

Planning for the Unexpected: Crisis Management Practices in the KARETA Event at Medan Tourism Polytechnic

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ABSTRACT

Crisis management in the organization of educational events has become a strategic issue that requires well-structured planning to anticipate potential disruptions and ensure the event's smooth execution. This study aims to examine crisis management planning practices during the KARETA (Kampung Kreasi Kita) event at Medan Tourism Polytechnic as a form of experiential learning. Employing a descriptive qualitative approach, data were collected through observation, in-depth interviews, and document analysis. The primary focus of this research is to identify how crisis management planning, execution, and evaluation are carried out by the event organizers, comprising students and academic supervisors. The findings reveal that although the organizers are not the direct cause of crises that may arise, they bear full responsibility for managing their impacts, ensuring participants' safety, and protecting the institution's reputation. The study also found that effective crisis management planning involves risk identification, establishing an emergency response team, and implementing clear, structured communication strategies. These findings highlight the critical importance of preparedness in tourism vocational education, where field-based practices often present real-world challenges that require quick, competent managerial responses. The implications of this study emphasize the need to integrate crisis management into the tourism education curriculum and to strengthen students' capacities as future professionals to respond to unexpected situations effectively and professionally.

Keywords: Crisis Management, Event Planning, KARETA

Introduction

Crisis management is a comprehensive, strategic approach organizations use to anticipate and respond to unexpected, disruptive events that may threaten operational continuity, damage reputations, and jeopardize stakeholder interests. Crises can manifest in various forms, including natural disasters, industrial accidents, financial turmoil, public relations issues, product recalls, and cybersecurity breaches. [1]. When a crisis arises, the organization promptly activates its pre-established crisis management plan, coordinating actions to respond efficiently. These actions may involve mobilizing resources, addressing immediate impacts, and making crucial strategic decisions. [2]. During a crisis, the organization swiftly implements its pre-designed crisis management plan and coordinates measures to respond to the situation promptly. This process may involve utilizing available resources, directly addressing the emerging impacts, and making crucial decisions. [3]. Crisis management is evolving rapidly while adapting to ever-changing practical and academic environments. [4].

As public educational institutions, universities are characterized by a large campus population and a rapid rate of information dissemination. In their development, universities have become increasingly vulnerable to various forms of uncertainty and unpredictable crises. Such situations can disrupt the stability of teaching and learning processes, interfere with campus life, and even tarnish the institution's overall reputation. Therefore, the involvement of students and higher education institutions in crisis management systems is crucial. Raising awareness of crises and strengthening crisis response capacity within the campus environment are urgent steps that must be taken. Crises occurring within universities possess distinct characteristics compared to general social crises due to the unique nature of higher education institutions. Generally, a university crisis is an unexpected event that occurs suddenly within the campus environment or involves members of the university community, seriously disrupting the regular order of academic activities and potentially causing further negative impacts. These impacts may include anxiety or injury among academic members, damage to educational facilities, and threats to the institution's reputation. In many cases, such crises are challenging to manage using only the existing resources and manpower available at the time [5]. The study of how organizations design and manage crisis events, especially those with a

very low probability of occurrence, is increasingly gaining attention and is considered crucial [6]. The response to a crisis is the most extensively studied aspect of crisis communication [7].

A crisis is often perceived as a negative occurrence that brings harmful consequences. However, a crisis within an organization can provide certain benefits if appropriately managed. Therefore, planning and implementing effective crisis management is essential and should be prioritized. [8]. The increasing complexity of academic activities within higher education institutions has raised concerns among researchers and practitioners about the preparedness and resilience of event organizers to manage crises. Even small-scale campus activities, such as academic events and student practice projects, are not immune to disruptions, including extreme weather, technical failures, medical emergencies, or security threats. If not anticipated and managed effectively, these crises can jeopardize participant safety, damage the institution's reputation, and hinder the activity's educational objectives. Therefore, crisis management becomes a critical component in event planning, particularly in vocational tourism education, which emphasizes experiential, practice-based learning.

Effective crisis management can only be achieved through proper planning. Without such planning, efforts to win the public's hearts and minds may fail even before the university takes its first steps. By implementing the seven steps outlined earlier, universities are expected to be well-prepared to face the various crisis challenges that may arise. [9]. This aligns with the urgency of studying *Planning for the Unexpected: Crisis Management Practices in the KARETA Event at Medan Tourism Polytechnic*, given that the KARETA event is part of an experiential learning practice involving multiple stakeholders and carrying significant risks. This research is essential to evaluate the extent to which educational institutions—particularly Medan Tourism Polytechnic—are prepared to respond to crises systematically, and how proper planning can serve as a key factor in safeguarding the institution's reputation, ensuring participant safety, and sustaining academic activities amid unforeseen circumstances.

In an event, whether on a small or large scale, even if the organizers are not the direct cause of the crisis, they still bear significant responsibility for addressing its consequences. The public expects organizers to manage the post-crisis situation, including carrying out recovery efforts and providing solutions for affected attendees. Thus, even if the crisis is beyond the organizers' control, there remains a strong expectation that they will be able to respond appropriately [10]. This is highly relevant in the context of the study *Planning for the*

Unexpected: Crisis Management Practices in the KARETA Event at Medan Tourism Polytechnic, as the KARETA event is a student-led practical activity involving multiple stakeholders and is vulnerable to various types of disruptions. This research is vital to evaluate the extent to which the organizers—namely, students and their supervising lecturers—have developed comprehensive crisis preparedness plans, as well as their capacity to respond to public expectations for effective and responsible crisis management.

This study aims to address that gap by analyzing the crisis management practices implemented during the KARETA Event at Medan Tourism Polytechnic. The proposed concept integrates proactive contingency planning, multi-stakeholder engagement, and real-time communication strategies into a crisis response model tailored to educational activities. Rather than merely identifying challenges, this research also develops a Standard Operating Procedure (SOP). It maps out the crisis management process based on three main phases: pre-crisis, during-crisis, and post-crisis. This contribution offers added value in the form of an operational model that can enhance institutional resilience and strengthen students' preparedness in facing unforeseen disruptions.

Method

This study employs a qualitative approach. The qualitative approach aims to understand a phenomenon experienced by the research subjects through descriptions conveyed in words and language, based on direct observation. [11]. This qualitative study focuses on descriptive research, which typically centers on social phenomenology. [12]. This approach is highly relevant in the context of the study Planning for the Unexpected: Crisis Management Practices in the KARETA Event at Medan Tourism Polytechnic, as crises in educational events such as KARETA involve social interactions, perceptions, and direct experiences of event organizers, students, and academic advisors in dealing with unexpected situations. Through this approach, the researcher can comprehensively explore how crisis understanding, responses, and management strategies are designed and implemented within a complex and dynamic practice-based learning environment.

The analysis focuses on theoretical foundations and the practical implications derived from observations, interviews, and the distribution of a simple questionnaire. Observation is understood as a method that allows the researcher to interact directly with the phenomenon

in its natural context. At the same time, interviews are seen as a means to gain an in-depth understanding of respondents' perspectives through both structured and unstructured interactions [13]. In qualitative research, the instruments used include interview guides, observation checklists, and guidelines for conducting document analysis [14]. Interviews were conducted with the academic community and relevant stakeholders at Medan Tourism Polytechnic who were involved in the KARETA event, including students serving as committee members, visitors, and supervising lecturers. Documentation was used to complement the information gathered through observation and interviews. This documentation includes written records, activity guidelines, internal reports, and visual materials related to the implementation of the KARETA event. Data obtained from these documents serve as historical records and concrete evidence of the crisis management practices implemented. By combining these techniques, the researcher obtained comprehensive, in-depth data.

Results and Discussion

1.1. Result

1. Planning Crisis Management Practices in the KARETA Event

In organizing the KARETA Event, a deep understanding of the definition of a crisis and its potential impacts is essential. A crisis in this context is defined as a sudden or unexpected situation that may threaten the smooth execution of the event, the safety of all involved parties, the institution's reputation, and the overall quality of the visitor experience. Crises may stem from internal factors, such as operational errors or technical negligence, as well as external factors, such as extreme weather conditions. Potential crises to anticipate include power outages during the event, health incidents such as visitors fainting from heat exposure, security disturbances such as riots or theft, and reputational issues arising from displays that may offend certain norms. These risks highlight the importance of structured crisis management planning as a fundamental component of the event's success.

Crisis management planning plays a strategic role in minimizing potential adverse impacts, sustaining the educational objectives and student practicum, and protecting the institution's reputation, notably the Tourism Destination Study Program at Medan Tourism

Polytechnic. Beyond that, the safety of all involved parties—ranging from visitors and student organizers to academic staff—must remain a top priority. This planning is also essential to ensure compliance with applicable safety standards. With a structured crisis response system in place, incidents can be addressed swiftly and in an organized manner, thereby reducing panic, preventing poor decision-making, and enhancing the confidence of both internal and external stakeholders in the execution of the event.

For a crisis management plan to be effective and comprehensive, the involvement of multiple stakeholders is crucial. Within the internal campus environment, faculty members and program coordinators must be engaged to ensure alignment with educational objectives. The Occupational Health and Safety (OHS) team plays a central role in handling emergencies, while student organizers can provide real-time technical information on the ground. External support—from campus security personnel, local health clinics, or logistics partners—is also necessary to ensure preparedness. The involvement of the Department of Tourism or local government agencies is vital to ensure that the event adheres to established tourism protocols. Additionally, the role of student liaison officers is strategically crucial for facilitating fast and effective communication with visitors during crises. With thorough and participatory planning, the KARETA Event can serve not only as a safe and educational learning platform but also as a memorable and sustainable experience.

To establish a crisis management system that is not only conceptual but also operational, it is essential to have clear implementation guidelines in the form of standard procedures. A systematically developed Standard Operating Procedure (SOP) will assist all stakeholders involved in the event—both internal and external—in understanding their roles, responsibilities, and the specific actions required in the face of a potential crisis. Explicit action flows, communication coordination, and task delegation are key to ensuring a rapid, accurate, and well-organized response. Therefore, the following section presents a simplified SOP specifically designed to support crisis management and communication strategies during the implementation of the KARETA Event at Medan Tourism Polytechnic.

Table 1. KARETA Crisis Management SOP Planning

No.	Phase / Procedure	Activity Description	Person in Charge	Communication Media / Tools
1	Team Briefing & Emergency SOP Dissemination	Conduct a briefing for all committee members regarding possible crisis scenarios and emergency response steps.	Event Chairperson / Faculty Advisor	PPT, SOP Document, WhatsApp Group
2	General Crisis Simulation	Conduct simulations of minor crisis scenarios (e.g., heavy rain, power outage, visitor panic) to train rapid response.	Field Coordinator / Security Division	Simulation Area, Simulation Aids
3	Basic First Aid & Crowd Management Training	Provide basic training to front-line team members on first aid and visitor management during crises.	Campus HSE Team / Partner Clinic	First Aid Modules, Basic Medical Equipment
4	Official Spokesperson Appointment	Assign an official spokesperson to deliver public information during a crisis.	Event Chairperson / Responsible Lecturer	Loudspeaker, social media, Press Release
5	Internal Communication During Crisis	Activate internal communication channels for faster coordination during incidents.	Field Secretary / Communication Division	WhatsApp Group, Walkie-Talkie
6	External Communication During Crisis	Deliver information to visitors via loudspeakers and to the public via official social media platforms.	Spokesperson / Social Media Division	Loudspeaker, Instagram Stories / Feed
7	Coordination with External Authorities	Keep and use emergency contact numbers (Security, Ambulance, Fire Department) if crisis escalation requires external help.	Security PIC / Emergency Response Team	Emergency Contact List, Phone, Official Letter
8	Special Audience & Stakeholder Handling	Communicate directly with performers, sponsors, and guests via private communication channels.	Program & Sponsorship PIC	Phone, WhatsApp, Email
9	Post-Crisis Evaluation	Conduct a quick evaluation after the crisis is resolved for future improvement and knowledge documentation.	All Divisions / Event Chairperson	Evaluation Forms, Evaluation Meeting

Source: Processed Data by the Author (2025)

The planning and implementation of crisis management in the KARETA Event are not merely anticipatory steps but also constitute an integral part of the students' experiential learning process. Through the development of preventive strategies, mitigation efforts, and clear standard operating procedures, every aspect of the event is structured to enable a swift,

coordinated, and effective response to emergency situations. This approach not only enhances the safety and comfort of participants but also fosters a collective awareness of the importance of risk governance in tourism activities. Consequently, the KARETA Event is expected to serve as a mini laboratory for students to comprehend and apply crisis management principles in real-life scenarios, while simultaneously providing a safe, meaningful, and professional experience for all stakeholders involved.

2. Prevention and Mitigation Strategies

To ensure the smooth execution, safety, and effectiveness of the KARETA Event as a student learning platform, it is essential to implement comprehensive crisis prevention and mitigation strategies. Prevention strategies serve as the first line of defence to reduce the likelihood of incidents. Anticipation of extreme weather is addressed through routine weather forecast monitoring, the provision of sheltered areas, and the provision of supporting equipment such as anti-slip mats. On the technical side, all equipment—such as sound systems, displays, and electrical installations—must undergo thorough testing, with backup devices such as generators. In terms of crowd control, preventive measures include limiting visitor numbers, designing accessible evacuation routes, and increasing the number of security personnel or volunteers. From a health perspective, first-aid posts are set up, free drinking water is made available, and medical personnel are on standby throughout the event.

However, prevention alone cannot eliminate the possibility of a crisis, making mitigation strategies during the crisis crucial. In extreme weather conditions, such as heavy rain or strong winds, activities must be relocated to indoor areas or rescheduled, with clear communication. In the event of a power outage, backup generators or relocation of activities to non-electrified zones must be implemented promptly. For medical emergencies, victims should receive initial care at the first aid post before being referred to professional medical personnel if necessary. In cases of mass panic, the organizing team must promptly guide visitors through pre-designed evacuation routes to prevent congestion and ensure overall safety.

All of these strategies must be integrated into a structured contingency plan, complete with response scenarios for various possible events. For example, relocating outdoor activities to the campus hall in the event of rain or temporarily halting the event with an official announcement. Emergency responses to incidents such as visitors fainting must be executed

swiftly and in a coordinated manner. The key to the successful implementation of these strategies lies in establishing a trained rapid response team, ensuring backup equipment is available, and coordinating across units on campus, including security personnel and facility managers. With careful planning and collective preparedness, the KARETA Event can serve as a model for safe and impactful experiential learning activities for the entire academic community and visitors.

As a concrete implementation of the previously outlined strategies, a systematic mapping is required in a format that is easy to understand and can serve as a reference for the entire organizing team. Therefore, the prevention and mitigation strategies for crisis management during the KARETA Event are summarized in the following table, covering key aspects such as weather, technical equipment, crowd control, health, team coordination, and communication and documentation systems. The purpose of this table is to facilitate the identification of both preventive and responsive actions that must be taken in each potential emergency scenario.

Table 2. Crisis Prevention and Mitigation Strategies

Aspect	Prevention Strategies	Mitigation Strategies (During Crisis)
Extreme Weather	- Regular monitoring of weather forecasts - Provision of sheltered areas (tents/hall) - Equipment such as non-slip mats	- Relocation of activities to indoor or campus hall - Rescheduling with prompt and official announcement
Technical Equipment	- Thorough inspection of sound systems, displays, and electrical installations - Backup equipment like generators and extra cables	- Use of backup generator in case of power outage - Relocation to areas not requiring electricity
Crowd Control	- Limiting the number of visitors according to capacity - Clearly marked and accessible evacuation routes - Additional trained security personnel and volunteers	- Quick mass guidance through evacuation routes - Coordination with staff to prevent panic
Health and Medical	- Establishment of first aid post - Provision of free drinking water - On-site medical personnel during the event	- Immediate treatment at the first aid post - Quick referral to hospital if necessary
Team Coordination	- Formation of a rapid response team - Crisis simulation training - Clear task assignments with communication tools	- Activation of contingency plans - Central command from the core team for emergency actions
Information & Communication	- Active internal communication system among committee members - Installation of information boards on-site - Pre-event information dissemination to participants	- Fast announcement of event changes or cancellations via loudspeakers/social media/event app

Aspect	Prevention Strategies	Mitigation Strategies (During Crisis)
Documentation & Evaluation	- Preparation of SOPs and crisis response guidelines - Pre-event simulations	- Post-incident evaluation for improvement - Incident documentation for future learning

Source: Processed Data by the Author (2025)

Thus, the comprehensively structured prevention and mitigation strategies outlined in the table serve as a critical foundation for ensuring the successful implementation of the KARETA Event. This approach not only strengthens technical and operational preparedness but also demonstrates the organizing committee's commitment to creating a safe, orderly, and responsive event environment. The clarity of roles, communication pathways, and systematic action scenarios supports swift and accurate decision-making in the face of crisis. With this well-grounded planning, the KARETA Event becomes not only a valuable experiential learning platform for students but also a reflection of professionalism and readiness in managing practice-based activities within vocational higher education, particularly in the tourism destination study program.

3. Crisis Response and Communication

The success of crisis management during the KARETA Event is highly dependent on the preparedness of clearly defined response procedures and effective communication strategies. Before the event, all organizing team members must receive thorough briefings on the Standard Operating Procedures (SOP) for emergency response across various potential crisis scenarios. Beyond theoretical explanations, the implementation of simulations for common crises—such as sudden heavy rain or electrical short circuits—is essential for training alertness and preparedness. These simulations enhance each team member's understanding of their role and foster fast, well-coordinated responses under pressure. Additionally, basic training such as First Aid (P3K) and crowd management should be provided, especially to frontline team members who are directly responsible for handling emergencies.

Crisis communication strategy is a key element that supports the success of emergency management. The appointment of a primary spokesperson—ideally the Event Chairperson or the Supervising Lecturer—ensures that information conveyed to the public is accurate, consistent, and free of confusion. Internal communication channels, such as dedicated team WhatsApp groups or walkie-talkies, are highly effective for accelerating on-site coordination

among team members. Meanwhile, loudspeakers in the event area serve as the primary medium for delivering direct instructions to visitors. Externally, the event's official social media platforms, such as the Kareta Event Instagram account, should be actively utilized as real-time information channels to maintain transparency and prevent public speculation.

Coordination with campus authorities and external parties is also a crucial preventive step in crisis scenarios. The organizing team must maintain a list of emergency contacts, including campus security personnel, ambulance services, and the fire department, and assign a designated person-in-charge (PIC) to serve as the primary liaison with external stakeholders. Communication channels must also be tailored to the audience's characteristics; live announcements via the MC or loudspeakers are effective for on-site visitors, while performers and sponsors should be contacted personally by their respective PICs. For the general public, timely updates on official Instagram Stories and the feed serve as the primary communication platforms. Overall, the success of crisis management relies on a comprehensive understanding of the SOP, precise communication flow, and a designated spokesperson who can uphold the credibility of the event and the institution.

Table 3. Visitor Survey Results on the Importance of Crisis Management and Communication in the KARETA Event

No.	Survey Question	Agree (%) (n)	Disagree (%) (n)	Neutral (%) (n)
1	I believe emergency procedures are essential in the event of crises such as extreme weather or power outages.	94% (113)	3% (4)	3% (3)
2	I feel safer when the organizing team is trained to handle crises.	91% (109)	4% (5)	5% (6)
3	Crisis-related information should be delivered only by one official spokesperson.	89% (107)	6% (7)	5% (6)
4	Loudspeakers in the event area are effective in delivering emergency information.	88% (106)	7% (8)	5% (6)
5	I consider official event social media necessary for providing updates during an incident.	93% (112)	3% (4)	4% (4)
6	Clear evacuation routes and timely information make me feel more at ease during the event.	95% (114)	2% (2)	3% (4)
7	I support conducting crisis simulations before the event starts.	86% (103)	8% (10)	6% (7)
8	Internal communication among the organizing team must be fast and unambiguous during a crisis.	92% (110)	3% (4)	5% (6)
9	The availability of a first-aid station is vital to ensuring a sense of safety during the event.	96% (115)	1% (1)	3% (4)

No.	Survey Question	Agree (%) (n)	Disagree (%) (n)	Neutral (%) (n)
10	Coordination with external parties (security, medical, fire department) shows the organizing team's preparedness in crisis management.	90% (108)	5% (6)	5% (6)

Source: Processed Data by the Author (2025)

Survey results indicate that most respondents recognize the importance of having emergency procedures in place to handle potential crises such as extreme weather and power outages. 94% of respondents agreed that emergency procedures are essential, followed by 91% who stated they would feel safer if the event committee received proper crisis management training. This reflects visitors' high appreciation for the organizers' technical and mental preparedness in fostering a sense of safety during the event, especially in unexpected circumstances.

In terms of crisis communication strategies, 89% of respondents emphasized the importance of having a single official spokesperson to serve as the primary source of information during an incident. This reveals visitors' preference for centralized and consistent information to avoid confusion. Moreover, 88% found loudspeakers effective for delivering direct on-site instructions, while 93% stated that the event's official social media accounts are vital for real-time public updates. These findings confirm that accurate, integrated communication channels are crucial for effective crisis management.

From the perspective of infrastructure and physical safety, 95% of respondents felt more at ease when clear evacuation routes and timely information were available during the event. Furthermore, 96% acknowledged the importance of having a first aid post (P3K) as a frontline emergency service. These high numbers reflect the public's concern for physical risk mitigation and their need for accessible, basic safety systems.

Regarding preparedness and prevention, 86% of respondents supported the implementation of crisis simulations before the event. Although slightly lower than other indicators, this percentage still shows strong support for proactive training and preparation. Additionally, 92% stressed the importance of quick and unambiguous internal communication among the organizing team during crises, underscoring the role of seamless coordination as a key factor in effective emergency response.

Finally, in the context of external collaboration, 90% of respondents agreed that coordination with security personnel, medical staff, and fire departments is a strong indicator of credible crisis management. This reinforces the idea that successful crisis response relies not only on the internal team's capacity but also on solid partnerships with external institutions and authorities.

In conclusion, the data emphasize that crisis response and communication play a crucial role in the successful implementation of the KARETA Event. The survey findings reaffirm the importance of technical preparedness, team training, clarity in emergency procedures, and effective communication channels in creating a safe and comfortable experience for attendees. The majority's support for simulations, official spokespersons, and external coordination indicates that the public has high expectations for professional, integrated crisis governance. Therefore, the adoption of a systematic and responsive communication strategy—backed by infrastructure and strong partnerships—will be a critical foundation for building trust, maintaining institutional reputation, and ensuring the sustainability of KARETA as a safe, credible, and high-quality learning platform.

Discussion

As part of a comprehensive planning effort for organizing the KARETA Event, the organizing committee needs to develop a systematic crisis management strategy based on preparedness principles. Crises can occur at any time and in various forms, including extreme weather, technical failures, health emergencies, or crowd panic. Therefore, the strategies designed must encompass all phases—before, during, and after the crisis—to ensure the event can run safely and under control in unpredictable situations.

The following table presents a summary of KARETA Event crisis management strategies and actions based on three main phases: pre-crisis, during crisis, and post-crisis. Each phase is broken down into several key aspects, including weather, technology, visitor management, health, and communication. These strategies are intended to serve as an operational guide for minimizing risks and enabling quick recovery should any disruptions occur during the event.

Table 4. Crisis Management Strategies for the KARETA Event

Stage	Aspect	Strategy / Action
	Weather	<ul style="list-style-type: none"> - Monitor daily weather forecasts regularly - Provide alternative indoor locations (e.g., hall or tents)

Pre-Crisis	Technology & Equipment	<ul style="list-style-type: none"> - Conduct testing of sound systems, lighting, and electrical installations - Prepare backup generators and extension cables
	Visitor Management	<ul style="list-style-type: none"> - Limit the number of visitors according to the venue's maximum capacity - Establish clear evacuation routes and gathering points
	Health & Safety	<ul style="list-style-type: none"> - Set up first aid (P3K) stations and assign medical personnel - Provide drinking water, masks, hand sanitizer, and PPE
	Team & Coordination	<ul style="list-style-type: none"> - Form an emergency response team with clear roles - Develop SOPs and conduct crisis simulation exercises before the event
During Crisis	Extreme Weather	<ul style="list-style-type: none"> - Relocate activities to safe or indoor areas - Issue official announcements and instructions to participants
	Power Outage	<ul style="list-style-type: none"> - Activate backup generators or alternative electricity sources - Temporarily suspend or adjust technical operations
	Health Incidents / Accidents	<ul style="list-style-type: none"> - Provide immediate treatment at the medical post - Coordinate referral to the nearest clinic or hospital if necessary
	Panic or Crowd Control	<ul style="list-style-type: none"> - Deliver clear instructions via loudspeakers or MCs - Guide visitors through evacuation routes to prevent congestion or chaos
Post-Crisis	Evaluation	<ul style="list-style-type: none"> - Conduct internal debriefing and crisis response review - Identify root causes and formulate improvement strategies
	Documentation	<ul style="list-style-type: none"> - Record a complete chronology of the incident - Compile reports and lessons learned for future event planning
	Recovery	<ul style="list-style-type: none"> - Clean and restore the event site - Inspect and maintain technical equipment and facilities before reuse
	Communication & Reputation	<ul style="list-style-type: none"> - Publish clarifications or press releases through official event channels - Express gratitude to attendees, partners, and supporting stakeholders

Source: Author's Processed Data (2025)

Crisis management planning for large-scale events such as KARETA is an integral part of a risk mitigation approach focused on safety and operational continuity. Strategies in the pre-crisis phase focus on preventive efforts through risk identification and the development of preparedness systems. Weather-related risks, for example, are anticipated through regular weather forecasts and the provision of safe alternative venues. In terms of technology, equipment testing, and the availability of backup resources, such as generators, are vital to

ensure smooth operations. Furthermore, establishing evacuation routes, setting visitor capacity limits, involving medical teams, and forming an emergency response team reflect proactive contingency planning principles, enabling organizers to respond swiftly to potential disruptions.

When a crisis occurs, a rapid, structured, and protocol-based response becomes the key to controlling the situation. The strategies outlined in this phase align with the principles of the Incident Command System (ICS), which integrates communication, decision-making, and emergency action implementation. In extreme weather conditions, activities are moved to safe areas, and official announcements are made promptly to prevent confusion. Meanwhile, in the event of power outages or health incidents, the use of alternative resources and the activation of medical posts ensure minimal service continuity. Panic or crowd-related situations are handled through effective mass management, using loudspeakers and rapid evacuation systems to minimize potential injuries or escalation.

Post-crisis management focuses on evaluation and recovery efforts as part of organizational learning to enhance institutional resilience. A comprehensive evaluation is conducted to identify root causes and develop systemic solutions to prevent recurrence. Documentation of the incident in the form of chronologies and data becomes a vital learning resource for improving future SOPs. Physical recovery—such as cleaning the venue and rechecking equipment—ensures the facility is ready for future use. Equally important is transparent public communication through social media and official channels, along with appreciation for partner and participant support, which plays a crucial role in preserving institutional reputation and rebuilding public trust after the incident.

Conclusion

The crisis management strategy implemented during the KARETA Event is structured into three main interconnected phases: pre-crisis, during-crisis, and post-crisis, each with distinct yet continuous focuses. In the pre-crisis phase, preventive actions such as daily weather monitoring, equipment testing, backup power preparation, visitor limitation, evacuation planning, first-aid post setup, and the formation of an emergency response team with SOPs and simulations are emphasized to ensure technical, logistical, and human resource readiness. During the crisis, the strategy centers on rapid, coordinated responses, including

relocation to safer areas, generator activation, emergency medical treatment, and panic management through public announcements and guided evacuations, highlighting operational flexibility and risk communication. Post-crisis efforts focus on recovery and evaluation through internal reviews, incident documentation, rechecking equipment, and structured public communication, including official clarifications and appreciation for participants. This comprehensive strategy affirms the importance of a systematic and adaptive approach based on safety, operational sustainability, and institutional reputation. Accordingly, a study titled "Evaluating the Effectiveness of a Three-Phase Crisis Management Strategy (Pre-, During-, and Post-Crisis) in Campus-Scale Event Implementation: A Case Study of the KARETA Event" is recommended to assess the effectiveness of preparedness, emergency response, and recovery efforts, and their influence on event success and participant perception. The findings will contribute to the development of a data-driven, replicable crisis management model for similar academic and community-based events.

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