

## Factors of sustainability in mice tourism entrepreneurship: The role of stakeholders and its benefits for SME's

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### ABSTRACT

MICE (Meetings, Incentives, Conferences, and Exhibitions) is an important activity for tourism promotion, involving the organization of various events at both local and international levels, primarily supported by vendors, most of whom are SMEs. There are two technical issues related to the involvement of SMEs in MICE: product quality standards that do not meet the expectations of the organizers (EOs), and the need for SMEs to have clear contracts and payments from the organizers, which has been largely ignored. Both of these factors impact the sustainability of the MICE business they operate. This research aims to find the middle ground between the true needs of organizers and suppliers/vendors. It seeks to identify factors that can support the business continuity of MICE industry players, including both organizers and suppliers. The study was started with grounded theory research then followed by CFA for testing the findings. The factors finding with assistance of coding in NVIVO software. These factors were then directly tested on business actors (80 respondents) using multiple regression analysis. Based on the results of the regression test, it was found that the 8 keywords do indeed have a significant influence on supporting the sustainability of the MICE business, both partially and simultaneously. The eight keywords are Commitment & Contract, Innovation & Novelty of Event; Mutual Partnership; Payment; Portfolio & Experience; Product Quality; Profit; Zero Complaint. Each of these eight codes has implications for the relevant parties, which can serve as a reference for improving performance and maintaining the sustainability of the MICE business.

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### ABSTRAK

*MICE (Pertemuan, Insentif, Konferensi, dan Pameran) merupakan kegiatan penting promosi pariwisata, menyelenggarakan berbagai acara baik skala lokal maupun internasional yang didukung oleh vendor yang sebagian besar adalah UMKM. Ada dua masalah teknis terkait keterlibatan UMKM dalam MICE: standar kualitas produk yang tidak memenuhi harapan penyelenggara (EO), dan kebutuhan UMKM untuk memiliki kontrak dan pembayaran yang jelas dari EO yang sebagian besar diabaikan. Kedua faktor ini berdampak pada keberlanjutan bisnis MICE yang dijalankan. Penelitian ini bertujuan untuk menemukan titik tengah antara apa yang benar-benar dibutuhkan oleh EO dan pemasok/vendor. Penelitian ini bertujuan untuk mengidentifikasi faktor-faktor yang dapat mendukung keberlanjutan bisnis pelaku industri MICE, termasuk penyelenggara dan pemasok. Penelitian dilakukan menggunakan model grounded theory research kemudian CFA untuk uji coba uji temuan factor. Identifikasi faktor dihasilkan dengan bantuan perangkat lunak NVIVO. Faktor-faktor ini kemudian diuji secara langsung pada pelaku bisnis (80 responden) menggunakan analisis regresi berganda. Berdasarkan hasil uji regresi, ditemukan bahwa 8 kata kunci tersebut memang memiliki pengaruh signifikan terhadap*

*keberlanjutan bisnis MICE, baik secara parsial maupun simultan. Delapan kata kunci tersebut adalah Komitmen & Kontrak, Inovasi & Kebaruan Acara; Kemitraan Saling Menguntungkan; Pembayaran; Portofolio & Pengalaman; Kualitas Produk; Keuntungan; Nol Keluhan. Kedelapan kode ini masing-masing memiliki implikasi bagi pihak terkait, yang dapat menjadi acuan perbaikan kinerja dan menjaga keberlanjutan usaha MICE.*

## INTRODUCTION

MICE is one of the tourism businesses recognized by the government and outlined in Law Number 9 year 2010 concerning Tourism, in addition to 12 other service businesses including Tourist Attractions, Tourism Areas, Transportation Services, Spas, Travel Services, Food and Beverages, Accommodation, Entertainment and Recreation, Tourism Information, Travel Agencies, Tour Operators, Tourism Facilities, and other services including photography and souvenirs. MICE activities, which manifest in the form of exhibitions, conferences, meetings, or various other gatherings, are often only viewed in terms of their final outcome – whether successful or unsuccessful – which is generally publicized in the mass media (Ciuffreda & Simonetti, 2024; Kim, 2023). However, very few people pay attention to how the 'kitchen' of processing, how MICE activities actually emerge and are able to deliver good event performance.

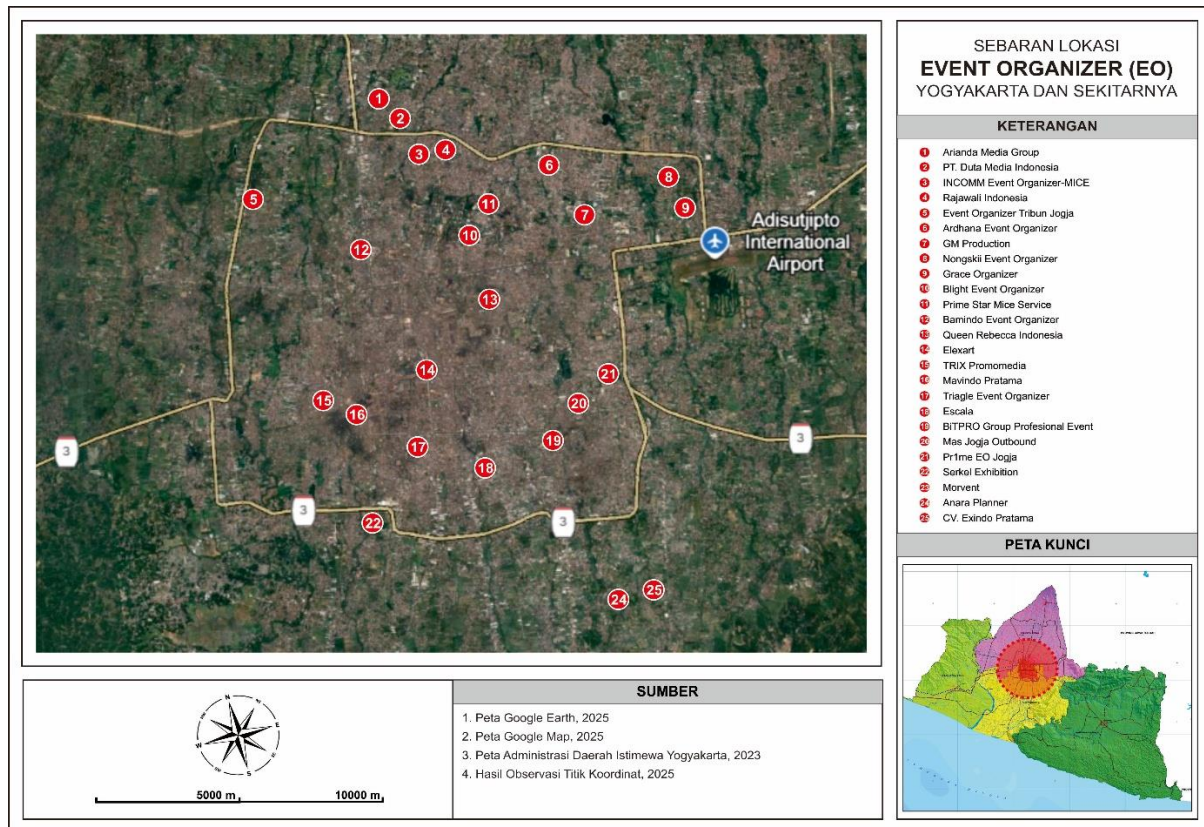
In Indonesia, international and multilateral MICE activities are the authority of the central government, although local governments and stakeholders are still involved in their implementation. These stakeholders are the most responsible parties in organizing an event, which includes the owner (government/private), the event planner (organizer), and the supplier (vendor). (Astawa et al., 2024; Ianeva & Georgieva, 2021; Novanty & Rahyadi, 2024). The owner or often referred to as the committee is the party most responsible for funding the activities, beside the main person in charge. The organizer is the party responsible for organizing or operating the event, while the suppliers are the parties that contribute to the organizer to support all the event's needs. This stakeholder engagement triangle has a significant impact on the sustainability of MICE event management in Indonesia.

According to several studies, MICE activities are closely linked to SMEs (Kusuma, 2019; Tiecheng et al., 2018; Trisnayoni et al., 2022). The SMEs referred to are organizers and suppliers. Event organizers, also known as Event Organizers (EOs), come in various business sizes, from small to medium and large, according to the prevailing regulations for the procurement of goods and services in Indonesia. Similarly, suppliers range from small-scale businesses, including home industries, to medium and large-scale enterprises. This is where MICE plays a significant role in the development of SMEs in the tourism sector (Kumar et al., 2024). However, there are a few points that need to be made: a significant challenge for MICE professionals is innovation and the demand for high performance, which is often not fully achievable (Hartarto et al., 2020). These business owners face numerous limitations, ranging from capital and innovation capabilities to production capacity, human resources, work experience, technological adaptation, and access to contract payments (Kussumawara & Hidayati, 2018; Wantah et al., 2022). This constraint has a significant impact on supporting the sustainability of MICE businesses, particularly for organizers and suppliers (vendors).

This research began with initial interviews conducted by the researcher with event organizers (EOs) and vendors involved in several local events in Yogyakarta. The tight event execution schedule and the high dynamics of event organization sometimes cause event organizers and suppliers/vendors to slightly overlook some crucial issues that could affect their future business sustainability. The first problem, according to the EO, is that the intense need for support from vendors makes it difficult for the EO to be too selective in choosing vendors. This impacts the lack of quality control on products produced by vendors. Products from vendors are considered less supportive of the event's performance, which is often expected to meet high performance standards. The weak quality control, particularly among SMEs, has been widely discussed by numerous researchers who have delved into the sustainability of SMEs in Indonesia. (Ardhiyansyah & Juniansyah, 2024; Ayem et al., 2024; Istamarina et al., 2025; Mardiah et al., 2025). The second problem, according to the vendors who are mostly SMEs, is the lack of clarity regarding the work contracts from the EO, which has implications for the payment of work that is urgently needed by the vendors to be able to run the work according to the EO's demands. In other words, the vendors desperately need capital and clear payment because most of them have limited capital, even if they have good performance. The issue of low quality control and low product quality is recognized by the vendors as another consequence of the contract and payment problems. This capital issue has actually been widely discussed in various studies on the sustainability of SMEs. (Muhammad & Lubis, 2025; Ratnaningtyas et al., 2025; Yolanda & Hasanah, 2024). For these two issues, it is perhaps necessary to conduct a deeper exploration of what MICE business actors, both EOs and Vendors, truly need to support their business sustainability.

This research was conducted to identify the factors influencing the sustainability of MICE businesses, particularly in Yogyakarta. The D.I Yogyakarta Province is one of the quite popular MICE destinations and is one

of the priority MICE tourism development destinations designated by the Ministry of Tourism of the Republic of Indonesia. Currently, there are over 100 event organizer services (Figure 1), both registered and unregistered with associations, covering various MICE activities from exhibitions, ceremonies, conferences, meetings, parties and celebrations, graduations, and weddings. Meanwhile, according to Local Exhibition Association ASPERAPI Yogyakarta, there are more than 400 event vendors frequently used by organizers in holding various events at local, regional, and national levels. This business potential is another important consideration for conducting this research, in addition to the sustainability factor of the MICE industry.



**Figure 1.** Several EO Services Location in City Center of Yogyakarta (Googlemap, 2025)

## METHOD

This research was conducted with an exploratory sequential design (ESD), which is a research activity that begins with a qualitative approach to explore a phenomenon, followed by testing or confirmation using quantitative methods (Creswell & Creswell, 2017). In the qualitative research stage, the research approach used is grounded theory research, which is a qualitative research approach used to develop theory based on the systematic collection and analysis of data. (Maupa & Abidin, 2020). This is intended to bridge the gap between theory and empirical research. Grounded theory research is used to generate both qualitative and quantitative data (Rodrigues et al., 2023). In qualitative research, this research model can be used to develop concepts and theories based on empirical facts. (Charmaz & Thornberg, 2021).

According to the ESD method, the initial data collection stage involved interviewing a number of parties considered experts in their field, consisting of EOs (5 respondents) and Suppliers (7 vendors), each representing their respective companies (Table 1). The purpose was to build concepts and theories. The selection of respondents was based on the representation of business competencies. The results obtained thru this process were then processed using NVIVO software to obtain coding in the form of keywords related to the sustainability of the MICE business.

In the next stage, after the qualitative research is completed and concepts are generated, testing will be conducted with relevant parties, particularly suppliers, most of whom are SMEs. The trial will be carried out on 80 respondents representing the suppliers, who will be randomly sampled. The calculation of 80 is based on the sampling formula. Hair et al. (2021) which states that the minimum sample size is 10 times the number of independent variables. Analysis at the concept testing stage was conducted using multiple regression methods with the aim of testing whether the keyword factors already found have a significant influence in supporting the sustainability of the MICE business. At this stage, validity testing was performed with Confirmatory Factor Analysis (CFA) considered a valuable approach for identifying the key elements influencing a problem (Rizwana,



**Table 2.** Keywords or Code generated by NVIVO based on interview data

Code (Keyword)	Description
1.Commitment & Contract	: Commitment is proven by signing the contract.
Job Contract	: The contract is signed by the relevant parties
Less Addendum Along The Contract	: The contract does not involve much additional or reduced work
One Vision to Accomplish	: They share the same vision for completing the work
2.Innovation & Novelty of Event	: The event is always innovative and has novelty
Innovation in Concept of Event	: Innovative in event concept
Support Eco-Friendly	: Supports environmental conservation policies
Technology Aware	: Adopts cutting-edge technology
3.Mutual Partnership	: Mutually beneficial cooperation
Bonafid & Trusted	: Willing to make financial sacrifices and be trustworthy
Bringing Further Cooperation	: Has a vision for sustainable cooperation
Partnership Experience	: Has a history of previous collaborations
4.Payment	: Everything related to payment
Flexible & Modern	: Payment utilizes the latest payment methods
Legal Based on Contract	: Payment is in accordance with the contract
On Time Payment	: Payment is timely, with no delays
5.Portofolio & Experience	: Partner has adequate work experience
Company Experience	: Experience is proven by portfolio
Competence	: Possesses relevant field competencies
Human Resources	: Has reliable and qualified human resources
Resources Support	: Has supporting resources such as work equipment
6.Product Quality	: Quality of the product produced
Delivery	: Quality is measured by delivery capability
Packaging	: Product packaging
Quality of Product	: Truly high-quality product
7.Profit	: Event provides financial benefits
Continuity Guarantee	: Guaranties the sustainability of the partnership
Corporate Goodwill	: Supports business sustainability
Profit Making	: The event is expected to be profitable
8.Zero Complaint	: No complaints
Minimum Complaint	: Minimal complaints from all parties involved
Positive Sentiment from Media	: Positive media impression reflected in news coverage
Zero Participant's Complaint	: Few complaints from participants
Zero Partner's Complaint	: Few complaints from partners

Word	Length	Count	Weighted Percentage (%)
commitment	10	1152	4,63
contract	8	1101	4,42
event	5	1050	4,22
payment	7	1031	4,14
quality	7	994	3,99
product	7	936	3,76
innovation	10	929	3,73
mutual	6	912	3,66
experience	10	906	3,64
novelty	7	903	3,63
complain	8	902	3,62
partnership	11	902	3,62
portofolio	10	902	3,62
profit	6	902	3,62
zero	4	902	3,62
parties	7	288	1,16
good	4	222	0,89
cooperation	11	203	0,82
time	4	195	0,78
vendors	7	188	0,76

**Figure 3.** Top 20 Words Based on Coding in NVIVO

However, to strengthen the interpretation, further testing is needed by measuring the keywords of these variables on a larger population. The main target of the testing is suppliers/vendors, primarily because the main supporters of MICE activities are supplier groups, most of whom are small and medium-sized enterprises (SMEs). According to the regulations in force in Indonesia, SMEs are defined as business entities with capital less than 1 billion and maximum annual revenue of 2 billion.

### Quantitative Research Result

To prove whether the indicated variables truly influence the sustainability of MICE businesses, testing is conducted at this stage on a number of MICE business operators, particularly suppliers. The main reason is that they are the parties most affected and most sensitive to these variables in maintaining the sustainability of their businesses. Here is the data on the test respondents, consisting of the type of business and the length of time the company has been operating (Table 3).

**Table 3.** Profile of Respondent For Testing

Company of Respondent	Number of Company	%	Company Experience
Freight Forwarder	4	5%	Since 1998
Souvenir	5	6%	Since 2004
Catering & Food Service	8	10%	Since 2010
Transportasi	7	9%	Since 2008
Travel Agent	5	6%	Since 2014
Accomodation	6	8%	Since 1997
Ticket	5	6%	Since 2001
Stage Cotractor	4	5%	Since 2015
Stand Contractor	3	4%	Since 2014
Lighting	4	5%	Since 2012
Sound & Event Equipment	5	6%	Since 2017
Publishing & Offset	6	8%	Since 2007
Merchandise & Souvenir	8	10%	Since 2012
Decoration & Florist	6	8%	Since 2013
Theme Party Specialist	4	5%	Since 2018
<b>Total Respondent</b>	<b>80</b>	<b>100%</b>	

This testing involves the variables described in Table 2 as sustainability variables that are expected to influence MICE efforts. According to the multiple regression analysis method, the testing was conducted in detail first with a validity test using the CFA method to confirm whether the indicators used could confirm a construct or variable. In the CFA test, the loading factor must be  $\geq 0.5$  for the indicator to be considered valid. Similarly, the KMO value must also be  $\geq 0.5$ . Based on the calculations and the criteria, the results of testing the indicators for each variable were found to be valid, as were the KMO values (Table 4).

**Table 4.** Result of CFA Validity Testing

Factor	Component								
	1	2	3	4	5	6	7	8	9
Job Contract	0.848								
Less Addendum Along The Contract	0.808								
One Vision to Accomplish	0.701								
Innovation in Concept of Event		0.709							
Support Eco-Friendly		0.785							
Technology Aware		0.671							
Bonafid & Trusted			0.667						
Bringing Further Cooperation			0.792						
Partnership Experience			0.753						
Flexible & Modern				0.743					
Legal Based on Contract				0.735					
On Time Payment				0.788					
Company Experience					0.772				
Competence					0.894				
Human Resources					0.830				
Resources Support					0.649				
Delivery						0.722			
Packaging						0.778			
Quality of Product						0.772			

Continuity Guarantee	0.860	
Corporate Goodwill	0.907	
Profit Making	0.844	
Minimum Complaint		0.799
Positive Sentiment from Media		0.717
Zero Participant's Complaint		0.828
Zero Partner's Complaint		0.753
Competitive		0.532
Goodwill		0.518
Value Creation		0.524
<i>KMO = 0.820</i>		
<i>Sphericity test of Bartlett; Chi-Square = 1680.410; Sig. = 0.000</i>		
<i>Extraction method: Analysis of principal components Rotation method: Varimax with Kaiser</i>		

The next test is the reliability test using Cronbach's Alpha, with the assessment criteria that the variable must have a value greater than 0.7. As seen from the test results in Table 5, all variables have a value  $> 0.7$  or all meet the reliability value, namely for the commitment & contract, innovation & novelty, mutual partnership, payment, portfolio & experience, profit, and zero complaint variables.

**Table 5.** Reliability Test Result

Variables	Cronbach's Alpha	Comments
Commitment & Contract	0.876	Reliable
Innovation & Novelty	0.818	Reliable
Mutual Partnership	0.801	Reliable
Payment	0.871	Reliable
Portofolio & Experience	0.916	Reliable
Product & Quality	0.856	Reliable
Profit	0.923	Reliable
Zero Complaint	0.907	Reliable

After conducting validity and reliability tests, the next step is regression analysis to examine the significance level of the influence of each independent variable on the dependent variable, which is suppliers/vendors in relation to business sustainability. In the regression test (Table 6), it can be seen that eight variables have a sig. value  $< 0.05$ , namely commitment & contract, innovation & novelty, mutual partnership, payment, portfolio & experience, product & quality, profit, and zero complaint. Therefore, it can be stated that these variables do indeed have a significant partial influence on the sustainability of the MICE business.

**Table 6.** Multiple Regression Test Result

Model	Coefficients <sup>a</sup>		Standardized Coefficients Beta	t	Sig.
	Unstandardized Coefficients B	Std. Error			
1 (Constant)	-9.629	2.034		-4.735	0.000
Commitment & Contract	0.199	0.089	0.173	2.232	0.029
Innovation & Novelty	0.229	0.104	0.166	2.197	0.031
Mutual Partnership	0.222	0.110	0.148	2.029	0.046
Payment	0.237	0.100	0.191	2.369	0.021
Portofolio & Experience	0.243	0.073	0.276	3.302	0.002
Product & Quality	0.185	0.088	0.161	2.098	0.039
Profit	0.182	0.077	0.170	2.374	0.020
Zero Complaint	0.232	0.063	0.188	2.026	0.001

Meanwhile, based on the simultaneous test or F-test with a degree of freedom of 95%, if the sig. value  $\leq 0.05$ , it means that the independent variables have a significant simultaneous effect on the dependent variable. Based on the test results (Table 7), it was found that the calculated F value was 21.429 and the significance was  $p = 0.000$ , so it can be stated that the eight variables, namely commitment & contract, innovation & novelty, mutual partnership, payment, portfolio & experience, product & quality, profit, and zero complaint, have a significant effect on the sustainability of the MICE business.

**Table 7. Simultaneous Test (F-test)**

ANOVA <sup>a</sup>						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	381.993	8	47.749	21.429	0.000 <sup>b</sup>
	Residual	158.207	71	2.228		
	Total	540.200	79			

a. Dependent Variable: Supplier/Vendor

b. Predictors: (Constant), Zero Complaint, Mutual Partnership, Profit, Innovation & Novelty, Commitment & Contract, Product & Quality, Payment, Portofolio & Experience

In the calculation of the adjusted coefficient of determination (R-squared) value in Table 8, it is known that the overall influence of the variables is 0.674, meaning that the percentage of variation in MICE business sustainability (Y) can be explained by the variation of the independent variables (X), namely Commitment & Contract, Innovation & Novelty, Mutual Partnership, Payment, Portfolio & Experience, Product & Quality, Profit, and Zero Complaint, by 67.4%. Meanwhile, the remaining 32.6% is explained by other variables outside the model in this study.

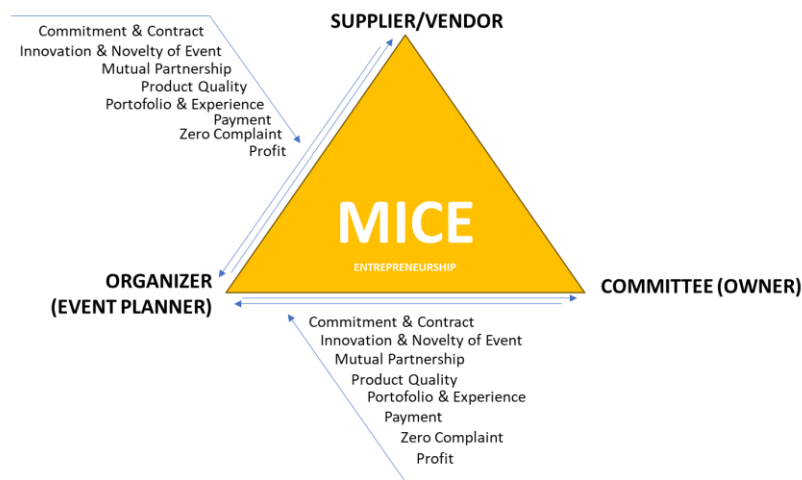
**Table 8. Result Test of Coefficient Determination**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.841a	0.707	0.674	1.493

a. Predictors: (Constant), Zero Complaint, Mutual Partnership, Profit, Innovation & Novelty, Commitment & Contract, Product & Quality, Payment, Portofolio & Experience

**Factors Influencing the Sustainability of the MICE Business**

Based on the analysis above, eight codes or keywords for the sustainability of the MICE business were identified. There are two sides of opinion from both the organizers (EO) and the vendors/suppliers. These keywords were then tested on a number of vendors considered to be the most involved in organizing the event, and the results showed that eight keywords could be considered proven factors that significantly influence the sustainability of their businesses. Any financial impropriety by the vendor could lead the organizer to no longer use their services and switch to a new vendor.



**Figure 4. Interrelationship of MICE Business Actors and 8 Business Sustainability Factors**

Based on the analysis of several previous studies, the findings of this research support several statements: 1) capital limitations among SMEs also occur in the MICE business sector (Ardhiyansyah & Juniansyah, 2024; Meilariza et al., 2024; Muhammad & Lubis, 2025; Purnomo et al., 2024; Ratnaningtyas et al., 2025); 2) SME actors have high skills but lack formal education, which impacts the quality of their business outcomes and leads to complaints from organizers (Indrayani et al., 2025; Nure et al., 2020; Rusilowati et al., 2025; Setiadi, 2023), 3) Most SME actors are lacking in the use and adoption of modern technologies, including modern payment systems (cashless) (Istamarina et al., 2025; Meilariza et al., 2024; Permadi et al., 2025; Sitompul et al., 2025; Swati & Ruby, 2023). These three things are classic problems, as also mentioned in several previous studies. (Permadi et al., 2025). However, the positive aspect of the findings of this research is that the parties, particularly EOs and Vendors, become aware of each other's issues and future needs to continue operating in the MICE sector. Everything can be improved so that the sustainability of the MICE business can be maintained.

Here is a sustainability analysis based on an in-depth examination of interview data, along with implications for relevant stakeholders:

**Table 8.** Factors of MICE Business and Sustainability Assesment

Code (Keyword)	Organizer (EO)	Vendor/Supplier	Implication
1. Commitment & Contract <ul style="list-style-type: none"> <li>Job Contract</li> <li>Less Addendum Along The Contract</li> <li>One Vision to Accomplish</li> </ul>	<b>Sustainability Need Analysis</b> An event organizer is needed by the job owner and vendors to prevent significant cost changes during the work. There are some tasks that are bound to have a few conflicts during field operations	<b>Sustainability Need Analysis</b> This is needed for clarity regarding the scope of work and payment. Historically, vendors who are not always incorporated often lack clarity regarding contracts and commitments, including payment	The EO and Vendor must be bridged by contract. All parties are committed to completing the work according to the contract.
2. Innovation & Novelty of Event <ul style="list-style-type: none"> <li>Innovation in Concept of Event</li> <li>Support Eco-Friendly</li> <li>Technology Aware</li> </ul>	A good event organizer is needed for both the client and the vendors, providing products that meet the standards of modern and environmentally friendly events. Many vendors are inexperienced.	The dynamic needs of events cannot be adequately accelerated by vendors, most of whom lack sufficient background. Requires training and additional knowledge for novelty.	Vendors need training and additional knowledge from the government, facilitated by the EO.
3. Mutual Partnership <ul style="list-style-type: none"> <li>Bonafid &amp; Trusted</li> <li>Bringing Further Cooperation</li> <li>Partnership Experience</li> </ul>	An event organizer is needed to work with vendors for long-term cooperation, prioritizing experience over previous work. Many vendors rely solely on the event organizer's money and have limited capital.	The vendor hopes to always meet the needs of the event organizer, but limited capital makes the vendor seem unreliable. Many event organizers (EOs) did not continue the contract for the next event.	EO is striving for sustainable cooperation with vendors
4. Payment <ul style="list-style-type: none"> <li>Flexible &amp; Modern</li> <li>Legal Based on Contract</li> <li>On Time Payment</li> </ul>	EO uses a flexible and modern payment system based on contracts. Some vendors are not up-to-date in terms of technology.	Many vendors still use traditional payment systems. Not all event organizers pay according to the schedule in the contract.	Payment from the EO to the vendor must be on time.
5. Portofolio & Experience <ul style="list-style-type: none"> <li>Company Experience</li> <li>Competence</li> <li>Human Resources</li> <li>Resources Support</li> </ul>	EO chose vendors with experience and competence, supportive resources, and qualified personnel. Many new vendors did not meet the criteria for competent vendors.	Vendors continuously require new work contracts to maintain their business continuity. The fact is, event organizers can easily switch to other vendors, even those outside the area	EO chose an experienced vendor with a clear portfolio
6. Product Quality <ul style="list-style-type: none"> <li>Delivery</li> <li>Packaging</li> <li>Quality of Product</li> </ul>	EOs require truly high-quality products/services, in terms of the product itself, delivery, and packaging. Vendors are often not yet able to meet this well..	The vendor always strives for the best quality and hopes the EO can provide continuous mentoring. The lack of coordination between the EO and the vendor often leads to misleading information in job orders.	Intensive coordination and communication between the EO and Vendors
7. Profit <ul style="list-style-type: none"> <li>Continuity Guarantee</li> <li>Corporate Goodwill</li> <li>Profit Making</li> </ul>	Collaboration between the EO and vendors must be mutually beneficial and not cause losses, so agreements between the parties are needed to continue generating profit. There are some tasks that ultimately don't yield much profit.	The vendor hopes that the cooperation will continue, and that the vendor is able to provide cost proposals for a job at a realistic price. However, the decision on whether the event will proceed or not due to profitability issues is more within the authority of the EO.	Agreement to choose event jobs that are profitable for the business.
8. Zero Complaint <ul style="list-style-type: none"> <li>Minimum Complaint</li> <li>Positive Sentiment from Media</li> </ul>	An event organizer is considered successful if there are not many complaints and negative sentiments from	Complaints to the vendor are complaints from the EO. The vendor is committed to continuously improving	EO and Vendors must perform well and there should be no complaints.

Code (Keyword)	Organizer (EO)	Vendor/Supplier	Implication
<ul style="list-style-type: none"> <li>• Zero Participant's Complaint</li> <li>• Zero Partner's Complaint</li> </ul>	<b>Sustainability Need Analysis</b> various parties. In this case, the event organizer greatly needs the support of vendors regarding all forms of support and cooperation. Some tasks still receive complaints related to vendor performance.	<b>Sustainability Need Analysis</b> performance to minimize complaints from all parties.	

## CONCLUSION

Based on research conducted thru interviews with 5 organizers and 7 suppliers, as well as testing with suppliers identified with SMEs, 8 important factors related to business sustainability were found: Commitment & Contract, Innovation & Novelty, Mutual Partnership, Payment, Portfolio & Experience, Product & Quality, Profit, and Zero Complaint. Statistically, the influence of these 8 factors is quite strong, up to 67% based on the R-squared value obtained from regression analysis, and each factor significantly affects the sustainability of the vendors' businesses. Of course, this then has a number of implications that must be agreed upon by both parties, the EO and the Vendor, such as the necessity of a contract and a commitment to comply with each clause, including the timeliness of payment from the EO to the Vendor. Likewise, the vendor must have a commitment to demonstrate better performance so that they can continue the collaboration with the EO in subsequent event projects. Payment is a crucial factor with a significant impact, especially for vendors who lack sufficient capital. Payment issues affect product quality, timeliness, and the provision of all organizer needs. For organizers, technical difficulties in payment and the limited capabilities of vendors are also considerations for continuing cooperation with vendors in the future.

In the context of problem-solving, mediation intervention is certainly needed, whether from the government, private sector, or non-governmental organizations, to facilitate the needs of vendors, who are mostly SMEs, so that their skills and knowledge can be improved. The hope is that vendors will become increasingly empowered and able to adapt to the dynamic market needs, particularly regarding the organization of MICE activities. The relationship between these MICE business stakeholders is a reciprocal one between the organizer and the committee, and between the organizer and the suppliers. In this study, the committee was not or rarely found to carry out activities directly related to vendors, so there was no direct relationship between the committee and the supplier/vendor. Every relationship is influenced by eight sustainability factors (See Figure 4).

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