



Planning and Implementation of Hybrid Event **Case Study: Muslim Fashion Festival (MUFFEST), March 18-28, 2021 in Jakarta**

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ABSTRACT

This study aims to analyze the planning and implementation of Hybrid Event in Jakarta "Muslim Fashion Festival (MUFFEST) 2021" in Kota Kasablanka Mall and to identify the hybrid elements used during the event. This research method uses qualitative descriptive with a case study approach. Sources of data are obtained through observations with field notes, interviews, and documentation. Data collection techniques used in this study are: interviews with key informants such as Organizer, Supplier, and Venue. Also, literature study was used for qualitative data. This study indicates that the planning and implementation of the event has met all the required aspects. In the hybrid element, this event is also broadcast via live streaming on YouTube, Zoom, Instagram, and the V-Mix application. This study recommends incorporating hybrid elements, such as applications that support virtual exhibition activities and examine the experience of visitors attending the Hybrid Event..

KEY WORDS: Planning, Implementation, Hybrid Event, Festival

INTRODUCTION

The COVID-19 pandemic that occurred at the end of 2019 had an impact on various sectors in Indonesia, particularly the tourism and event sectors. As a result, most events are delayed (postponed) or even cancelled. According to Nalendra (Sasmita, 2020), the tourism sector is most affected and has a high frequency of human interaction, thus playing a significant role in the spread of COVID-19. Tourism is a multi-sectoral industry, which explains why it has multiple effects. Since all sectors of the tourism industry have a high level of interaction, it will be difficult to overcome this challenge during the COVID-19 pandemic due to WHO (World Health Organization) policies that

limit social interaction activities. (KaroP,2020) stated that the tourism sector is also supported by organizing events as a forum to attract tourists. MICE is one of the sectors that has been impacted by the COVID-19 pandemic, so it was forced to postpone and even cancel the event. (Rulinawaty et al.,2022) this forced the organizers to change their habitual practices by finding ways to carry out MICE activities in the midst of the COVID-19 pandemic.

Over time, particularly the MICE industry, began to rise with the transition from offline to online for hybrid events (offline and online). This acknowledges that the digital world has become an integral component of the event industry and the MICE industry must always improve and innovate. Many virtual events, such as webinars, talk shows, podcasts, sports, health, and online music concerts, are held through various digital platforms such as Zoom, YouTube, Google Meet, Instagram and other platforms.

The Ministry of Tourism and Creative Economy (Kemenparekraf) of the Republic of Indonesia released the CHSE guidelines on MICE activities for offline events in September 2020 (VenueMagz, 2020). These guidelines emphasize the use of standard procedures for MICE activities, with technical guidelines tailored to local requirements. The socialization of CHSE began in October 2020. The first hybrid event simulation, called the New Era Festival, took place in August in Bali.

The term "Hybrid Event" refers to the concept of an event that mixes physical and virtual gatherings. Visitors who attend both offline and online can join and participate in the event, but from different locations at the same time (Event planner, 2021). The phenomenon of hybrid activity can extend the duration of the activity (Fryatt et al., 2012). The



Muslim Fashion Festival (MUFFEST) 2021, organized by Dyandra Promosindo in collaboration with the Indonesia Fashion Chamber (IFC), is an exhibition and festival event that uses a hybrid concept.

The Muslim Fashion Festival (MUFFEST) is an annual event that is held every year. This activity was carried out as a form of the organizers' efforts, particularly exhibition activities, to prove their capability to organize public exhibitions even in the midst of the COVID pandemic. The Muslim Fashion Festival (MUFFEST) 2021 is featured an exhibition that promotes the retail or B2C (Business to Customer) concept. The current pattern of implementation prioritizes digital technology, which was not the norm prior to the pandemic. Despite the fact that it was held in a hybrid format, both offline and online attendees had excellent views of the event. Of course, excellent event management from the organizers and other stakeholders is required for the success of the event. Figure 1 shows the framework of this research flow to illustrate the overall research process.

According to DjohanM et al. (2020), as previous research explained that the success of organizing an event must receive careful planning and preparation so that its implementation can run smoothly. The framework of this research to describe the research process are :

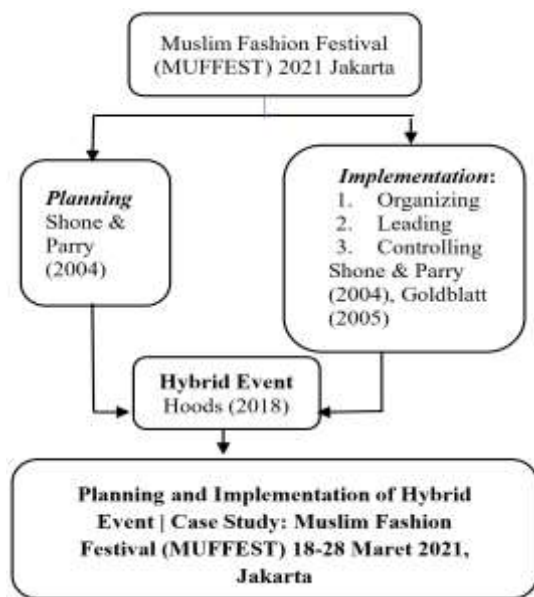


Figure 1. Framework
 Source: Authors, 2021

METHOD

This study uses a qualitative descriptive with a case study approach. A case study is designed to delve in depth the background of a problem, the current condition, the location where it occurs, and the environmental interactions of specific social units that make them what they are (Danim, 2002). Sources of data are obtained through observations with field notes, interviews, and documentation. Data collection techniques used in this study were interviews with Dyandra Promosindo, Kota Kasablanka Venue, event suppliers, or vendors. Also, literature study was used for qualitative data. This study was conducted in Kota Kasablanka, Jakarta. The data analysis utilized in this study must go through three steps or procedures, including data reduction, organization, and data interpretation (Junaid, 2016). Furthermore, the source triangulation technique was used to maintain the validity of the data in a qualitative research approach. According to Rahardjo (2010), triangulation is an attempt to check the validity of data or information collected by researchers from various perspectives by eliminating biases that occur during data collection and analysis as much as possible.

RESULT & DISCUSSION

Muslim Fashion Festival Overview

The Muslim Fashion Festival is an event that aims to promote the local Muslim fashion sector to the international global market. This event brings together all the key players in the fashion industry, including designers, institutions, academia, business, digital platforms, associations, government, and the general public. The goal of this event is to introduce the benefits of the Indonesian Muslim fashion industry through "ready-to-wear craft fashion" by optimizing local culture and competing in the global market. Dyandra Promosindo is one of the Professional Exhibition Organizers (PEO) who organized this event in collaboration with the Indonesia Fashion Chamber (IFC), an association of the Indonesian fashion industry. Due to the pandemic, the implementation of MUFFEST 2021 has been postponed. According to the State of Global Islamic Economy Report 2020/2021, in the middle of the global Covid-19 pandemic, the value of spending on Muslim apparel items last year declined 2.9 percent to \$268 billion or IDR3.9 trillion. This number, however, is expected to

recover in 2021 and continue to rise until 2024. For the first time, MUFFEST 2021 was held in five major cities, i.e. Jakarta, Yogyakarta, Surabaya, Bekasi, and Bandung, as a solution to support sustainability of the Indonesian fashion industry, from designers to micro, small and medium enterprises (MSMEs) in the midst of a pandemic. **"Recovery for the fashion industry"** is the theme used.

MUFFEST 2021 implements hybrid following CHSE to comply with government regulations for offline events. This statement is related to Gowindal et al. (2021) stated the CHSE concept needs to be implemented in the travel industry sector; one of them is holding events, while online streaming may be viewed through www.muslimashionfestival.com, YouTube Channel: Muslim Fashion Festival and Instagram Live at @muslimashionfestival.

Planning for MUFFEST 2021 Jakarta Based on Hybrid Concepts during the COVID Pandemic

1. Make an idea

Dyandra Promosindo, as the organizer of MUFFEST, collaborated with the Indonesia Fashion Chamber (IFC) as the steering committee. The role of the Indonesia Fashion Chamber (IFC) in deciding the theme is important since the IFC is very knowledgeable about Muslim fashion. IFC determined themes 100% based on interview findings. The brainstorming took place online and did not take long because the pandemic conditions around the world encouraged Muslim fashion to be adaptive and creative. Following that, the organizers turned the tagline and the movement into a series of event programs that also included exhibitions, fashion shows, talk shows, and fashion presentations. For three (3) months, a series of programs are designed. The MUFFEST concept for this year is presented differently from the previous year since it adopts a hybrid concept while maintaining the brand image by holding it in multiple major cities.

2. Create a Budget

Overall budget planning was carried out by the organizer (Dyandra Promosindo), and once being conceptualized, the

approval was carried out by both parties, i.e. Dyandra Promosindo as the organizer and IFC as the steering committee. MUFFEST activities for this year are more expensive than the previous year's events which were held offline. The production cost is the most expensive since it adapts to a hybrid concept that requires additional equipment such as a live broadcast system, internet costs, and additional human resources for streaming arrangements.

3. Venue Finding

The location of the MUFFEST 2021 activity is slightly different from last year which was held at the convention center. The event was held at the mall because during the discussion in November 2020, all venues were not authorized to operate or host the event. At first the committee also intended to hold it at the hotel, but the participants did not like it because the location was too private so it was difficult to promote their products. Thus, it was decided that the MUFFEST 2021 event would be held at the mall, i.e. at the Kota Kasablanka Mall. At that point, the malls were allowed to hold events, and it was safer to operate, and advertising would be easier because there were a lot of visitors in the mall. Because IFC has a partnership with the management of Pakuwon Mall, there is no need to pay rent for the venue, and since this venue is located in the city center, the accessibility is very good.



Figure 2. The Location of Muslim Fashion Festival Event, Kota Kasablanka Jakarta

Source : IG @Muslimfashionfestival, 2021

4. Marketing & PR

In general, the marketing carried out at these events (which

promote products and services) is through advertising, personal selling, and sales promotion. This event also works with a number of media partners and sponsors to increase the visibility of MUFFEST events. Companies that join as media partners and sponsors are relevant to the type of event and the company's field, particularly for Muslims and fashion. Wardah, a cosmetics brand, or women's magazines such as Fimela, are two examples.



Figure 3. Sales Promotion Narrative through Instagram

Source: Dyandra Promosindo (2021)

To ensure successful marketing, the committee created a timeline and schedule as a monitoring tool and determined the target market through analysis with a third parties, particularly Populix as a research and development (R&D) partner at this event. The Muslim community and visitors aged 18-45 are the target market for MUFFEST 2021.

5. Set Up Process

Event preparation has taken a significant amount of time, and operational procedures become a concern in event planning. Due to the structure or timeline of work, planning can run smoothly. This helps event organizers to set deadlines for event preparation so that it can be completed on time. The internal aspects of preparing for the MUFFEST event include making floor plans based on the results of field inspections, logistical planning, workforce needs, and contractors, as well as preparation of event needs such as opening events, fashion shows, talk shows, and related entertainment. The MUFFEST app also has a well-planned ticketing system for attendees, visitors and exhibitors. Since MUFFEST this year is free of charge, visitors can enter the venue without registering via the app.

Visitors can still use the mobile app to view the list of exhibitors and schedule events. Meanwhile, exterior aspects of the event preparation were also carried out. This includes ensuring that the demands of exhibitors and fashion shows are met, such as pre-event technical meetings, preparing manuals, and scheduling loading-in activities for the event. Loading activities are scheduled on D-2 before the adjustment event to the mall's opening hours.

6. Risk Management

When it was decided that MUFFEST activities would still be held in 2021, the organizers created numerous back-up plans. The plans include holding full offline, hybrid, or virtual events at JCC, like last year. They use the most viable option based on conditions and considerations of many aspects, such as the target market, health protocols, and current permits

According to the results of interviews about event planning, there are significant problems, particularly in the "making an idea" component. This event was previously scheduled to take place at the JCC, but the pandemic is not over yet. Eventually, numerous plans to hold events during the pandemic when many venues are unable to operate or even authorized to be developed. As a result, they relocated the event to a mall that was already operating at that time. Aside from the IFC-Pakuwon Group partnership, the decision to hold the event at the mall was made at the exhibitors' request. The IFC's involvement in establishing the theme of the event is significant since the Muslim fashion business is a creative sector, and organizers can benefit from IFC's understanding of Muslim fashion. Furthermore, what distinguishes the MUFFEST event for this year is that it offers a hybrid concept.

Other components of planning have also been altered due to the new hybrid concept. When it comes to financial planning, multimedia and internet costs are the most expensive compared to a few years ago. In terms of marketing and public relations, they are increasingly leaning towards digital media, such as using different social media platforms. A work breakdown structure or timeline to target preparation time and ensure everything is finished on time is highly beneficial in preparing for the MUFFEST 2021 events. Finally, event organizers need to develop a

backup plan to reduce event risks in terms of risk management. Organizers should plan ahead by having individuals act quickly if there is a problem with the activity. Communication and coordination with both the internal team and relevant stakeholders is a fundamental element for optimal management of organizer plans.

Implementation of MUFFEST 2021 Jakarta based on Hybrid Concepts during the COVID Pandemic

1. Organizing an Event

a. Event Organization Structure

This event's organizational structure includes several divisions, such as Project Officer, Marcomm & Exhibitor Handling, Operation, PR, Sales Booth, Sponsorship & Operation. The MUFFEST 2021 team for this year is in less than ideal conditions because everyone is doing two tasks. To assist the operation of this hybrid event, the entire core team consists of five (5) members and one (1) outsourced personnel. They are generally referred to as the "project base." Initially, 4 (four) outsourced personnel were sought, but due to the pandemic conditions and limited budget, it was decided to recruit only 1 (one) personnel.

b. Organizing an idea

The team's role is to manage the event program from planning to implementation. When the MUFFEST 2021 event was announced, the organizers had created a series of pre-event programs, including:

- MUFFEST Virtual Launching
The virtual launch took place on August 19, 2020, via the Zoom app, and was attended by 11 renowned speakers in their fields.
- MUFFEST Virtual Gathering
The virtual gathering took place on December 28, 2020 via the Zoom application. The event is accessible to the public and encourages potential exhibitors to participate in MUFFEST 2021 activities. They also inform them of the latest location of the event.

Furthermore, Marcomm's responsibility and handling of exhibitors is to develop promotional campaigns and meet the demands of exhibitors. Meanwhile, the team

responsible for handling sponsorship contacts is also responsible for following up with potential sponsors. The operational division is in charge of organizing event operational activities, and the sales booth team makes a list of potential exhibitors and invitees to join as exhibitors. The public relations division is similarly crucial, being a communication bridge for numerous stakeholders, particularly the media, in order to guarantee that the image of this event is well recognized through media exposure.

c. Organizing a budget

The committee as a whole was able to control the budget and earn profits, but not as high as in the previous MUFFEST events. The organizing committee must have certain systems and records to manage expenses such as expenses and revenues obtained from planning to implementation.

d. Organizing a Venue

The operations team ensures that the requests of exhibitors, visitors and other parties on site can be met after conducting site inspections. The event location should be double-checked by the operations team, which includes:

- The Fashion Atrium serves as a fashion show venue.
- The exhibition areas are the Grand Atrium, Mosaic Walk, and Mosaic 1.
- The entry and exit flow of the mall is in compliance with the health protocol adopted by the mall.
- Ensure that restrooms and food service areas are in proper working order.
- Ensure that electricity is available in each area and notify contractors if electricity is not yet available.



Figure 4. CHSE in the event location

Source: Authors, 2021

The committee must coordinate well with other parties so that the event can run smoothly.



Figure 5. Venue acara
 Sumber : Dyandra Promosindo, 2021

e. Organizing Marketing & PR

Advertising, personal selling and sales promotion are all forms of marketing used in MUFFEST events. It's just that the nature of this year's promotion is more towards digital marketing. The marketing and public relations team consists of four (4) people, two (2) people for marketing and two (2) people for the public relations team. The following step is to implement and monitor the marketing plan that has been made during planning. Advertising activities during the MUFFEST event at Kota Kasablanka Mall were carried out using social media platforms such as Instagram, Facebook, Twitter, TikTok, and Youtube. Influencers on social media are an efficient way to advertise this event. Several celebrities or influencers involved in the campaign are individuals involved in Muslim fashion, such as Ima Mutiara, Hanny Harun, and others. Furthermore, this event is marketed through the website at www.muslimashionfestival.com.



Figure 6. MUFFEST Media Sosial
 Source : IG @Muslimfashionfestival, 2021

The personal selling activities of this event are via WhatsApp, Zoom, and Email. This event also created several online competitions, such as the Modest Young Designer Competition (MYDC) and the MUFFEST TikTok Competition, which is one way to use sales promotions. The role of public relations in publicizing events, such as communication with the media through structured activities, i.e. press conferences, and media exposure, is also significant. MUFFET Kota Kasablanka also collaborates with several media partners from print and electronic media, including Fimela, Chanel Muslim.com, Republika, Suara.com, Liputan 6, Radio 106.6 FM, 91.60 Indika FM, and others.



Figure 7. Media Exposure pada media Fimela
 Source: IG @Muslimfashionfestival, 2021

f. Organizing an Operational Activity

The operational team has made preparations for MUFFEST activities before the D-day of implementation. The preparation includes reviewing all communications, messages, and schedule for the event as well as coordinating with the venue, contractors, vendors, and exhibitors. Coordination is carried out in an online technical meeting to discuss the set-up procedure, where meeting invitations are sent via e-mail. The set-up procedures include the day of the show and the unloading of the event, the disciplinary facilities, obligations, and awards that exhibitors earn, as well as the supervision of health protocols during the event.

The three parts of the operations team's activities are the set-up day, the performance day, and the demolition day. The preparation day is held on the D-2 of the event, building construction, exhibition entrance, stage installation, and preparation of multimedia and equipment needed for an event. Supervising loading activities at the venue by contractors and vendors is one of the tasks

completed. Contractor requirements typically involve stage, booth stands, backdrops, and fame walls and ensuring electrical connections to each exhibitor booth and fashion show area. Preparing multimedia needs such as LEDs, switchers, lighting, and audio mixers as well as providing an internet connection that is installed at the time of loading the event is also carried out by the team.

The operations team also held a final security briefing with contractors, multimedia vendors, and venue parties. Not only that, but they also marked each participant's booth zone. The operations team and all support teams are present on the day (show days) before the event starts. The role of the operations team is to ensure that all exhibitors' goods are ready for display, coordinate with the program team regarding the needs of event programs such as talk shows and fashion shows, coordinate with security and venues, and arrange for visitors to exit and enter the mall in accordance with standardized health protocols. The organizer added that every exhibitor or fashion show participant is required to do a COVID-19 swab test before attending the event to the health protocol section. During the unloading days after the event, the operations team ensures that loading and unloading procedures are running smoothly in collaboration with the security team.



Figure 8. Program Acara
Source: Dyandra Promosindo, 2021

The program is a determinant of the success of the event. The activities, which will take place from March 18 to March 28, 2021, include various events such as the Opening Ceremony, Press Conference, Fashion Parade, and Talkshow in the form of Designer Story Telling which will be held offline at Kata Kasablanka Mall and online via live streaming Zoom, YouTube, and Instagram. The event team ensures that every series of events runs smoothly during implementation.

g. Organizing a risk management

According to some participants who attended the online opening ceremony, the problem was caused by the internet connection. This is possible if the activities are carried out in a hybrid way. They attended the ceremony using their internet provider in real-time with limited quota. Even though the internet connection was stable again in the middle of the show, they couldn't watch some parts. The organizers also posted the footage on IGTV and YouTube for online visitors to watch again.

2. Leading

The role of the event manager/project manager in MUFFEST activities meets the requirements in terms of providing motivation and understanding the character of the team so that each team carries out their duties and obligations properly. Despite the fact that this year's team was smaller than before, the members were not disheartened. Event managers can provide motivation through learning about the needs of team members, clients and stakeholders through open and honest communication.

3. Controlling

MUFFEST 2021 event, all teams at MUFFEST 2021 event, all teams play an important role in event management. Each team member is responsible for ensuring that the event runs smoothly. Elements that have been implemented, problems that occur in each division, will be recorded and used for events in the following year. Problems at the Hybrid MUFFEST event at Kota Kasablanka Mall mostly occurred in the operational department, including the internet; no training at night; and the location in the Kota Kasablanka Mall which is too crowded, resulting in a poor aesthetic of the documentation. This remark will be a solution for the organizers of the 2021 MUFFEST event at the Kota Kasablanka Mall.

Supporting Elements of the MUFFEST Hybrid Event at Kota Kasablanka Mall

1. Live Streaming

The role of live streaming in hybrid events is very beneficial for visitors who cannot come to the location, as it allows them to watch the event without being physically

present at the venue. This event has the potential to expand the reach of the event, making it accessible to those living in various locations around the world. This event is broadcast live streaming on many applications, including the "Muslim Fashion Festival" YouTube channel and Instagram live broadcast on the @muslimfashionfestival account. Interestingly, visitors can watch videos recorded on social media platforms if they are late. In addition, the organizers work closely with third parties, especially multimedia providers, for offline live streaming.



Figure 9. Live Streaming in YouTube and IGTV
 Source: Authors, 2021

Cameras, Videotron, switchers, sound systems, laptops, and internet speeds of 150/Mbps support live streaming activities at Kota Kasablanka Mall. They are very successful in helping the success of the hybrid event.

2. Event Supporting Application

The applications utilized in this event were chosen based on their benefits. For example, Whatsapp or Skype are used to communicate. The other apps, such as email, also help distribute information, although email is usually used on a regular basis.



Figure 10. MUFFEST application
 Source: Authors, 2021

This event has an app called Muffest, which can be downloaded on personal devices. In addition, participants can access the entire series of events through the website and Instagram they use. MUFFEST also uses applications that offer live broadcasts to make operations more effective, such as the V-MIX and Resolum applications. V-MIX is a software and converter that uses state-of-the-art computer hardware to create live HD videos (coremedia.co.id). Resolum application is used to manage fashion show events.

3. Webinar and Web coaching Platform

This event uses Zoom as a platform for meetings with exhibitors, journalists and guests. Organizers also take advantage of the Zoom platform to communicate with related parties during the pre-event. The opening ceremony, press conference, fashion show, and the virtual launch and virtual meeting of MUFFEST are some of them.



Figure 11. Zoom as a platform for a hybrid event
 Source: Dyandra Promosindo, 2021

MUFFEST 2021 is the first exhibition event to be held with a hybrid concept, and it should be noted that this activity lasts more than seven (7) days, in contrast to the previous year's event, which lasted no more than five (5) days. Based on the analysis, it can be stated that the above elements cannot be avoided when the event organizer wants to create a hybrid event. Hybrid events cannot function properly without these elements. The aim of this hybrid event is to provide participants from various locations with a one-of-a-kind experience.

CONCLUSION

Based on the data and analysis, it is possible to conclude that the hybrid event planning has met all objectives and the work done by the committee was carried out in a team effort. This event can adapt to hybrid settings and scenarios and the current pandemic. The most challenging aspect of



event preparation was coming up with event ideas as there were many plans before it was agreed to hold a hybrid event at the mall. Although it was difficult to organize the opening ceremony, the event went off without implementation. These activities have completed the implementation components: organizing, leading, and controlling. However, based on the evaluation results of this event, there were obstacles caused by internet problems, there was no dress rehearsal at night, and the site at the Kota Kasablanka Mall was too crowded with visitors, resulting in poor aesthetics for the documentation results. This note will be a correction for the organizers..

Meanwhile, a hybrid elements provide participants and visitors with a one-of-a-kind experience. All of this is achieved with a live streaming component, event support app and webinar platform. Live streaming of this event features YouTube and Instagram Live. In terms of event-supporting applications, this event uses the MUFFEST website and Instagram, where participants can access the entire series of events and the V-Mix application that facilitates live streaming activities. In addition, this event uses Zoom Pro as an online meeting platform within the webinar platform. When an event organizer wants to create a hybrid event, the elements listed above are required. Hybrid events cannot function properly without these elements.

The recommendation of this research is the incorporation of hybrid elements, such as applications that support virtual exhibition activities, so that online visitors can experience the atmosphere of virtual exhibitions; using other apps as webinar platforms such as V-Cube, which can directly link to virtual exhibitions, and further research is expanded by examining the experiences of visitors who attended the hybrid event.

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