial relationships.

The success of '*Banyak Jalan*' Management in collaborating with various parties is evident from their consistency in supplying talents for major events such as the Indonesia International Motor Show and various other exhibitions. With a well-planned strategy and extensive network, the company strives to continuously improve service quality and make a positive contribution to the *MICE* industry in Jakarta. Through these efforts, '*Banyak Jalan*' Management hopes to become a leader in the talent management sector and have a significant impact on future business growth.

This research was conducted to address unresolved issues identified in two prior studies: one focusing generally on talent management to enhance company performance, and the other emphasizing talent management strategies aimed at improving both employee performance and retention. While the first study discusses broad talent management practices as performance supports, the second highlights specific strategies that prioritize employee retention as crucial for performance improvement, revealing differing strategic approaches. Notably, both studies were performed in general corporate settings without industry-specific considerations, prompting this research to adapt and apply their findings specifically within the *MICE* industry context.

Overall, this follow-up research was influenced by findings that the integration of talent management strategies supporting employee performance and retention needs to be adapted to the specific characteristics of the *MICE* industry, resulting in more appropriate business improvements in the provision and placement of talents in the sector.

Based on the issues presented, main problems need to be explained. First, it is necessary to examine whether the strategy implemented by '*Banyak Jalan*' Management in providing talents for *Meeting*, *Convention*, and *Exhibition* events in Jakarta is able to generate business improvement. Furthermore, it is important to explore whether the talent placement strategy

undertaken by 'Banyak Jalan' Management in the same context can also have a positive impact on business improvement.

The purpose of this study is to understand whether the strategy implemented by 'Banyak Jalan' Management in providing and placing talents at *Meeting, Convention, and Exhibition* events in Jakarta can be successful in improving business performance. This research is expected to provide deeper insight into the dynamics of the *MICE* sector and the important role of talents in increasing business competitiveness.

The usefulness of this research is expected to contribute to future research on talent management in the *MICE* sector. In addition, this research aims to increase the knowledge of the wider community about talent management, especially in the context of *MICE*. From an academic point of view, this research is beneficial for Bunda Mulia University as additional insight for students, especially those in the Hospitality Tourism study program. Meanwhile, from a non-academic perspective, this research serves to increase the general public's understanding of the analysis of business strategies applied by 'Banyak Jalan' Management. This also benefits researchers in the learning process and development of insights related to business improvement strategies.

METHOD

This research used a qualitative method, which aims to understand and explain the meaning of a phenomenon in its natural context. Researchers collected data in the form of text, images, sounds, or other non-numerical forms to be analyzed inductively. Unlike hypothesis testing, qualitative research focused on developing an in-depth understanding of the context and dynamics of the phenomenon (Niam et al., 2024). The method involved direct interaction between the researcher and subjects, allowing for deep insights into the complexity and variations within the context. Data collection techniques included observation, interviews, and content analysis, which were open to interpretation (Niam et al., 2024).

RESULT AND DISCUSSION

Analysis of the 'Many Roads' Strategy of Management Based on MICE Theory

The MICE (Meeting, Incentive, Convention, Exhibition) industry is a form of business tourism that combines professional and recreational activities. As explained by Kesrul (2004), the MICE sector has a specific form of activity that requires the support of professional human resources and large-scale implementation, both in formal and promotional contexts.

'Many Roads' Management has proven its position as an important part of the MICE implementation chain, especially in the provision of professional talent, which according to Permenpar No. 5 of 2017, is an essential component of supporting services for the success of events.

1. Meetings: Based on event data and observation results, the company routinely provides Usher and SPG for official meetings such as "BNI Emerald", "Strategic Partnership Altama", and "Annual Dealer Meeting Harley Davidson". This is in accordance with the definition of meeting according to Kesrul (2004), which is a meeting to improve professionalism and collaboration between stakeholders. In this context, 'Many Roads' not only acts as a human resource service provider, but also ensures that the selected talents

have qualified abilities such as good ethics, good communication skills, and technical readiness.

2. Incentive: Activities such as "Home Credit Ceremony" are included in the incentive category, which is an award to employees for achievements, as defined by Kesrul (2004:18). In this activity, the company provides a band and usher, which has the role of improving the emotional atmosphere and professional image of the incentive company. This shows that 'Many Roads' understands the function of talent as a non-verbal instrument in strengthening positive impressions during events, in line with the main purpose of incentive travel as a tool of appreciation and motivation.
3. Convention: Events such as "REDS Declaration", "FEKDI x KKI", and "BIWS Party" are large-scale conventions with many participants from various institutions. The company provides ushers trained with formal communication standards as per the needs of conventions involving agendas discussions, forums, or presentations with multi-sector participants. According to (Syarif & Sayoga, 2023), conventions require a high level of coordination and human resources who have communication competence and an understanding of protocols. The researchers' observations show that 'Multiple Roads' facilitates training as per this function prior to placement.
4. Exhibition: Exhibition is the dominant sector in the 'Many Roads' portfolio. Based on table 1.1 data, more than 75% of talent placements are carried out at trade shows such as IIMS (Indonesia International Motor Show), Vape Fair, Jakarta Fair, All Food Indonesia, Bridestory Market, GIIAS (Gaikindo Indonesia International Auto Show), and others. Exhibition according to Kesrul (2004:16) is a trade meeting that brings together producers and consumers. In this case, talents such as SPG, SPB have a strategic function as sales enablers, brand ambassadors, and product explainers. The company trains SPGs on sales tactics, product knowledge, and how to serve customers, according to success criteria that emphasize direct interaction with visitors.

Analysis of Talent Placement Strategies and Their Relevance to Business Strategy Theory

The placement of talents by 'Many Roads' is carried out in a structured manner. According to the results of the interview with the owner (Mr. Dimas Yudhistira), the placement is based on three principles: compatibility with the brand image, previous work experience, and feedback from previous events. For example, talents who have worked in automotive events will be prioritized for similar events because they have understood the atmosphere and expectations of visitors.

This placement describes a differentiation strategy in business, as stated by Porter (2012), which is to provide different and better services compared to competitors. Not all talent providers companies provide such detailed services. Placement that is adjusted to the type of event (exhibition, convention, meeting, incentive) also reflects adaptation to the positioning strategy, which is to develop a service strategy based on segmentation of market needs (Jackson, 2013).

Meanwhile, according to David (2012), strategy is a step designed to achieve long-term excellence. In the context of 'Many Ways', the right placement of talent supports client satisfaction, increases long-term employment contract opportunities, and creates a strong positioning in the premium event sector such as IIMS, GIIAS, Bridestory, and others.

Analysis of Talent Provision Based on Talent Management Theory

The process of providing talent in 'Many Ways' Management is a very important initial stage in supporting the successful implementation of MICE events. Based on field observations and the results of interviews with Mrs. Haerani (Head of Human Resources), this process starts from planning needs based on a brief from the client. Then recruitment is carried out through digital platforms such as social media and online screening.

This strategy is in accordance with the concept of talent attraction proposed by (Mujibi & Azmy, 2024), which is the initial stage in talent management to screen the best candidates in a modern and efficient way. Digital recruitment carried out by companies has proven to be able to reach more talents in a short time, so that it is able to meet sudden needs in large events.

After the initial selection process (profile photos and videos), a direct interview selection was carried out focused on communication skills, ethics, and previous experience. According to the theory (Rusmayadi et al., 2023), this step is a talent mapping process that aims to adapt individuals to the needs of the organization. After that, the selected talents will undergo training or training containing material on product knowledge, grooming, service ethics, and technical event implementation.

The training provided is situational, adjusted to the characteristics of the event and the type of role (SPG, usher, MC, etc.). This is in line with the indicator of "talented employee development" according to (Masrurroh et al., 2023), where training is structured so that employees have readiness to carry out the assigned roles to the maximum.

The implementation of training at 'Many Roads' also supports a continuous improvement approach in talent management. Post-event evaluation is conducted by PIC to assess the performance of each talent. Talents with good performance will be prioritized again for the next event. This shows the existence of a performance-based retention system, which is in line with the theory of talent retention from (Dwanita Widodo et al., 2023), which states that employee retention is carried out through rewards, career development, and sustainable job opportunities.

Strategy Analysis Based on Talents Theory

a. The Concept of Talent as a Strategic Asset in the MICE Industry

According to (Wandra Zega et al., 2024), talent is not just a worker, but an important asset that has extraordinary abilities, skills, and potential that contribute highly to the organization. In the context of 'Many Roads' Management, talent is the spearhead of services, be it SPG, SPB, usher, MC, or team leader, because they interact directly with visitors, VIP guests, and clients.

This is shown through intensive training conducted by the company before the event, which aims to ensure that each talent is ready to carry the client's brand good name. So, talents are not treated as temporary workers, but as an extension of the brand identity they represent.

b. Talent Identification and Mapping

In line with the opinion (Dewi Puspaningtyas Faeni et al., 2023), talent mapping is an important process to ensure that employees can be grouped and developed according to their competencies. This process is carried out by 'Many Roads' with a talent tagging system based

on; event experience, Client criteria (appearance, language, communication), and Internal evaluation scores.

This mapping is not only administrative, but also the basis for the placement of talents in the next event. For example, an SPG who is successful in an automotive event will be placed back in the automotive brand at the next event because it is proven to be a good fit for that market.

c. Talent Recruitment According to Professional Standards

Referring to (Annisa, 2023), the selection of SPGs and ushers must consider professional standards, such as; Attractive and neat appearance, good communication techniques, Customer service ability, service psychology and patience.

The recruitment process at 'Many Roads' begins with an online selection that assesses visuals through photos and introductory videos. After that, there are onsite interviews that focus on communication and personality. Companies are not just looking for appearance, but prioritize attitude, adaptability, and learning spirit, because clients from the MICE industry pay great attention to character suitability.

d. The Role and Strategic Value of Talent in MICE Events

According to (Kusumawati, 2024), talent has an important role in encouraging operational efficiency, innovation, and the achievement of competitive advantage. This is reflected in the success of 'Many Roads' in maintaining long-term cooperation with clients such as Bank Danamon, Home Credit, ESB, Pertamina, and Wuling. This trust is not only in management, but also in the quality and consistency of the talents assigned in the field. The functions of talent in the event include:

- 1) SPG/SPB: Focus on direct marketing and achieve sales targets.
- 2) Usher: Represents a formal image and provides important information to visitors.
- 3) MC: Set the mood and direct the flow of the event professionally.
- 4) Team Leader (TL): Coordinates, briefs, and acts as a liaison between the talent team and clients.
- 5) Band: Provide entertainment to event attendees so that the arrangement doesn't feel too stiff or awkward.

With a clear division of roles and according to ability, the talents placed by 'Many Roads' are able to maintain the high standards and professionalism of the event. It confirms that talent is a strategic element, not just a "temporary hire".

e. Evaluation and Sustainable Development

Each talent who works is evaluated based on; Time and attendance discipline, Appearance during events, Ability to follow client directions, Direct feedback from EO/client. Talents who show consistent performance will continue to be invited for the next project. Some were even given the opportunity to be promoted to TL (team leader), and facilitated additional training such as public speaking. This is in line with the principle of continuous improvement in talent development according to (Masrurh et al., 2023).

Analysis Strategi Alliance and Partnership

'Many Roads' Management implements the alliance and partnership strategy as the main foundation in its business development in the sector of providing and placing talent for the MICE (Meeting, Incentive, Convention, and Exhibition) industry. This strategy is divided into

three main types: Joint Venture, Equity Strategic Alliance, and Nonequity Strategic Alliance. All three are applied selectively based on the type of partner and the needs of the project. Here is an analysis of the three strategies:

1) Joint Venture with Event Organizer (EO)

One of the most prominent forms of cooperation is with Event Organizer. This relationship is complementary, with EO being responsible for the overall technical implementation of the event such as logistics, concepts, and licensing, while 'Multiple Roads' focuses on recruiting and managing talent in the field. This form of cooperation can be categorized as an informal Joint Venture. Although not always in the form of a formal joint venture, the practice shows an equal distribution of workload and results. Both parties rely on each other's reputations and networks to make the event a success. The advantage of this strategy is flexibility and efficiency. By avoiding a new corporate structure, both parties can still work like one solid business entity. However, the main challenge is in coordination and profit-sharing agreements that must be maintained with open communication.

2) Equity Strategic Alliance (Still Limited)

In interviews and field observations, no significant form of Equity Strategic Alliance was found. The company does not yet have a partner who injects capital or shares shares. However, the Owner said that the potential for this kind of cooperation is open in the future, especially if you want to expand the scale of operations or reach other regions. Currently, the form that approaches an equity alliance is simply the sharing of profits in a joint project of the EO, but without the existence of legal co-ownership. The decision not to fully use the equity alliance was also based on the desire to maintain full control of the company and avoid the risk of internal conflicts in business ownership.

3) Nonequity Strategic Alliance with Corporate Clients and Whatsapp Talent Groups

The Nonequity Strategic Alliance strategy is the most common form of cooperation implemented by 'Many Roads', especially with client companies and the talent community.

a. Cooperation with Client Companies

Client companies usually come from companies that regularly hold internal and external events. The form of partnership is contractual and trust-based. There is no common ownership, but business relationships are built through professionalism and consistency of service. This relationship provides a stable advantage for 'Many Roads' because it creates repeat orders, thereby reducing long-term marketing and recruitment costs.

Here are some examples of companies that do repeat orders with 'Many Roads' Management:

1. Bank Danamon has made repeat orders 8 times, including:

A. The first event was held at the BrideStory exhibition on February 01-04, 2024 located at ICE BSD, the talents at this event were Usher, SPG.



Figure 1. Event Bridestory 2024

Source: 'Multiple Roads' Management

- B. *The second event was held at the Indonesia International Motor Show exhibition on February 15-25, 2024 at JIEXPO Kemayoran, the talents at this event were SPG, Usher, Team Leader, MC.*



Figure 2. IIMS Event 2024

Source: 'Multiple Roads' Management

- C. *The third event was held at the Danamon Syariah Travel Fair exhibition on March 21-24, 2024 at Gandaria City Mall, the talents at this event were SPG, Team Leader.*



Figure 3. Danamon Syariah Travel Fair 2024 Events

Source: 'Multiple Roads' Management

- D. *The fourth event will be held at the Jakarta Fair exhibition on June 12-July 14, 2024 at JIEXPO Kemayoran, the talents at this event are SPG, Team Leader.*



Figure 4. Jakarta Fair 2024 Events

Source: 'Multiple Roads' Management

- E. *The fifth event was held at the Dxpo by Danamon exhibition on July 18-21, 2024 at Central Park Mall, the talents at this event were SPG, Team Leader.*



Figure 5. Event Dxpo by Danamon 2024

Source: 'Multiple Roads' Management

- F. *The sixth event was held at the FEKDI x KKI exhibition on August 01-04, 2024 at JCC Senayan, the talent in this event was SPG.*



Figure 6. FEKDI x KKI 2024 Events

Source: 'Multiple Roads' Management

- G. *The seventh event was held at the Indonesia International Motor Show exhibition on February 13-23, 2025 at JIEXPO Kemayoran, the talents at this event were Usher, SPG, Team Leader, MC.*



Figure 7. Event IIMS 2025

Source: 'Multiple Roads Management'

- H. *The eighth event was held at the BrideStory exhibition on 01-04 May 2025 located at ICE BSD, the talents at this event were Usher, SPG.*



Figure 8. Event Bridestory 2025

Source: 'Multiple Roads' Management

2. Pertamina has made *repeat orders* 3 times, including:
- A. *The first event was held at the Pertamina SMEXPO exhibition on October 31-November 05, 2023 located at Gandaria City Mall, the talent at this event was Usher.*



Figure 10. Pertamina SMEXPO 2023 Events

Source: 'Multiple Roads' Management

- B. *The second event was held at the Gaikindo Indonesia International Auto Show exhibition on July 18-28, 2024 located at ICE BSD, the talent at this event was Usher.*



Figure 11. GIIAS Event 2024

Source: 'Multiple Roads' Management

- C. *The third event* was held at the Pertamina x BPH Migas Meeting on January 26, 2025 located at the Pullman Hotel, *the talent* at this event was Usher.



Figure 12. Event meeting of the Pertamina X BPH Migas 2025 Meeting

Source: 'Multiple Roads' Management

3. ESB that has made *repeat orders* 2 times, including:
- A. *The first event* was held at the All Food Indonesia exhibition on May 02-05, 2024 located at ICE BSD, *the talent* at this event was SPG.



Figure 13. All Food Indonesia 2024 Event

Source: 'Multiple Roads' Management

- B. *Event* The second was held in *exhibition All Food Indonesia* on the date 30 April- 03 May 2024 located at ICE BSD, *Talent at Event* this is Usher.



Figure 14. All Food Indonesia 2025 Event

Source: 'Multiple Roads' Management

4. *Home Credit* that has made *repeat orders* 3 times, including:
- A. *The first event* was held at the *Home Credit Ceremony incentive* on February 4, 2024 located at *the Home Credit Head Office*, *the talent at this event* was *the Band*.



Figure 15. event incentive Home Credit Ceremony

Source: 'Multiple Roads' Management

- B. *The second event* was held at *the Indonesia International Motor Show exhibition* on February 15-25, 2024 located at *JIEXPO Kemayoran*, *the talent in this event* is *SPG*.



Figure 16. Event IIMS 2024

Source: 'Multiple Roads' Management

- C. The third event was held at the Home Credit Indonesia Media IFTAR meeting on June 14, 2024 located at the Des Indes Hotel, the talent at this event was Usher.



Figure 17. Event Meeting Home Credit Indonesia Media IFTAR

Source: 'Multiple Roads' Management

- b. Collaborate with talent candidates in WhatsApp groups

The unique strategy of 'Many Roads' is to form a community of talents in WhatsApp groups. This group serves as a highly active and responsive internal ecosystem. Two-way communication between companies and talent simplifies the selection process, briefing, and post-event evaluation. This group is not only a place for job vacancy information, but also a medium to build relationships and loyalty. Although there are some events where there is no formal contract, the social bonds and the experience of working together create a sense of belonging and trust. The advantages of this nonequity alliance are cost efficiency and operational speed. There are no major expenses for conventional recruitment or lengthy training, as everything is managed digitally and based on hands-on experience. Here are some examples of the recruitment process for talents in the WhatsApp event group that will be running soon:

1. The Management shared the news of the job locker on the whatsapp group with the following description:

Urgent Need Usher for PRJ 2025
Date: 12 Juni - 13 Juli 2025 (ada liburnya)
Venue: Jiexpo Kemayoran
Jam kerja:
 Senin- jumat: 15.30 - 22.00
 Weekend: Shift 1: 10.00 - 18.00
 Shift 2: 14.00 - 22.00
Fee: 275k / shift + meals
Jobdesk:
 - Flyering & Database
 - Product Knowledge
Kriteria:
 Good looking
 Oriental / lokal
 Tinggi min 165
 Aktif & rajin
 Komit, no cancel!
 Wajib bs jaga sesuai jadwal yg sudah ditentukan, Minat kirim foto di grid terbaru yg jelas nama bb tb.
Yang lolos wajib bisa dtg training
CP: 081807851799

Figure 18. First recruitment of Usher event Jakarta Fair 2025

2. After the *talents candidates* submit a job application by sending their personal data in the form of photos and introductory videos, the talents candidates will be selected directly by the client, then *the talented* candidates who pass the first stage will be put into a new whatsapp group to be informed of the schedule for *interviews* with clients.

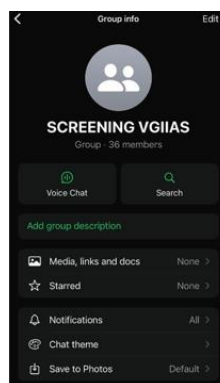


Figure 19. Whatsapp groups for interview candidates

Source: 'Multiple Roads' Management

3. Furthermore, for talent candidates who pass the second stage, they will be entered into the latest whatsapp group and officially announced as *talents* at the *event* that will take place through the group. Usually in the talent group that has passed, it will be used as a communication medium between *talents*, *management*, *EO*, and clients. In addition, it is also a media of information related to the implementation of *training*, obstacles that will be faced when the *event* takes place, evaluation, and *the next event project* (if the client needs *talent* at different *events*).

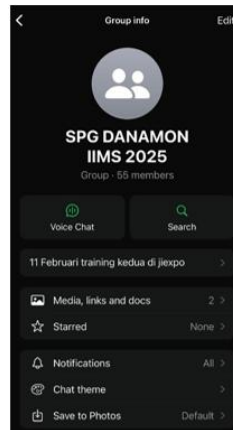


Figure 20. Whatsapp Groups of Talents Who Have Passed the Second Stage

Source: 'Multiple Roads' Management

The Impact of Strategy on Business Improvement

The implementation of *the alliance and partnership* strategy by 'Many Roads' Management has a real impact on improving the company's performance and business growth. This strategy not only helps operational efficiency, but also strengthens the company's position in the *event* industry, especially in the field of providing and placing talent for MICE (*Meeting, Incentive, Convention, and Exhibition*) activities. The impact can be described as follows:

1. Increased Number of Projects and Clients: Through close cooperation with *Event Organizers* (EOs) and client companies, 'Many Roads' has successfully expanded the project network. With the existence of a long-term cooperation (*nonequity strategic alliance*), the company has gained the trust to handle *event projects* on a regular basis. The frequency of *events* handled has also increased from small to medium scale, and even some projects are national. Good working relationships and professionalism in *talent management* make clients feel satisfied and continue to repeat *orders*.
2. Operational Cost Efficiency: Partnership strategies also have a positive impact on operational expenditure efficiency. With a shared responsibility sharing system with EO (*informal joint venture*) partners, 'Many Roads' does not need to bear all the logistical and technical costs of organizing the event. In addition, the use of WhatsApp groups to recruit and manage talent directly is able to cut the cost of promotion, training, and formal selection. The coordination process becomes faster and there are fewer additional costs.
3. Increased Reputation and Market Trust: Consistent and mutually beneficial cooperation with partners makes 'Many Roads' known as a professional, flexible, and reliable talent provider. This directly improves the company's image in the eyes of clients and partners. Many clients recommend the Multiple Roads service to other parties, which shows a high level of trust in the company. This good reputation has an impact on the expansion of the market and the addition of new cooperation opportunities.
4. Increased Talent Loyalty and Availability: The talent *community system* through WhatsApp groups creates a close and personal connection between companies and freelancers. Talents feel more valued and directly involved, which makes them more *loyal* and ready to work whenever needed.

5. Financial Stability and Growth: According to *Head of Finance*, the success of maintaining healthy cash flow comes from stable cooperative relationships with partners and clients. Regular payments from recurring projects help companies maintain financial stability and plan for long-term growth. In addition, because the cooperation system allows for cost and risk sharing, Many Roads is not too burdened with its own capital in running the project, but still gets a fair share of profits.

CONCLUSION

Based on interviews, observations, and documentation, it can be concluded that '*Many Roads*' Management has effectively implemented business improvement strategies in the MICE sector, particularly in talent provision and placement. The company's primary strategy focused on cultivating long-term client relationships rather than merely acquiring new clients, as shown by repeated collaborations with major brands like Bank Danamon, Pertamina, and Adira Finance. Its flexibility in addressing both technical and non-technical client needs sets it apart from competitors. Talent management involved a selective recruitment process tailored to client requirements, supported by product knowledge training for extended events and ongoing field evaluations with mechanisms to replace underperforming talents. Financially, the company demonstrated positive cash flow growth of 10–15% month-on-month, despite challenges with late client payments, which it countered by advancing funds to maintain workforce trust. Overall, '*Many Roads*' Management adopted an adaptive, collaborative, and responsible approach, with a growth rating of 7–8 out of 10 from key stakeholders, indicating strong potential for future expansion. Future research could explore how digital talent management technologies and payment system innovations might further enhance operational efficiency and financial stability in the MICE industry.

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