

Co-evolution in Host Partner Program of IndoBuildTech Expo with System Thinking Approach¹

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ABSTRACT

Purpose – This paper aims to present a review of co-evolution practice in Host Partner Program of IndobuildTech Expo with system thinking approach that related to the current state of research.

Design/methodology/approach – The paper presents a co-evolution model that relevance to the collaboration practice between exhibition organizer and visitors of IndoBuildTech Expo through Host Partner Program. Additionally, linking the co-evolution model in Host Partner Program that occurs with a system thinking construction through casual loop diagrams. The data collection method is a documentation study, by collecting written information, either in the form of research reports, media reports, and other documents related to the topic of writing. Furthermore, with a systems thinking framework, the author will carry out an analysis based on predetermined dimensions referring to the documentation study conducted.

Findings – For the exhibition industry to generate lasting value, innovative concepts that take into account their capabilities and prospects are needed. One method is to implement synergy collaborations that leverage cross-network efforts to strengthen the exhibition business ecosystem. In this work, the co-evolution implementation process is carried out using the systems thinking methodology. It is the term used to advancements in collaboration between organizer and visitors. Co-evolution could improve the quality of visitors and elevate the perspective, contribution and role of visitors in the exhibition.

Research limitations/implications – The concept of co-evolution with a systems thinking approach may not be widely used in the MICE sector at the moment. In order to address the needs of exhibitors and create a sustainable exhibition, it is envisioned that co-evolution with a systems thinking approach would lead to an increase in visitor quality and quantity. Studied co-evolution using a systems thinking approach in the exhibition industry are still in their early phases. The necessity for further co-creation research that more precisely articulates the modalities businesses can employ to progress towards co-creation is supported by this synthesis of earlier studies.

Practical Implication – Co-evolution with this system thinking method seeks to increase the 'excellence service' of exhibition organizing activities and fulfill exhibitors' satisfaction for visitor quality and quantity to accomplish long-term IndoBuildTech show activities. Referring to the strategic actions taken by Debindo-ITE on the system thinking process by identifying causal processes, as a result, the relationship between co-evolution and the systems thinking process approach is intertwined.

Originality/value – Studied co-evolution using a systems thinking approach in the exhibition industry are still in their early phases. The necessity for further co-creation research that more precisely articulates the modalities businesses can employ to progress towards co-creation is supported by this synthesis of earlier studies. This paper

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shows a co-evolution practice model that integrates with system thinking approach (i.e. system organization, system network, system dynamic, and system knowledge).

Keywords: *Co-evolution, Collaboration, System Thinking, Exhibition.*

INTRODUCTION

The MICE sector is a subset of tourism that caters to huge groups that are usually meticulously prepared and there for a specific reason. The MICE service business cannot be separated from the chain of businesses in the tourism sector and other business sectors. The implementation of MICE activities always involves many business sectors or commercial industries and even more parties. It causes multiple parties may be affected by the multiplier effect, which increases the economic impact (Kesrul, 2004). In order to successfully organize an exhibition, it is essential that all parties involved feel successful, specifically the Visitors of the Exhibition (Visitors), Participants (Exhibitor), Organizers (Professional Exhibition Organizers), and Executors (Operation Technical Support) (Nasution & Sifatu, 2014). The relationship between a professional exhibition organizer (PEO) and an exhibitor is inextricably linked to offering outstanding customer service through the caliber of the exhibition service as an item that the exhibitor consumes. Exhibitors, in fact, are players whose purpose it is to invest in PEOs by acquiring services provided by exhibition. Efforts to ensure exhibitor satisfaction through service quality stem from the exhibition's overall excellence. If satisfaction is met, loyalty is built, and the business can achieve long-term viability.

According to one definition, sustainability is a process of ongoing improvement that calls on businesses to strike a balance between internal organizational needs and shifting stakeholder expectations. Through innovation, technical advancement, increased environmental awareness, or other mutually beneficial positive change, this balance can be demonstrated. Through innovation, technical advancement, increased environmental awareness, or other mutually beneficial positive change, this balance can be demonstrated. Although it may occasionally be perceived as an exceptional circumstance with space for improvement, practically every prospective business sustainability activity has a thread of "collaboration" running through it. As a result, every MICE service provider is crucial to fostering collaboration or collaboration involving numerous stakeholders, notably in the exhibition industry.

Exhibition management is a complex process, with the success of an exhibition depending on close coordination between three key stakeholders, that is organizers, exhibitors and visitors (Kresse, 2005). For an exhibition to be successful, exhibitors believe that both the amount and, more importantly, the quality of visitors are crucial. Visitors to the show can be buyers, shoppers, browsers, visitors, and self-improvement seekers in addition to buyers (Tanner, 2002). The exhibitor is more inclined to doubt the efficacy of the show the higher the percentage of non-buyers. The staging of the show and the participation of exhibitors are only justified in the event that there are enough buyers and buyers (Kresse, 2005). A fundamental assurance of success is given by organizers who can persuade a big number of potential customers to visit the expo (Chan, 2005). Industry and academia both broadly concur with this viewpoint (Kick, 2005).

The current era of globalization is an era that presents continuity and synergy through connectivity (João Leitão & Ken Riopelle, 2018). Therefore, collaborative choice is the most ideal idea to take advantage of such connectivity. Collaboration between teams internally is an effort to create these innovations and also collaboration between outside networks or external parties that are able to contribute to the development of the company. Collaboration is able to place stakeholder positions more precisely (Saleh & Hanafi, 2020). Communication and cooperation are key components of the collaboration. Innovation is the creation of anything new, a new answer, a new method, a new product, service, or approach that is beneficial. Innovation helps someone, somewhere, solve an issue. Innovation activities must take the specific context that an actor is affected by into account in addition to the behavior of a single actor while conducting a thorough study. In order to examine innovation processes, it is usual practice to do so within the framework of innovation systems, which are defined by certain institutions, interactions, and innovative divisions of labor (Chaminade, et.al., 2018; Freeman, 1987; Lundvall, 1988).

Based on this background context, Debindo-ITE is an IndoBuildTech exhibition organizing company or Professional Exhibition Organiser (PEO). IndoBuildTech (Indonesia

Building Technology) exhibition, which is a building material, architectural, and interior exhibition that has been consistently held for more than 20 years. Debindo-ITE is an exhibition service company where the products traded are in the form of services not in the form of goods. Therefore, the new innovations created by Debindo-ITE are also in the form of services that have no form. For 20 years, IndoBuildTech's exhibition has earned a reputation as the most prestigious building, architectural, and interior materials exhibition in Indonesia and Southeast Asia. Network relationships between stakeholders have been established consistently for 20 years. Becoming an exhibition that can last this long requires persistence and consistency from the company by having good system thinking. Due to their ability to innovate, businesses may endure and conduct themselves sustainably (Alerasoul, 2022). One way that Debindo-ITE innovated in handling the IndoBuildTech exposition was through collaboration. Innovation may be accomplished in many different ways. Collaboration can create more to the next level relationships. One of the collaborations carried out by Debindo-ITE is collaborating with visitors. Indirectly, this collaboration fosters co-evolution as a fresh approach to developing long-term improvements to raise the caliber of exhibitions.

This study will look at the relationship between the application of co-evolution in the exhibition sector. A novel idea in value creation analysis based on co-creation is co-evolution. In terms of programs or activities, this is also something that actors in the same environment should be aware of and comprehend. The study's explanation of co-evolution is broken down using a system thinking methodology. The hybrid application of two principles of system thinking-based knowledge management is also novel. This study is also primarily concerned with the MICE industry sector.

Fundamental of Exhibition's Attributes

The exhibition organizer or organizer acts as a party who has the responsibility to achieve satisfaction from exhibitors and also exhibition visitors. Berdasarkan teori yang dikemukakan oleh Grimwade (2009) bahwa atribut penting dalam penyelenggaraan pameran, antara lain:

(1) Exhibition reputation

The reputation of the exhibition is used by participants and visitors in choosing an exhibition in a similar context. This includes quality, recommendations, and the number of exhibitors.

(2) Exhibition information

These attributes include technical instructions, related to product information, information about competitors, comparing market prices and getting potential new customers.

(3) Networking

The opportunity to establish connections with industry experts, the government, or other supporting industries including distributors, suppliers, competitors, partners, service providers, organizers, and the general public. Through exhibition activities, these components will come together to form a network that supports one another.

(4) Product

These factors include product availability, new product searches, the number of products on display, and the variety of products available at the exhibition.

COLLABORATION & CROSS NETWORKING

In general, collaborations that are generated between people and organizations that embrace the same objectives and advantages constitute the foundation of collaboration. Collaboration is a mechanism for people and organizations to share the experience such participation, consent, knowledge, resources, and shared responsibility with one another (Saleh & Hanafi, 2020). This understanding is in line with the definition put forward by Roschelle and Teasley who say that, "*Collaboration more specifically as mutual engagement of participants in a coordinated effort to solve a problem together*" (Lai, 2011). Later, Roschelle and Teasley continued that, "*Collaborative interactions are characterized by shared goals, symmetry of structure, and a high degree of negotiation, interactivity, and interdependence.*" (Lai, 2011). The definition of partnership work is a collaborative relationship between entities to work towards a common goal through a mutually agreed division of labor (World Bank, 1998). In this study, the term "collaborative activities" refers to the behavior of architects who, as partners in the process of generating shared value during the exhibition activities, have as their primary aim the exhibitors. Engagement is meant to be a type of partnership activity where customers act in ways that go beyond straightforward transactions and have an impact on the success of the business (Brodie, *et al.*, 2013; Verhoef, *et al.*, 2010).

Exhibitions have their own dynamics, and generally speaking, the more exhibitors that are

interested in participating, the more people are interested in attending. This also holds true in reverse, as more exhibitors are eager to display their goods at the location the more attendees there may be who might desire to attend the expo. It shows a cross-network effect where the size of the attendee's network and the size of the exhibitor's network are influenced by one another. The fact that supply chain players (exhibitors, exhibitors, and attendees) profit from cross-network effects between exhibitors and participants in certain exhibitions increases "cross-network externalities," which is a unique aspect of exhibitions (Lai, 2015). Even though there is theoretically potential for competition between exhibitors who sell the same or similar goods, this is more than countered by the fact that potential customers are aware of the product's location and value the opportunity to compare and contrast (Lai, 2014). The greater the cross-network effect presented in the number of exhibitors and exhibitors, the better the quality of exhibition services will be perceived by exhibitors. Throughout suitable enough conditions to strategically increase the quality of their relationship with exhibitors, exhibition organizers should broaden their network of contacts. Exhibitors are also included in the circle of kindness because they are more inclined to follow the exhibits presented by exhibitors with a strong business network, excellent customer service, and high-caliber contacts. In order to increase consumer loyalty in the exhibition industry, it is necessary to investigate the influence of cross-network externalities, the quality of services, and the quality of connections.

Participation and attendance are factors that are taken into account for the success of arranging exposition activities. The quality of the exhibition is based on four factors, including the quantity of exhibitors based on the number of exhibitors participating, the quality of exhibitors based on what brands are present or participating, the quantity of visitors based on the number of visitors present at the time of the exhibition, and the quality of visitors where exhibition visitors are by the target market of exhibitors. This conclusion can be drawn from the study of literature on cross-networking. PEO needs to be able to plan and commit to putting on exhibits with a strong reputation in order to accomplish these four goals.

CO-EVOLUTION

The same methodology is used to examine co-evolution as it is to study evolution in general. As in the broader area, careful observations of natural history, descriptions of the variety of adaptive structures that mediate ecological interactions, and comparisons between populations and species

provide the first type of evidence for co-evolution. (Futuyma, 2001). Co-evolution, which implies that interacting species impose selection on one another, is commonly characterized as reciprocal evolutionary change caused by interactions between species (Futuyma, 2001). The dynamics of co-evolution literature has mostly depended on abstract models up to this point, with insufficient empirical support (Antoniades, 2015).

The co-evolutionary idea needs to be clarified before coming up with policy recommendations. With the exception of sustainability researchers, who urge greater attention be paid to human influences on the biosphere, and organizational management theorists offering recommendations to businesses, social science researchers have rarely used common theories of evolution to make explicit policy recommendations (Mitleton-Kelly, 2013). The ability to accelerate the process of shared evolution is a significant and sustainable competitive advantage for groups, organizations, and companies in the contemporary world. Environmental change requires rapid evolution to keep up with dynamic contexts and demands. Co-evolution can be a source of novelty, adaptation, and survival in a competitive and ever-changing world. Although, co-evolutionary relationships can be mutualistic or hostile to one or both parties (McKelvey, 2002). Co-evolution should be seen as a way of analyzing the dynamics of a particular developmental path rather than being associated with progress or ideas 'survival of the fittest'.

A process of value-free change is coevolution (Noorgard, 2010). The relationship between exhibition organizers, or PEO, and exhibition visitors co-evolved in this study. The study of technology, organizational science, resource management, ecological economics, and policy studies are examples of co-evolutionary approaches to describing, analyzing, and regulating the interaction of natural and social systems (Rammel et al., 2007; Kallis, 2007a). Shared evolutionary change does not always take place in a reactionary manner, as it frequently does in ecosystems, when it occurs in the broader framework of sustainable development. On the other hand, at the socioeconomic or sociotechnical level, it can also be purposefully targeted at the individual and collective level by the system's components in accordance with the system's changing conditions (Holling, 2001; Cairns Jr, 2007; Kemp et al., 2007). The study of co-evolution has led to numerous elaborations and alternatives, and the name "co-evolution" is used to refer to a variety of various notions, as shown by the design of co-evolution (Crilly, 2021). Because the co-evolution paradigm

offers a different construction in creative activity, it is regarded as an alternate solution and issue solver (Crilly, 2021). Co-evolution is a reflexive term that refers to the mutual transformation of all system components. One component may or may not take precedence over another during this mutual transition.

SYSTEM THINKING

The concept of an innovation system provides a solid basis for analyzing and understanding the complex and dynamic nature of innovation processes. The systems thinking approach is perfect for analyzing the creation and learning of knowledge, the diffusion of knowledge, the innovative division of labor, as well as the diverse feedback mechanisms that exist between different actors at different levels of the system. It can explain the heterogeneity of actors and the dynamic nature of the innovation process by allowing continuous change of actors (for example, through entry or exit), their attributes (for example, through learning) and connections.

Due to industrial revolution, the globe experiences exponential expansion, which adds new complexity. The demands of people are constantly changing, as are consumer behavior, organizational behavior, institutional behavior, and others. Everyone needs to be aware of the complexity that exist and how systems thinking works in order to

better comprehend the root of the issue and condition the desired outcome. A better method of resolving an issue can be facilitated by system thinking (Hidayatno, 2013).

Systems thinking is a set of synergistic analytical skills used to improve the ability to identify and understand systems, predict their behavior, and design modifications to produce the desired effect. These skills work together as a system (Arnold & Wade, 2015). As with most systems, system thinking consists of three essential things, first is the element (characteristic of the system), the interconnection (the way these characteristics relate and feedback to each other), and the function or purpose of those characteristics (Meadows, 2008).

According to a system thinking methodology, the issue is viewed as a component of a vast and dynamic system. In order to be recognized as causal, thinking processes go beyond simple responses to current outcomes or events (Mawarni, 2009). Strategic planning that outlines the system thinking process is broken down into four components based on the Initiative on the Study and Implementation of Systems (ISIS) methodology (table 1): system organization, system networks, system dynamics, and system knowledge (Leischow et al., 2008). These components work together as a whole to interpret system thinking since they are connected.

	System Thinking's Element	Description
Table I. Four element of system thinking	System Organization	Understand and lead a system, including rules, vision-mission, procedures, resource management, and administrative processes.
	System Network	Understand and manage the relationships of all actors, whether individuals, groups, organizations in a system.
	System Dynamic	Understand dynamic change changes, identify why changes occur and how changes affect behavior.
	System Knowledge	Manage the flow of data, information, communication processes, and use them as the basis for analysis and decision making

Source:
Best, *et.al.*, 2007,
Mawarni, 2019

DISCUSSION

Basically, the function and role in organizing the exhibition, namely; professional exhibition organizer is an organizer who creates and holds

exhibition activities, exhibitors are companies that buy PEO (consumer) services to participate and join the exhibitions offered, and visitors are individuals or groups of people who are present to visit exhibitions that are organized either through

invitations or advertising promotions. The roles mentioned are conventional roles, along with the development of knowledge and sustainability desire for the brand of an exhibition, innovations are needed that take advantage of the opportunities they have. From the case study of the IndoBuildTech exhibition, one of the implementations of innovation carried out is through a form of collaboration between PEO and Visitor. Debindo-ITE, the professional exhibition organizer of the IndoBuildTech show, has determined and evaluated that the main target visitors are individuals or groups who are architects or interior designers by

profession. This is mentioned in the previous introductory part.

Practical Implications

The interaction between PEO and tourists reached a new level in this case study. When the chart of the shape of the relationship of functions appears during development, this is referred to as co-evolution. the Host Partner Program's co-evolving interaction between PEO and attendees of the IndoBuildTech exhibition. The link and function of PEO, Debindo-ITE, and Visitors and Exhibitors are depicted in the chart below.

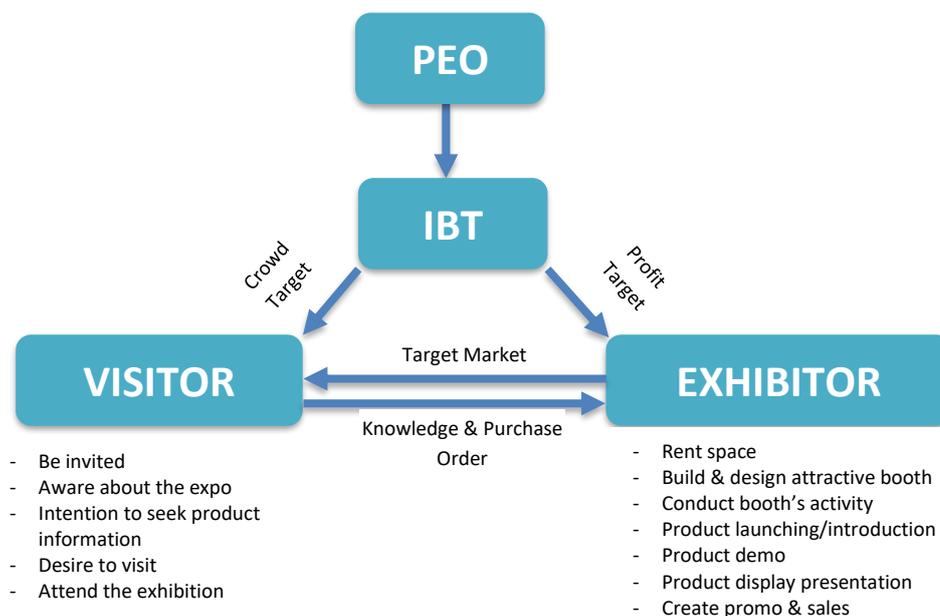
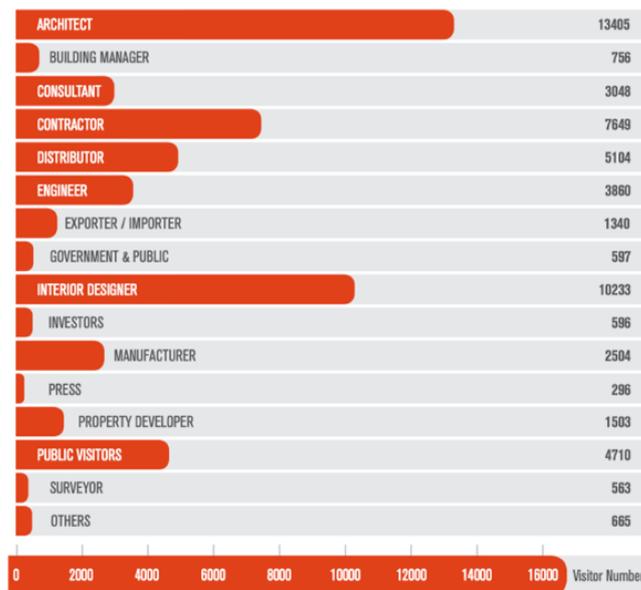


Figure 1.

PEO, Visitor and Exhibitor Role in IndoBuildTech Expo before Co-evolution

In general, visitors' target markets—B2B (Business to Business), B2C (Business to Consumer), and B2G—can be utilized to focus exhibition activities (Business to Government). The most recent IndoBuildTech exhibition showed that 13,405 of the 56,829 visitors had a profession as an architect, according to post-show report statistics. In addition, 10,233 persons who work as interior designers, 7,649 people who work as contractors, and 4,710 general public attendees of the IndoBuildTech exhibition are listed behind them. Thus, it can be inferred from the data that architects make up the majority of IndoBuildTech visitors, which are categorized as B2B markets. This is the rationale behind Debindo-focus, ITE's as the IndoBuildTech exhibition's organizer, on expanding the network of partnerships by working with architects through the Host Partner Program (HPP) program.

Visitors' Nature of Business



Total Visitor
56,829

Figure 2.
Graphic Data of IBT Visitor 2019 based on Occupation/Profession.

Source:
Post Show Report IBT expo 2019

According to the table of agreements above, each job has counter-achievement benefits that can be acquired from the partnership being formed. The Host Partner Program at IndoBuildTech is primarily intended for well-known interior designers and architects who wish to join IndoBuildTech's distinguished members and partners. At the IndoBuildTech expo, the Host Partner Program provides architects a unique experience. At the IndoBuildTech expo, the included architects also had the chance to display their finest works of art. In the future, this HPP container can be addressed to all parties, including exhibition attendees and exhibitors who take part in all IndoBuildTech exhibition activities. The projected benefit of this type of partnership with architects is to fortify the existing community in order to help the IndoBuildTech show build wider networking and gain more recognition.

This demonstrates the occurrence of co-evolution through collaboration, which is often realized between architects, the target audience, and Debindo-ITE, the organizer. Professional exhibition organizers (PEO) typically play a role in the organization of exhibitions by presenting a variety of businesses that represent a variety of brands of products that want to be displayed and inviting visitors in accordance with the target market that is the main target of the exhibitors. The ecosystem and community must be strengthened through higher-level collaboration in the innovation process for the exhibition activity to be sustainable. PEO needs to understand the factors that are the purpose of visitors and exhibitors of exhibitions who tend to have different considerations in assessing a goal. A clear understanding of the perception of visitors is very important for the organizer to decide on a suitable destination for a particular exhibition. This study, thus, explores the perceptions of visitors and organizers about the attractiveness of exhibition destinations (Jin, 2015).

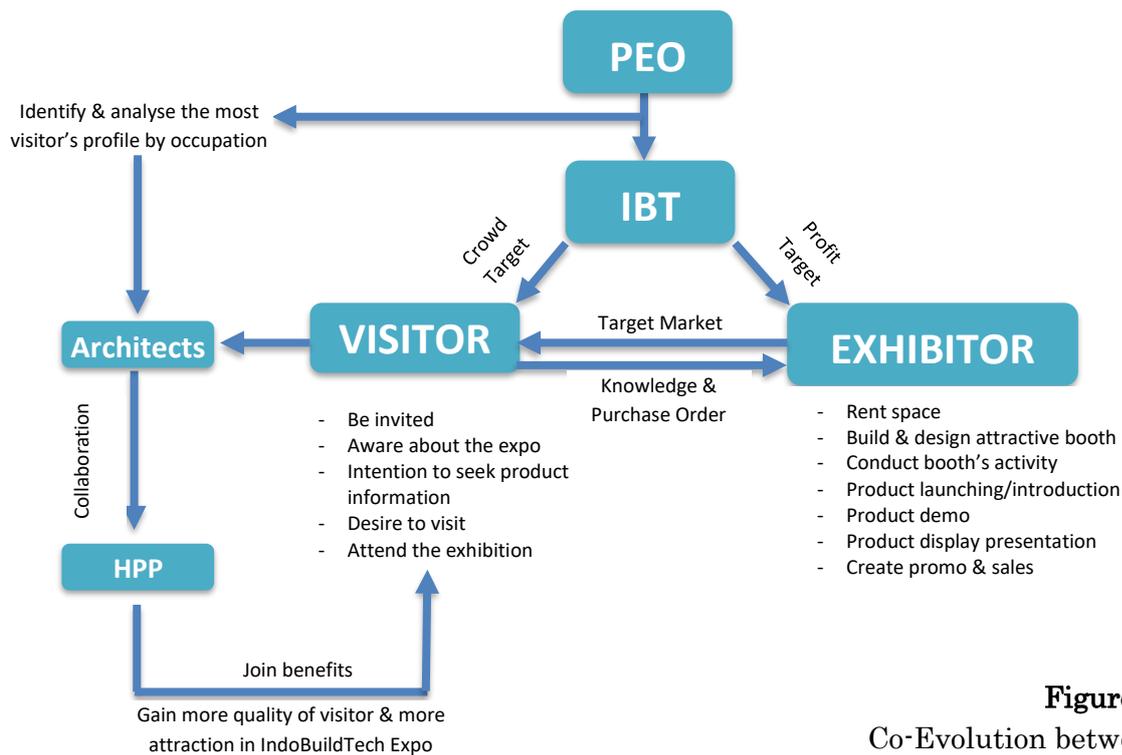


Figure 3.
Co-Evolution between PEO, Visitor and Exhibitor Role in IndoBuildTech

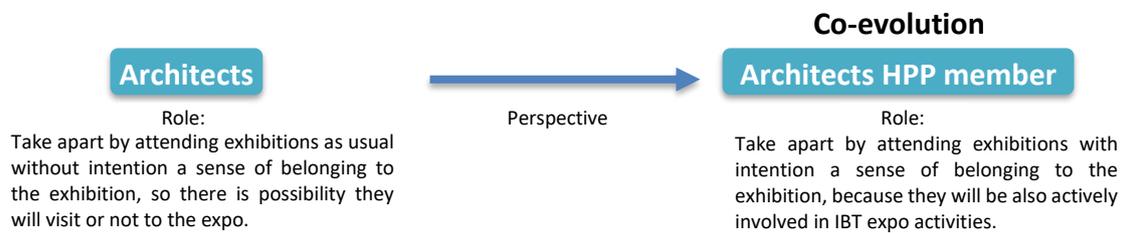


Figure 4.
The architect's perspective on IBT expo due to co-evolution through HPP.

A model building of the co-evolving shape between IndoBuildTech and the architect is shown in Figure 3 above. Comparing figure 3 to figure 2 demonstrates the development and change that have occurred. Particularly in the role of architects as attendees, the changes that have taken place are more likely to have favorable effects on the exhibition business environment of IndoBuildTech. In order to

improve the caliber of the exhibition's attendees, organizers must encourage collaboration among visitors. The co-evolution that occurs with visitors can change the perspective of their previous role as ordinary visitors to become partners who have important role in the exhibition.

Co-evolution allows adaptable and sophisticated systems to change and develop at the same time. The Host Partner Program is the motivation for the change in perspective of the architect's role as a visitor to the IndoBuildTech exhibition. This has shown that HPP was made into a co-evolution at the IndoBuildTech exhibition. Figure 4 shows the construction of a model of an architect's perspective that previously had no ownership intentions at the IndoBuildTech expo exhibition turned into existing. Architects not only act as ordinary visitors but also become an active part in organizing exhibitions. Thus, architects who have joined the Host Partner Program can be sure to be present at the IndoBuildTech expo.

Enhancing the Quality of Visitors is the framework in which Debindo-ITE is acting to satisfy the four aspects of enhancing the quality and quality of the exhibition for the sustainability of the IndoBuildTech show. The Host Partner Program is a ground-breaking initiative created by Debindo-ITE as a PEO in partnership with the architects with the highest visitor profiles to the IndoBuildTech expo. Co-evolution is a term used to describe how this type of collaboration causes the relationship between hosts and guests to change over time.

CO-EVOLUTION IN HPP WITH SYSTEM ORGANIZATION APPROACH

System organizing reflects the evolution from traditional management theory to the organization of learning or the perspective of adaptive systems in a systems environment (Best et al., 2003). Changes in organizational management from its traditional, top-down, command and control nature to a participatory, collaborative, network-centric approach, adaptive to dynamics and complexity, and able to manage knowledge.

HPP, or Host Partner Program, is part of a form of collaboration built together with architects as one of the main targets of IndoBuildTech exhibition visitors. This form of collaboration is made with mutual symbiosis, where each party benefits from this cooperation program. HPP was created with the aim of enriching the quality of IndoBuildTech exhibition visitors, where architects are one of the main targets of visitors to the IndoBuildTech exhibition itself. Debindo-ITE, as the organizer, hopes that architects will not only act as visitors who attend the exhibition but also become part of IndoBuildTech's exhibition activity partners. Debindo-ITE realizes that involving architects, one of the main targets of exhibition visitors as partners, can realize synergies and strengthen IndoBuildTech's chain of exhibition activities. The following is the counter-achievement of the agreement between the architect and Debindo-ITE as the organizer:

Architect's Benefits	Organizer Benefits
<p>Host Partners will be given a time slot in our business programmes to conduct activities in the form of discussions as mentioned above. Host Partners may choose any topics they would like to discuss to the audience. We are willing to help you with your needs related to your business programme.</p> <p>At IndoBuildTech Expo 2022, our team will be conducting several programmes as well. Host Partners may choose any programme they would like to be involved in as one of the speakers or panelists. We encourage Host Partners to be part of IndoBuildTech's business programmes in order to let the audience meet and have discussions face to face with the experts.</p> <p>Opportunity to join IndoBuildTech Awards to strengthen networking between valued stakeholders as well as among fellow participating</p>	<p>Build Architecture Installation as the part of National Architecture Installation Festival (NAIFEST) in the space provided with design and content as entertaining and interactive as possible to attract visitors and gain exposures.</p> <p>Post these following promo campaign materials:</p> <ul style="list-style-type: none"> • Email containing IndoBuildTech poster to be blasted to Host Partner's email database. • IndoBuildTech's Pre-Show and Post-Show Video to be posted on Host Partner's social media. • Posters and captions (subject to be edited) mentioning IndoBuildTech and Debindo ITE to be posted on Host Partner's social media. • Record Host Partner's activities during the expo such as via 16nstagram story, facebook live, etc. • Create 16 instagram highlights with stories containing the activities at IndoBuildTech Expo 2022.

companies, which of course can have a positive impact on the progress of the development industry in the future.	Give testimonies regarding IndoBuildTech Expo 2022 and the technologies used in architecture industry.
Host Partner Card:	Conduct a design consultation for the visitors in need and not forgetting to post this activity as well.
- Access to get an exclusive registration line (fast track). Access to Architect Lounge.	Share your insights and knowledge in one or more IndoBuildTech's business programs as forum participant or panelists.
- Free show catalogue.	
- Free admission to all business programmes*.	Invite friends, colleagues and other talented professionals with interests in building, architecture, construction, interior design and technology to IndoBuildTech Expo 2022.

Table II.

Host Partner Programs
Benefits

Source:

HPP Proposal – Debindo-ITE

In order to enable co-evolution, this HPP idea uses an organization system method to combine specialization with counter-performance agreements. Debindo-ITE continues to play a crucial administrative function in this HPP collaboration as the organizer of the IndoBuildTech exposition. As a result, Debindo-ITE continues to be the person who can authorize any facility that can be made available to architects. The HPP partnership form is dynamic, so architects have the freedom to select which of their creations will be shown at the IndoBuildTech exhibition.

CO-EVOLUTION IN HPP WITH SYSTEM NETWORK APPROACH.

Networks are the backbone of a network system, there are connected forces of various kinds of actors, individuals, and groups that have interests (Leischow et al., 2008). Therefore, it is necessary to understand the process of network formation so that it can determine how the form of network management is. Knowledge of all characteristics in the network can be used to encourage a healthy network so that it can achieve the purpose of the existence of a system. The role of actors is very important to emphasize because it is not only at the center of the system as a mediator of beneficiary funds, but also as an actor in driving the system itself. This includes their participation as both individuals and organizations in stakeholder networks which is also a key that affects each

building block (Mawarni, 2019).

In the context of HPP, it serves as a system network created through a collaborative process between Debindo-ITE, the exhibition's organizer, and architects, who serve as the exhibition's primary audience. The development and use of system methodologies and processes, the capacity building for system knowledge, the creation and maintenance of network links, and the promotion of system culture are typical approaches to systems thinking (Mawarni, 2019). The Host Partner Program is designed obliquely to develop a network of cooperative system network beyond merely the interaction between exhibition organizers and visitors. The development of HPP can preserve connections within the architect community and foster a community that supports IndoBuildTech shows. The organizers leverage this relationship—known as co-evolution—in an effort to increase both the quality and quantity of visitors. HPP is also designed to expand networks and relationships with the aim of strengthening cooperation synergies.

In system thinking, a simple loop diagram can be used to explain this system network in order to comprehend the distinctive structure of the co-evolution in the host partner program of the IndoBuildTech Expo. According to the informal loop diagram below, PEO's approach of collaborative co-evolution is tied to everything else in order to produce a sustainable IndoBuildTech

display. System Thinking prioritizes context of understanding and looks for linkages among

components, actors, and system processes (Lucy Gilson, *et al.*, 2014)

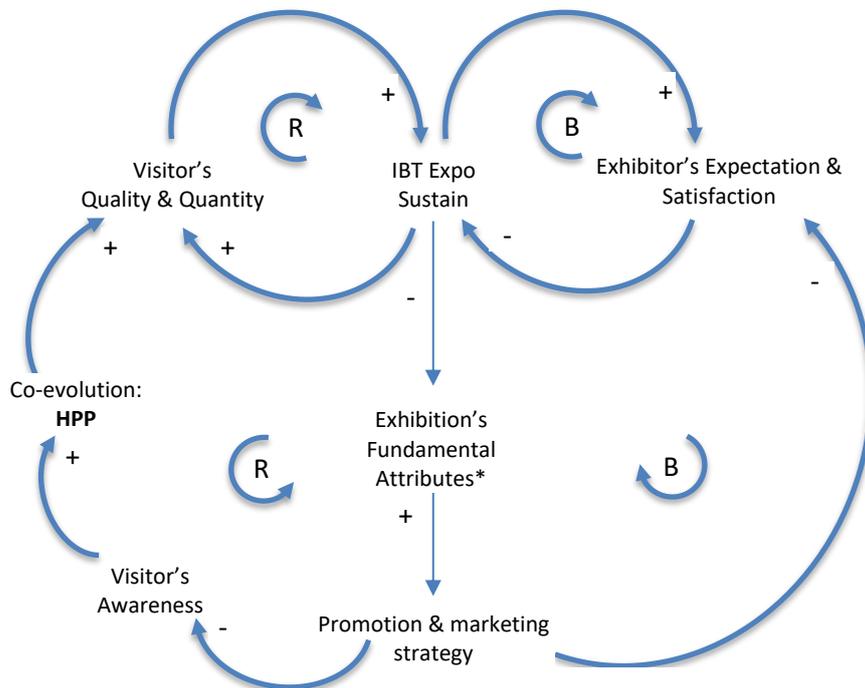


Figure 5.
Casual Loop Diagram – Co-evolution with system thinking approach

The expected performance relationship is the sustained IndoBuildTech exhibition. The sustainability value of IndoBuildTech displays will be positively impacted by the procedure shown in Figure 5 with visitor quality and quantity aligned. The viability of IndoBuildTech exhibits may be adversely impacted by this issue of the Exhibitor's Expectations & Satisfaction. IndoBuildTech's exhibition continuity performance can also be encouraged by the Exhibition's Fundamental Attribute factor, which consists of Reputation, Exhibition Information, Networking, and Products (Grimwade, 2009). In the process, the essential attributes of the exhibition can be helped by encouraging promotional and marketing strategy activities that will also have an impact on the Exhibitor's Expectations & Satisfaction and Visitor's Awareness. In the context of Visitor Awareness, the reinforcing process carried out is in the form of co-evolution because just increasing visitor awareness with the presence of the IndoBuildTech exhibition is not necessarily a must-have value for visitors to

really attend the IndoBuildTech exhibition. The reinforcing strategy should be novel and beneficial to the PEO, visitors, and exhibitors. As a result, co-evolution via HPP is the best option to maximize the beneficial effects on the value of Visitor Quality & Quantity.

CO-EVOLUTION IN HPP WITH SYSTEM DYNAMICS APPROACH

There are constructive techniques and adaptive systems in system dynamics that have behaviors, actions, and effects that are both planned and unplanned (Leischow et al., 2008). Internal structures produce system dynamic on their own, and this can influence the type of organizational systems that result from dynamic interactions (Mawarni, 2019). This strategy is ideal for the process of developing technology solutions since a system keeps iterating until it finds the best option (Mawarni, 2019).

This strategy acts as a buffer against long-term changes since dynamics system never cause a solution to come to a complete halt. Through the Host Partner Program, a co-evolving interaction between PEO and architects takes place. This partnership is set up with a reasonably adapted counter-achievement offering. Debindo-ITE can determine what requirements are anticipated from the HPP collaboration with architects and can also assess what facilities it can house as potential areas of collaboration. Each counter-achievement point made available has value for each role, including those played by PEO and architects as visitors.

Refers on the casual loop diagram in figure 5, HPP's position can be stated to be an innovative strategy for reinforcing from the visitor's awareness of the IndoBuildTech exhibition. From the explanation of figure 5. it is understood that the implications of co-evolution through HPP are also reflected in the system dynamics approach. The model construction on the casual loop diagram figure 5 shows how the system thinking works to be a problem-solving solution. This system arrangement is managed through reinforcing and balancing configurations, so that the company is able to achieve its goal, namely that the IndoBuildTech exhibition can be sustained and survived. This configuration is dynamic depending on the results obtained and how the company's system patterns respond to a problem. However, HPP, as a form of co-evolution in the reinforcing position, can help drive the configuration of the visitor's awareness towards improving the quality of visitors and will help defend the sustainability of IndoBuildTech's exhibition business.

CO-EVOLUTION IN HPP WITH KNOWLEDGE SYSTEM APPROACH

The proper administration of data and information results in the creation of knowledge, and management and the dissemination of knowledge serve as the cornerstones of stakeholder interaction in the system environment. A structured information transfer mechanism, the absence of asymmetric information, and the presence of explicit and implicit knowledge management are necessary for the development of an effective system (Leischow et al., 2008). The knowledge environment also needs to be collaborative and adapt to the evolving systems approach's methodologies and needs.

In this case study, Debindo-ITE uses visitor data reports from the 2019 exhibition to demonstrate that the majority of visitors to the IndoBuildTech exhibition are employed as architects. An important

stakeholder in fulfilling the demands and ensuring the satisfaction of exhibitors is the role of architects as visitors to the IndoBuildTech expo. As the organizer who made the decision to work together along with the Host Partner Program, Debindo-ITE was aware of this. The role of the visitor is no longer that of the impartial third party whom receives invitations, attends exhibitions, and enjoys themselves until they gather the product knowledge they seek. This study discusses the flow of system knowledge by PEO in accordance with the HPP functions designed to enhance the Visitor's Quality & Quantity in the co-evolution model.

CONCLUSION

This study demonstrated that the notion of co-evolution may be implemented in the exhibition business, which is in the context of services. In the context of co-evolution, it takes a system thinking method to understand the true aim so that the implications from one item to another may be recognized to be interrelated. Co-evolution in the exhibition industry can be one of the innovative strategies that can change perspectives and functions. In this case study, co-evolution occurs in the form of collaboration, so stakeholders involved in collaboration experience changes that lead to the next level of the relationship. Co-evolution in the study of the exhibition industry not only affects the value of a relationship context or networking but can also be in terms of other services as long as it can bring about changes that lead to better or positive development. IndoBuildTech exhibition case study, the concept of co-evolution was implemented through collaboration between the organizer of the IndoBuildTech exhibition, Debindo-ITE, and IndoBuildTech exhibition visitors, namely architects. The implementation of the IndoBuildTech exhibition co-evolution is implied through the Host Partner Program, a collaboration program between Debindo-ITE as a PEO and architects, which is the main target of IndoBuildTech exhibition visitors. Based on the system thinking approach results, HPP is an innovative strategy from PEO to improve Visitor Quality & Quantity. Establishing cooperation or collaboration with visitors will undoubtedly provide added value for visitors. Indirectly, this program aims to affix a sense of belonging to visitors to the IndoBuildTech exhibition. The perspective of the role of architects, which at first only acted as ordinary visitors attending an IndoBuildTech exhibition, but through the collaboration of HPP, the rights and obligations of architects became more dynamic. Co-evolution through HPP makes the contribution of architects as visitors also participate

in IndoBuildTech exhibition activities. The architect's contribution to HPP is an attraction and becomes part of the content of the exhibition attraction to attract other visitors besides the architect.

The elements of system thinking proposed in this study include; System Organization in the implementation of HPP practices between the role of Debindo-ITE as the professional exhibition organizer and the architect as a visitor who also participates in exhibition activities through HPP; System Network by building collaboration between Debindo-ITE and architects through the HPP program; System Dynamics are reflected in the counter-performance of the HPP cooperation agreement where each actor obtains benefits as well as rights and obligations from the collaboration process; and System Knowledge by exploring and analyzing collaboration opportunities through previous data (system perspective). Co-evolution with this system thinking approach aims to strengthen the 'excellence service' of the experience of exhibition organizing activities and meet the satisfaction of exhibitors for visitors' quality & quantity to achieve sustained IndoBuildTech exhibition activities. Referring to the strategic actions done by Debindo-ITE on the system thinking process by identifying causal processes. As a result, the relationship between co-evolution and the systems thinking process approach is interrelated.

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