



The Impact of COVID-19 on Music Event Organizers Work Plan in Indonesia: A Case Study of Emvrio Production

Andrea K. Anggreni¹, Hanni Hafsari¹, Safira Syahdani G. Fahmy¹, Natasha Radinka P. Taifur¹, Sari Wahyuni²

¹ Faculty of Economics and Business, Universitas Indonesia, Indonesia

² Faculty of Economics and Business, Universitas Indonesia, Indonesia

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Abstract.

This study aims to analyze the impact of the Covid-19 pandemic on changes in the work plan of music event organizers in Indonesia. This case study was conducted on Emvrio Production as we believe that Emvrio, as one of the music event organizers in Indonesia with various successful projects such as their Berdendang Bergoyang Festival, would most likely experience changes in their work plan amidst this Covid-19 pandemic. We conducted the case study by interviewing 6 members of Emvrio Production from various positions within the company.

Kata Kunci:
COVID-19,
Music Event
Organizer,
Rencana Kerja,
Evaluasi Pekerjaan,
Perencanaan Strategi.

Abstrak.

Penelitian ini bertujuan untuk menganalisis dampak pandemi Covid-19 terhadap perubahan rencana kerja penyelenggara event musik di Indonesia. Studi kasus ini dilakukan pada Emvrio Production karena kami percaya Emvrio sebagai salah satu event organizer musik di Indonesia dengan berbagai proyek sukses seperti Festival Berdendang Bergoyang kemungkinan besar akan mengalami perubahan rencana kerja di tengah pandemi Covid-19 ini. Kami melakukan studi kasus dengan mewawancarai 6 anggota Emvrio Production dari berbagai posisi di dalam perusahaan.

* Corresponding author.

E-mail addresses: sari.wahyuni@ui.ac.id (Sari Wahyuni).

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1. Introduction

The COVID-19 pandemic, which began to break out in early 2020, has had a major impact on event organizers, especially in the music industry. The biggest impact on the music industry is in terms of performances or concerts. The Indonesian Fine Arts Coalition, in Antara news, has stated that in the first month of the COVID-19 pandemic, more than 40 concerts and music festivals had to be canceled (Rachman, 2020).

Physical distancing, which has been implemented as a way to prevent the spread of Covid-19, has made the permits for many public events revoked and forced to be canceled. Meanwhile, the highest income in the music industry comes from offline performances and concerts. Many ways have been done to keep the music industry going. However, all event organizers and musicians are still looking for the most appropriate way. The virtual concert is the first solution to this pandemic, which has decreased in intensity. An off-air concert with a limited audience in a car, called a drive-in concert, has also been done (Riandi; Aditya; Setiawan; Riandi, 2021). Until now, the innovations that have been carried out are not as expected. This new innovation is not a profitable business, mainly because the income is much different when compared to making offline shows and concerts. All event

organizers and musicians continue to try to find the right way so that the music industry can quickly adapt and continue to run well during a pandemic.

One of the event organizers that focuses on the Indonesian music industry is Emvrio Production. The services they provide are event planning and production, design and decoration, lighting and sound systems, stage, entertainment, talent, etc. This organization has a structured work strategy in which there is authority and responsibility, as well as the division of work in certain functions. A good work strategy that can make workers work hard to achieve goals is the key to the success of teamwork. However, the Covid-19 pandemic made Emvrio Production require a new work strategy in order to adapt and survive during a pandemic.

To deal with the changes in this pandemic, several attempts have been made in an effort to revive the Indonesian music industry. From holding virtual music concerts and drive-in concerts, to utilizing live features in social media such as Instagram or TikTok and many more. However, the results that were yielded from these attempts are still unsatisfactory and on a much smaller scale than before. With the continuing increase in Covid-19 cases in Indonesia, the music industry might have to wait even longer until they would be able to

hold offline events and go back to the way things used to be. Therefore, event organizers and musicians should adapt and be able to come up with new strategies and plans to keep the Indonesian music industry alive.

2. Literature Review

2.1. *Strategic Planning*

Strategic management is a broad concept that “embraces the entire set of managerial decisions and actions that determine the long-run performance of an organization” (Koteen, 1989: 18). Toft portrays it as “an advanced and coherent form of strategic thinking, attempting to extend strategic vision throughout all units of the organization, encompassing every administrative system” (1989: 6). Organizations, whose foundations are built on quality strategies and practices become world-class organizations (Parker, 2007:12-13; Khan, 2007:1).

The strategic planning process framework will be based on three foundational pillars. These pillars are the **strategic planning process**, a **performance management** system, and **policy development**. All three components are interdependent on one another and must seamlessly integrate to ensure organizational success (Parker, 2010, Workshop). This strategic planning framework would be suitable for applying several objectives and segments including the music industry objectives.

2.2. *Strategic Planning Process*

A strategic planning process is a step-by-step, ongoing, and results-oriented roadmap that enables the organization to achieve its mission and vision (Grensing-Pophal, 2011:4). The roadmap is rolled out for the next two to three years (Shapiro, 2010:4; Grensing-Pophal, 2011:5). The strategic planning process needs to be documented as an ongoing activity because like desert sand, the business terrain keeps on changing in an unpredictable manner (Cru PressGreen, 2010:1; Grensing-Pophal, 2011:5). When the changes are like a hurricane, they can wreak havoc and destroy everything in their paths depending on their velocity (Von Eck, 2007:16).

2.3. *Performance Management System*

The Performance Management System is when the strategic plan and the business plan have been cascaded down to the operational level for delivery by the organization's workforce and where their execution is critical, they are seamlessly flown and aligned into the Performance Management System. Therefore, the Performance Management System should begin with a clear understanding

of the organization's strategic planning process (Parker, 2010). A performance Management System is defined as the organization's critical success factor for flawless implementation of the strategy. This implementation is achieved by linking the organization's strategic goals and objectives (clustered into strategic themes) with its operating systems in order to achieve organizational efficiency, effectiveness, and accountability (Verweire & Van den Berghe, 2004:3).

2.4. Policy Development

Policies and procedures are tools that facilitate the implementation of the strategy. They are guidelines and administrative practices that direct the decisions and actions of managers and employees in the implementation of the organizational strategy. Policies and procedures standardize routine decisions and they promote coordination and consistency across organizational units (Ehlers & Lazenby, 2007:263). Once operational policies are developed, they should be infused into the implementation system to facilitate strategic plan implementation. Within the implementation systems, the operational policies are absorbed by the various implementation structures to ensure efficiency and effectiveness (Hüpkens & Zibung, 2008:248; Vairo, Häring, Dabbert & Zanolli, 2009: 217).

2.5. Evaluation of Strategic Plan

The evaluation of the strategic plan is the final phase of the strategic planning process. The monitoring and evaluation phase focuses on how good, useful, or successful the strategic plan is, what else needs to be done and why. The focus is on the internal workings of the organization and what is working well is left unchanged whereas what is not working well is tackled and corrected in order to achieve the desired results. The objective of the evaluation is to ensure that the strategic plan succeeds (Patterson & Radtke, 2009). The monitoring and evaluation move the strategic plan from a theory phase to the implementation phase by monitoring if the goals are being achieved; whether resources are adequate and whether the employees understand and implement the plan as required (Gordon, 2011). The evaluation and monitoring of the strategic plan use key performance indicators, the set of measures that enable management to know how the organization is performing (Grensing-Pophal, 2011).

2.6. Theoretical Model

To further explore the changes in music event organizers' strategic planning caused by the COVID-19 pandemic, the following model is developed. The theoretical model is modified from the strategic planning process framework which involves three foundational pillars namely the planning process, implementation, monitoring and evaluation (Parker, 2010).



Figure 1. Theoretical Model

Source: Parker (2010) in Neluheni et al. (2014)

The theoretical model proposed above will investigate further what strategic planning can be done by music event organizers in the COVID-19 era. COVID-19 has forced event organizers, especially music event organizers, to find new ways of working and change their strategic planning. Strategic planning can be formulated through three components namely performance management, planning process, and policy development. Through the three components, an evaluation can be formed to develop the adjusted strategic planning.

3. Methodology

This research is an explorative–descriptive study, using a qualitative method in carrying out observations and conducting in-depth interviews and document reviews (Moleong, 2007). Such a method was utilized to search for the chronology of events and the causes and effects relevant to the changes implementation of strategic plans of the music industry in Indonesia during the circumstances of Pandemic COVID-19, with Emvrio Production as the case study.

The method used in this study is the case study method. Case study research is an empirical process for exploring contemporary phenomena in the context of real-life (Wahyuni, 2012). This method is in accordance with the topic raised in the research regarding the impact of COVID-19 on changes in the work plan of music organizers in Indonesia as it is also a contemporary phenomenon that occurs in the real world. The type of primary data collected by researchers is qualitative primary data. Primary data collection is done by generating in-depth interview research techniques. In-depth interviews are a technique that is often used in qualitative research to get a clear picture from the point of view of the interviewees regarding the topic raised by the researcher (Wahyuni, 2015). However, due to the COVID-19 pandemic and social distancing regulations, and the movement of researchers and interviewees, interviews will be conducted online using an online video conferencing platform.

The unit analysis is the choice of respondents or participants that are going to take part in the study. Researchers used a purposive sampling method to determine the participants. In the purposive sampling method, the determination of the target respondents will be adjusted based on the topic that is carried out in the study. To meet the purpose of this study, the researchers have selected members of the organization Emvrio Production as a research sample. Based on the sampling plan used by researchers, the appropriate instrument to be used is an open-ended interview or semi-structured interview. In an open-ended interview, the researchers will prepare questions for the interview process, but the interview will adjust to the topic that matches the direction of the interview with the speaker.

This study will also use internal validity to ensure that the results of the qualitative research are credible and trustworthy from the perspective of the study participants. Researchers assessed the credibility and accuracy of the information provided by the informants in this study using the triangulation technique. Source triangulation means re-comparing the degree of trustworthiness of information obtained from different sources (Bachtiar S Bachri, 2010). In the case of this research, the researcher will interview at least three members of Emvrio Production. Investigator triangulation includes the use of several different investigator assessments in project evaluation which is an evaluation team consisting of colleagues (Bachtiar S Bachri, 2010).

4. Analysis and Discussion

4.1. Respondent's Profile

In total, we interviewed 6 respondents from three different positions where there are two people from the executives, two managers and the last two are the staff members with an age range of 24-30 years. Among them are co-founders, project managers, project officers, design and content production, and content creative staff. The first is Humam and Vino, they are the co-founders of emvrio production which was founded in 2014. Then there is Wahyu as project manager and Aryo

as a project officer, they have been in Emvrio since the first time Emvrio was founded. Next, there are MR Prasadhana as staff of design and content production, and lastly Agilo as staff of content creators who joined emvrio in 2019.

4.2. Respondent's Profile

a. Emvrio production's strategic plan before the Covid-19 pandemic

In the interviews all respondents said that before the Covid-19 pandemic, they had a work plan like all of the music events organizers in general. Emvrio Production made several music concerts for several Indonesian singers, and then they also held several other music events or music festivals. In 2020, they plan more than 40 music events that eventually force them to hold all of the events. Prior to the pandemic, Emvrio Production's internal work focused on their respective divisions. In addition, there is one event that they focus on which is called Berdendang Bergoyang Festival.

Berdendang Bergoyang Festival is the biggest event they make. The event is a music festival that aims to introduce various music across generations and across genres. The Berdendang Bergoyang Festival only started in 2018, and the last one was held in early 2020 just before the onset of the pandemic. Berdendang Bergoyang Festival in 2020 is the most successful event they have ever done because it managed to bring more than 20,000 audiences. With their great success, Emvrio is very excited to postpone the Berdendang Bergoyang Festival 2021. Lastly, in its preparation, Emvrio Production has announced 32 artists to be the performers.

b. Changes that occurred in Emvrio production's strategic plan during the Covid-19 pandemic

After knowing the work plan that Emvrio Production had before the pandemic, researchers asked about what changes that occur during the Covid-19 pandemic. The first major change that occurred was after the government announced quarantine and people should do large-scale social restrictions (PSBB), Emvrio Production had to cancel all music events they had planned. In accordance with their initial work plan, Emvrio canceled around 40 music events in the first month of the pandemic. This happened because the circumstances did not allow it and there was not a single permit to hold an event that came out of the government.

However, for the Berdendang Bergoyang Festival, which is their biggest event, they really try to maintain it. They had high hopes for the event even though there had to be some changes in plans. Therefore, Emvrio Production announced via social media that the Berdendang Bergoyang Festival was postponed indefinitely. With this, they opened a refund ticket offer for viewers who didn't want to wait. Then, they also postponed announcing the next phase or lineup regarding the artist who would be the performer.

The next change in the work plan was that there were several changes in their job descriptions. Previously, Emvrio Production members focused on their respective divisions, now they are challenged to explore various types of work outside of their previous division. This is because the current pandemic conditions require them to shift and deepen the digital world, so they are required to master new things. Because not many music shows can be done, Emvrio Production is currently working on events and live streaming for several companies, such as Tiket.com, Sasa, and others.

c. Emvrio Production's strategies in dealing with the impacts of the Covid-19 pandemic

Seeing the change in the work plan that occurred, Emvrio Production had to make a strategy to deal with the impact they felt during the Covid-19 pandemic. Emvrio Production's first strategy is to plan and prepare to arrange virtual concerts and music festivals. Of course, these events will implement health protocols. They have managed to do some small music

events. However, arranging a virtual music event in the midst of this pandemic is not an easy thing, because they still find it difficult to get permission to for a virtual music event.

Therefore, another strategy so that Emvrio Production can overcome the impact of this pandemic is to change its focus from being only music event organizers to being a production house. In this production house, Emvrio works on several events from companies in the form of live streaming or creative production.

In addition, internal Emvrio Productions also often exchange ideas to generate new ideas in order to survive and expand their fields. Emvrio Production also regularly takes meetings with other event organizers to discuss what strategies can be done to revive Indonesia's creative industry. One of them is by campaigning for the government to get what creative actors really need.

4.3. *Emvrio Production's Performance Management*

a. Emvrio production's operational activities before the Covid-19 pandemic

The six respondents answered that before the Covid-19 pandemic, they carried out normal operational activities. Where normal means they can work in the field, can go to the office every day, and meet a lot of people. Prior to the Covid-19 outbreak, national and international concerts were still being held.

As Vino mentioned: "Before Covid happened, the workflow was very normal. We can do the job properly. Apart from music concerts, we can also do some other work such as Organized gatherings, product launching and prom night. We have our respective divisions that can coordinate every job well and ultimately make the client happy and satisfied. In short, the main thing is that our workflow is normal". From the statement above, it can be concluded that from the operational activities of emvrio production before the pandemic they were still doing everything normally, offline and meeting people face to face. The music festival concert event, namely The Berdengang Bergoyang Festival which is the highlight of the event at Emvrio production is also still running as usual like other music events.

b. Changes that occurred in Emvrio Production's operational activities during the pandemic

The first and most fundamental change in the operational activities of emvrio production is the shift of activities to online. Once the pandemic entered Indonesia, all events were canceled and forced the event organizers to cancel and postpone all work activities that would take place. At first, they were confused about what to do to keep working properly, and for that, they switched to online platforms. Such as during their meetings, they are using online platforms like the Zoom application and now Emvrio production also focusing on being a production house and becoming an agency in several large companies' online events. They are turning to online events that prioritize streaming or live sessions.

For music festivals, they want to innovate by moving to online platforms as well as creating virtual events, but this has not been realized, after further discussion by the Emvrio team, making music events virtual is not profitable. After all the calculations, there is still a lack of funding and has not covered some of the outgoing funds. For this reason, now the changes that occur in their operational activities in Emvrio production are more dominant in their daily production houses.

c. Emvrio Production's selected approach to deal with changes in their operational activities during the Covid-19 pandemic

The changes that occurred in the Emvrio production work plan during the Covid-19 outbreak were very substantial and forced all members to follow the existing regulations.

From previously working directly in the field, now they are forced to work on an online basis and learn new things regarding the digital world.

One of the approaches taken by Emvrio in order to be able to handle its operational activities is by creating a new platform and becoming digital creative. Even though Emvrio production is an EO in the music industry who really needs fieldwork, Emvrio still obeys the rules and all applicable policies.

As Humam, one of the co-founders of Emvrio stated, “For now we do not dare to take any risks. We will continue to follow the regulations and all protocols that have been issued by the government. For the time being, we will move to the digital world.” Turning all existing activities online is not easy. From interviews with team members, researchers found an insight that every Emvrio production team is required to learn new things, especially in organizing events. All members are expected to work flexibly and help each other.

- d. The influence of the Covid-19 pandemic on the work performance of Emvrio production’s members

The six respondents answered that the impact of the Covid-19 pandemic initially greatly impacted the work performance of emvrio production members. All respondents felt very sad, confused, and emotional. They are confused because their work must all be delayed without any clear certainty. Of course, they still prioritize public health and safety, but being an event organizer is their main job. For this reason, the existence of this pandemic has greatly affected the emotions of Emvrio Production members.

But despite everything that happened, they were determined to get up, try harder, and think creatively and out of the box. Now, they still have high hopes, are always optimistic, and keep their spirit. Although initially sad and hopeless, there are many valuable lessons from this Covid-19 pandemic. Emvrio production continues to grow and begins to enter the digital world, learning many things such as SEO, online ads, etc.

4.4. *Emvrio Production’s Policy Development*

- a. Emvrio Production’s internal policy before the Covid-19 pandemic

To delve deeper into Emvrio Production’s policy development in response to the ongoing pandemic, researchers asked the 6 respondents about their internal policy before the pandemic. Based on the responses, before the pandemic, Emvrio had a standard internal policy with no specific health protocols that the members had to follow. The policies were also very flexible and relaxed as Humam exclaimed that “We’re a family in Emvrio, so as long as the job is done, everyone is free to do whatever they want.”. Therefore, there are no set office hours in Emvrio where members have to clock in and clock out. Even before the pandemic members were allowed to work remotely if they felt like it would be better for their productivity, and some would even come to the office as late as 2 pm and stay until late at night.

- b. Changes that occurred in Emvrio Production’s internal policy during the Covid-19 pandemic

During the pandemic, there have not been any significant changes in Emvrio Production’s internal policy as it remains flexible. Emvrio only complied with the government’s guidelines to work from home in the first 2 weeks of the pandemic. However, after the two weeks, members were free to come and work at the office as they’d like at their chosen hour and stay for however long they see fit. The only change that can be identified from their internal policy is the implementation of Covid-19 policies to ensure their own health and safety. It is mandatory for all the members to wear masks at all times when working in the office, an additional room has been added in an effort to implement social distancing, members do swab tests weekly and are not recommended to use any public transportation.

- c. Government regulations that intersects with Emvrio Production Activities before the Covid-19 pandemic

The Covid-19 pandemic has resulted in many new regulations released by the government in an effort to contain the spread of the virus. Previously, the government regulations that intersected with Emvrio Production's activities only revolved around event permits for concerts and other big events that might result in congestion or forming of large crowds. Permits were very easy to acquire and didn't pose any problem to Emvrio.

- d. Changes that occurred in government regulations that intersect with Emvrio Production's activities during the Covid-19 pandemic

The government regulations that intersect with Emvrio Production's activities during the pandemic are more or less the same as it was before the pandemic and revolves mainly around event permits. However, due to the new social distancing regulations, offline events such as concerts and festivals are not allowed and it is impossible to get a permit to hold these kinds of events. Furthermore, there is no clear guideline as to what is allowed by the government. Vito expressed his grievance towards the government "Nowadays, there are a lot of weddings that have over 200 attendees and no proper implementation of social distancing but the government chooses to turn a blind eye to those events. However, when we try to get a permit even for a small event of fewer than 100 attendees we get rejected immediately.". Moreover, Emvrio has also gotten the chance to help organize offline events for government institutions amidst this pandemic, and those events always get permits from the government easily when they pose the same threat as other events that Emvrio has previously proposed to the government. This double standard is also very tiresome for the team.

- e. Emvrio Production's response to the government regulations during the Covid-19 pandemic

In response to the various new regulations posted by the government during this pandemic, Emvrio has been complying by implementing Covid-19 health protocols in the work environment and postponing/canceling all offline events until they are given the green light by the government. However, despite their compliance, all 6 respondents have also voiced their dissatisfaction with the government. As previously explained, there is no clear guideline to what is allowed and what isn't and there is a big double standard in terms of the permit's approval.

4.5. *Emvrio Production's Work Evaluation*

- a. Emvrio production's strategy to improve resilience in this sector

The stagnant state of the entertainment industry in the midst of the COVID-19 pandemic has undoubtedly distressed emvrio production employees. The reason for this is that many events that have been meticulously planned must be canceled. Therefore, the first change step that must be taken before embarking on operational change is to shift the mindset to remain optimistic and enthusiastic. New ideas for adapting to the pandemic will emerge with optimism and enthusiasm.

Emvrio production evaluated the changes in the needs in Indonesia's entertainment industry due to Covid-19 Pandemic. The most significant changes are in the way the entertainment industry is produced, such as how events are hosted, marketing is done, and collaborations are formed. As a result, in order to meet market demands, Emvrio Production evolved from an event organizer to a production house. They create online events and also provide digital campaigns, digital graphics, and media marketing for their clients. As a new production house, Emvrio collaborates with various big brands to expand the market and brand

awareness. They've collaborated with well-known brands like tiket.com, Sasa, Lazada, Bigo.id, and others.

b. Emvrio production's strategy to improve resilience in this sector

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Emvrio production will only perform offline work and events if the risks involved can be tolerated or borne by the client. In addition, strict health protocols must be followed. For example, offline events that are still being held, such as school prom nights and government events.

c. Benchmarks to evaluate the performance of Emvrio Production

Emvrio Production's family values nurture an output-oriented corporate culture in which the company frees up the place and method of its employees to perform a task. However, concentrate on the desired outcome. As a result, Emvrio Production's performance evaluation method does not utilize key performance indicators (KPI), which are too inflexible and rigid for each division. Emvrio Production evaluates performance more through the lens of whether the output produced has met the needs and desires of the client, or in other words, whether the client is satisfied with the company's performance. Of course, in order to achieve a high level of client satisfaction, each task's output must be completed on time and on target.

Individual reviews should indeed be performed only when necessary. Typically, this occurs when there are probationary employees assigned to a division who are considered to be underperforming. The project manager will then personally communicate this to the employee and consider moving him/her to a more appropriate division to improve his/her performance.

d. Changes that occurred in Emvrio Production's performance evaluation during the Covid-19 pandemic

Overall, the six respondents felt that there had been no significant change in the way Emvrio Production evaluates its employees' performance. The evaluation method is still used on a project-by-project basis, with a focus on client satisfaction. Of course, the suitability of the outcome with the target and time frame that has been set is also a concern. Changes in the evaluation appear in the form of it. Prior to the pandemic, performance evaluation was frequently based on field conditions. During a pandemic, the evaluation is more digitized and settled.

- e. Employee's satisfaction regarding the current work plan of Emvrio Production

Employees of Emvrio Production had a difficult time dealing with the situation that afflicted the Indonesian entertainment industry at the start of the pandemic. The handling of government policies and incentives aimed at the entertainment industry, in particular, is less tangible. Employees at emvrio's production facility were understandably dissatisfied as a result.

- f. Changes that occurred in Emvrio Production's performance evaluation during the Covid-19 pandemic

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5. Conclusion

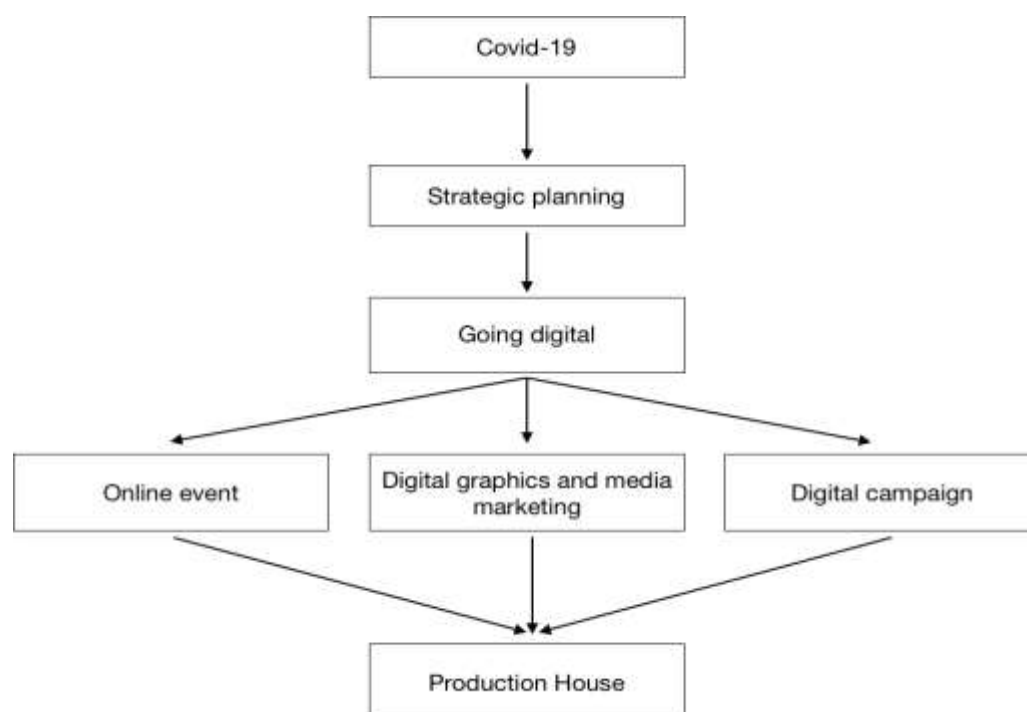


Figure 2. Overall Actual Outcome Model

Emvrio Production's research to improve resilience in the midst of Covid-19 era resulted in the shift of consumer tastes and needs in the entertainment industry's market into entertainment via the digital

world. As a result, Emvrio Production restructured its strategic planning and decided to 'go digital'. The go digital plan is implemented in the previously mentioned four pillars of strategic planning—planning process, performance management, policy development, and evaluation. Then, as a result of the application, Emvrio Production adapts to the pandemic situation by creating online music events, other events that are not related to music, and they also provide services such as digital graphics, media marketing, and digital campaigns for their clients. The services and outputs that they provide no longer qualify the Emvrio Production as a music event organizer, but rather as a production house.

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