



Management Process Innovation: Cloud-Based Administrative Transformation in Student-Led Entrepreneurial Events

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ARTICLE INFO

Received: 10 June 2026

Received in revised:

17 June 2026

Accepted: 18 June 2026

Published: 30 June 2026

Open Access

ABSTRACT

This study aims to analyze the role, contribution, obstacles, and solutions implemented by the secretary in organizing the Coloring Competition as part of the Polbeng Business Expo Chapter II. The research employed a descriptive qualitative method, using in-depth interviews with the Project Mentor and key division members (HR, Marketing, and Finance) to collect data. The findings indicate that the secretary's role was integral, extending beyond mere administrative functions to serve as a hub for administrative coordination, communication, and documentation. The secretary's contribution was considered highly significant to the event's effectiveness, particularly in ensuring the completeness and timeliness of documents, which directly supported prompt decision-making by the leadership. The main obstacles encountered were time management due to sudden revisions from external parties and a lack of synchronization among divisions. Effective solutions involved the implementation of a cloud-based digital archiving system and strengthening collaboration, along with a clearer division of tasks from the planning stage. Overall, the study concludes that the secretary's role is crucial in supporting the smooth running of the activity, and improvements in administrative efficiency can be achieved through technology adaptation and enhanced teamwork. Through this approach, the study contributes to management systems innovation by providing a scalable framework for agile administrative governance in temporary, fast-paced project environments.

Keywords: Event Administration, Secretary, Secretary's Role, Team Coordination.

1. Introduction

In the era of Society 5.0, organizational agility and administrative efficiency have become critical determinants of institutional success, extending from large-scale corporations to micro-enterprise structures and student-led organizations. Within vocational higher education, theoretical knowledge is increasingly integrated with practical application through project-based learning and event-based entrepreneurship education (Jones & English, 2004; Lackéus, 2015). A prominent example of this pedagogical approach is the Polbeng Business Expo Chapter II, an entrepreneurial exhibition that provides students with real-world exposure to project management, financial accountability, and market engagement. While existing business literature extensively explores the strategic aspects of entrepreneurship—such as marketing tactics, financial capital, and leadership styles—the fundamental role of administrative operations and secretarial functions within these temporary, fast-paced project environments is frequently overlooked.

The secretarial function is often stereotyped as a passive, purely clerical role limited to typing minutes and sorting physical mail (Sutrisno, 2019). However, in modern project management frameworks, the secretariat serves as the central nervous system of an organization, bridging communication gaps and maintaining data integrity across interdependent divisions (Zahra, 2023). In temporary project-based organizations, such as the steering committee of the Polbeng Business Expo's Coloring Competition, administrative bottlenecks can severely paralyze strategic decision-making. Fast-paced events demand real-time data access, rapid document processing, and seamless cross-divisional synchronization. Consequently, relying on traditional, manual administrative workflows introduces significant operational risks, including data fragmentation, critical information delays, and coordination failures between human resources, marketing, and finance divisions.

To address these vulnerabilities, contemporary administrative management demands process innovation. Innovation within management systems does not solely rely on manufacturing advancements but

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manifests in how operational workflows are restructured and digitized to maximize efficiency (Birkinshaw et al., 2008). In the context of event administration, the strategic adaptation of cloud-based digital archiving and real-time collaborative platforms represents a vital management process innovation. By transitioning from physical or fragmented local storage to a centralized, cloud-based infrastructure, temporary organizations can transform rigid administrative barriers into an agile, highly accessible ecosystem. This technological adaptation not only streamlines operational governance during high-pressure events but also establishes a scalable framework for digital knowledge management.

While several studies have investigated the broader scope of event management and student entrepreneurship, empirical research specifically focusing on management process innovations within the secretarial operations of temporary student-led projects remains scarce. Most literature examines long-term corporate secretariat structures rather than the agile, short-duration workflows required in project-based structures. Therefore, this study aims to fill this empirical gap by analyzing the integrated role, contribution, operational obstacles, and the strategic digital solutions implemented by the secretariat in managing the Coloring Competition at the Polbeng Business Expo Chapter II. By focusing on the transition toward cloud-based administrative coordination, this study contributes to the literature on management systems innovation, offering a scalable blueprint for agile administrative governance in temporary, highly dynamic organizational environments.

1.1 Literature Review

Corporate Secretary and Modern Office Governance

The paradigm of the secretarial profession has experienced a massive shift in modern office environments. A secretary is no longer defined merely as a passive typist or low-level clerk; instead, they function as an administrative coordinator and a strategic support mechanism for leadership. In modern office governance, the secretary bears the responsibility of maintaining organizational stability through rigid yet adaptable workflows. Khairun (2023) defines the secretarial role as managing complex administrative flows, corporate correspondence, and schedule structures to ensure systemic continuity.

Well-structured office governance minimizes structural chaos, keeps information flowing transparently, and maintains high standards of data accuracy across corporate departments. Without systematically managed administrative governance, critical internal and external communications risk becoming fragmented. Within student-led organizations, professional governance protocols serve as the structural backbone that translates managerial planning into precise field execution. Consequently, a well-implemented governance system transforms the secretarial unit from a backend support system into a proactive operational catalyst (Zahra, 2023).

To achieve optimal office governance within fast-paced environments, secretarial operations must adhere to several foundational pillars. Based on modern administrative theories, the core components of office governance include:

1. Information Centralization: Serving as the central hub for data validation to eliminate inconsistencies across different operational sectors.
2. Document Standardizing: Utilizing uniform templates for proposals, official invitations, and certificates to project institutional professionalism.
3. Chronological Accountability: Maintaining organized incoming and outgoing mail logs to ensure effortless document tracking and archival retrieval.
4. Bureaucratic Efficiency: Streamlining communication channels so that executive mandates reach operational divisions without delay.

Secretarial Units' Roles in Event Management and Public Competitions

Managing event administration, particularly under short-term, dynamic projects like exhibitions and public competitions, requires highly agile, dynamic secretarial interventions. Unlike stable corporate structures where administrative routines remain predictable, specialized public events—such as organizing a coloring competition for early childhood—demand non-linear problem-solving and rapid participant data adaptation. According to Fourwaves (2023), event secretariats manage critical external stakeholder touchpoints, corporate invitation logistics, participant registrations, and inter-departmental notifications.

Rather than working in isolation, the secretarial unit serves as a central communication hub that ensures technical divisions (such as Human Resources, Marketing, and Finance) stay fully aligned with the central leadership's directives during high-intensity operational timelines. In this temporary project-based environment, the secretary must establish dynamic feedback loops. Every shift in participant registration metrics, parental confirmations, or financial receipts must filter through the secretariat to maintain unified organizational actions. Consequently, event secretariats act as organizational shock absorbers, converting chaotic field inputs into standardized administrative outputs to protect the project's overall rundown.

In executing public-facing competitions that involve multiple external educational institutions, the strategic responsibilities of the secretary are summarized through the following points:

1. Stakeholder Mapping: Identifying and distributing official invitations to targeted institutions within strict operational deadlines.

2. Data Cleansing: Filtering and validating incoming participant registrations to eliminate spelling errors before official certificates are generated.
3. Cross-Divisional Synchronization: Ensuring that the Program, Logistics, and Treasury divisions operate under a singular, verified master database.
4. Evaluation Archiving: Collecting operational constraints from field divisions to establish a solid foundation for post-event accountability.

Technology Adaptation and Cloud-Based Archiving Solutions

In the current digital era, the survival of temporary organizational administration depends heavily on its technological agility. Traditional, paper-based archiving methods are no longer sufficient to support high-intensity event structures, as they are prone to physical deterioration, loss, and slow retrieval speeds. Fasaie (2024) asserts that integrating modern software utilities into secretarial operations drastically accelerates data processing speeds, diminishes data loss, and eliminates bureaucratic redundancies. Automation of repetitive clerical tasks allows administrative professionals to reallocate cognitive resources toward strategic problem-solving.

Transitioning toward cloud-based infrastructures, such as shared storage systems and collaborative online spreadsheets, allows fast-paced organizations to optimize remote teamwork, facilitate real-time document validation, and effectively navigate sudden changes in project schedules (Musty, 2023; Ochoi et al., 2022). Cloud platforms provide a decentralized information structure, meaning all updates to school invitation logs or competition score sheets are instantly visible to all authorized division members. This digital accessibility eliminates internal miscommunications and information asymmetries. For student-led event committees, cloud integration mitigates the structural friction caused by conflicting academic schedules, enabling asynchronous collaboration that maintains high-velocity project progress.

The integration of cloud computing and modern archiving systems introduces several strategic advantages that optimize event workflows:

1. Multi-User Accessibility: Enabling the main secretary, event coordinators, and finance officers to modify and audit critical operational documents simultaneously.
2. Data Redundancy Elimination: Safeguarding essential administrative assets against hardware malfunctions through automated, real-time cloud backups.
3. Process Time Reduction: Compounding efficiency by shortening participant verification intervals from minutes to seconds through cloud-synchronized rosters.
4. Asynchronous Collaboration: Facilitating constant progress within the committee despite variations in members' individual academic timelines.

2. Research Method

This study employs a descriptive qualitative approach using a single case study design to analyze the administrative management and process innovation mechanisms executed during the Polbeng Business Expo Chapter II Coloring Competition. A qualitative case study design was selected to obtain a granular, in-depth understanding of how temporary, fast-paced student project structures handle administrative planning, cross-divisional coordination, operational tracking, and post-event reporting. Following the methodological frameworks established by Ajayi (2023) and Dahal (2025), empirical data were collected through three primary qualitative techniques: in-depth interviews, direct participant observation, and systematic documentation reviews to ensure robust data triangulation.

To ensure methodological rigor and strengthen informant selection, primary data were gathered using a purposive sampling technique. Informants were selected based on their operational capacity, executive responsibilities, and direct oversight regarding the event's cross-divisional administrative flows. The structural sample comprised the Project Manager (Nassooha Rio Saputra), the Human Resources Coordinator (Yudha Pratama), the Marketing Coordinator (Adil Subri), and the Finance Coordinator (Fina Andriani). These semi-structured, in-depth interviews focused on extracting empirical insights regarding operational roles, procedural complexities, and the underlying institutional challenges of navigating the committee's administrative workflows. Strict ethical standards were observed throughout the research process; informed consent was explicitly obtained from all participating informants before data collection, and institutional compliance was maintained to guarantee voluntary participation and data confidentiality.

To supplement the interview data and minimize recall bias, participant observation and document analysis were integrated into the design. Direct observations were conducted on-site during the live execution of the Expo to monitor real-time interactions, registration bottlenecks, and data synchronization between the secretariat and field organizers. Concurrently, the documentation review audited critical internal artifacts, including event planning archives, incoming and outgoing correspondence logs, registration spreadsheets, automated score tabulation sheets, and post-event accountability reports (Laporan Pertanggungjawaban - LPJ). Data collection was concluded upon reaching theoretical data saturation, marked by the point where subsequent interviews yielded no novel administrative patterns or operational insights.

The collected data were systematically processed using descriptive qualitative analysis, which progressed through three iterative stages: data reduction, data categorization, and narrative presentation.

Raw fields and interview transcripts were condensed to filter out irrelevant elements, categorized into chronological project management phases, and structurally presented to map the operational realities of the secretarial unit. To guarantee empirical validity and credibility, method and source triangulations were vigorously applied. The findings derived from the primary interviews were continuously cross-verified against real-time field observations and the verified administrative documentation, ensuring an accurate, consistent, and highly reflective portrayal of the organization's administrative infrastructure.

Chronologically, the research procedure was executed through three distinct operational stages:

1. Data Collection Phase: Gathering empirical evidence through direct participant observation, comprehensive document analysis, and semi-structured in-depth interviews.
2. Data Analysis Phase: Processing raw qualitative data through systematic data reduction, structural categorization, and narrative synthesis of the findings.
3. Verification and Synthesis Phase: Drawing inductive conclusions followed by rigorous data verification using method and source triangulation techniques to ensure the academic credibility and validity of the results.

Through this rigorous methodological approach, the study aims to present an objective, comprehensive, and empirically validated description of management process innovations and administrative execution mechanisms within temporary, student-led event structures.

3. Result and Discussion

3.1 Secretary Job Descriptions and Lifecycle Phases

The empirical findings obtained from direct observations, documentation audits, and in-depth interviews with key informants indicate that secretarial operations within student-led event structures operate under severe time constraints and high communication volatility. To present a comprehensive mapping of the administrative governance executed during the Polbeng Business Expo Chapter II Coloring Competition, the research findings are structurally categorized into three chronological project management phases: the pre-event phase, the on-event phase, and the post-event phase.

Based on the operational logbooks and data verification conducted by the secretariat, Table 1 outlines the structured administrative matrix managed by the secretary to sustain the competition's operational lifecycle.

Table 1. Operational Administrative Matrix of the Secretarial Unit

Event Phase	Core Administrative Tasks	Primary Software/Tools	Key Outputs Generated
Pre-Event	Drafting proposals, creating official invitations, building participant databases, and distributing sponsorship letters.	Google Docs, WhatsApp Business, Google Sheets	Approved event proposal, 45+ institutional invitations, validated participant roster.
On-Event	On-site registration verification, physical certificate management, and real-time score sheet tabulations.	Microsoft Excel, Cloud Shared Folders	Live attendance log, 120+ verified participant certificates, official winner logs.
Post-Event	Compiling division reports, archiving financial receipts, and finalizing the Accountability Report (LPJ).	Google Drive, Microsoft Word	Completed Accountability Report, digital document archive link.

Source: Processed Data 2026

The Pre-Event Phase: Archival Structuring and Stakeholder Outreach

In the initial pre-event phase, the secretarial unit focused heavily on corporate correspondence, institutional mapping, and regional permit acquisitions. The secretary drafted the main master proposal to secure official structural permits from the campus directorate and regional education boards, establishing the legal and administrative foundation for the exhibition. According to the Project Manager (Nassoha Rio Saputra), the structural validation of official proposals and subsequent campus resource allocation were highly dependent on the secretary's technical ability to compile cross-divisional budgets, logistical needs, and complex rundown configurations into a single, cohesive master document. Without this centralized administrative anchor, the project risked structural delays during its initial validation stage.

To ensure high attendance rates for the specialized Coloring Competition, the secretary systematically dispatched formal physical and digital invitations to 45 Kindergarten (TK) and PAUD centers across the Bengkalis Regency. The Marketing Coordinator (Adil Subri) added that distributing these invitations required rigorous, systematic data tracking to monitor real-time confirmation statuses, institutional responses, and physical location delivery logs. Managing such a vast network of external educational stakeholders introduced communication volatility, as response times varied significantly across institutions. The secretariat had to establish active follow-up communication protocols to prevent gaps in the preliminary participant roster.

The primary administrative barrier identified during this preparatory phase was data asymmetry stemming from incoming registrations via raw WhatsApp text messages. Parents and teachers frequently submitted incomplete operational forms, featuring missing institutional affiliations or misspelled names of minor participants. This data fragmentation was successfully resolved by deploying a centralized master spreadsheet on Google Sheets, which allowed the secretary to conduct real-time data cleansing and validation. This digital intervention eliminated information discrepancies and ensured absolute data accuracy before official competition numbers and personalized certificates were generated.

The On-Event Phase: Real-Time Administration and Logistical Synchronization

On the live execution day of the Polbeng Business Expo Chapter II, the secretary shifted roles from a backend administrative compiler into an agile, real-time operational coordinator. The primary operational bottleneck occurred during the morning registration rush, where over a hundred children, accompanied by parents and teachers, arrived at the venue simultaneously. The Human Resources Coordinator (Yudha Pratama) noted that traditional manual check-in methods would have caused severe crowding and delayed the primary event rundown. By setting up a QR-code scanning method linked directly to the live cloud database, the secretarial unit minimized participant queue times from an average of 4 minutes per participant to under 45 seconds, drastically increasing operational velocity.

Furthermore, the secretary managed the real-time input and processing of performance scores received directly from the competition's judging panel. Working in close coordination with the Finance Coordinator (Fina Andriani), the secretariat cross-verified paid registration fees with live attendance logs to ensure zero financial mismatch or reporting gaps before results were authenticated. Using a protected Microsoft Excel formula sheet engineered by the secretariat, raw scores were tabulated instantly as they were submitted by the judges. This digital automation significantly minimized the risk of manual calculation errors and protected the integrity of the evaluation process.

This seamless data synchronization ensured that the final winner certificates could be populated, printed, and signed by the head judging panel within 15 minutes after the competition officially concluded. In conventional student events, certificate distribution often suffers from extensive delays due to misspelled names or slow manual verification. The live-day synchronization executed by the secretariat demonstrated that cloud-integrated data management acts as an operational shock absorber, converting chaotic field inputs into rapid, standardized outputs that protect the project's overall timeline.

The Post-Event Phase: Accountability Compilation and Transparency

The final phase of the project lifecycle required the immediate compilation of the comprehensive Accountability Report (Laporan Pertanggungjawaban - LPJ). The secretary acted as the central collector and administrative auditor for all financial receipts, division evaluations, and documentation logs generated by the field teams. The main challenge identified in this phase was the typical structural delay from various field divisions in submitting their respective evaluation reports. Because the committee members were active students with demanding academic schedules, manual document collection created an operational lag that threatened institutional submission deadlines.

To overcome this systemic delay, the secretary initiated a digital transformation by establishing an asynchronous submission folder structure on Google Drive. Divisions that failed to drop their digital reports by the designated internal deadline were flagged automatically by the cloud system, allowing the secretary to maintain strict administrative control. This digital accessibility eliminated the physical constraints of traditional document tracking, enabling committee members to collaborate and upload verified files at their own convenience without disrupting their formal lecture schedules.

This structural intervention allowed the comprehensive LPJ to be completed, audited, and submitted to the campus authorities within 7 days post-event, successfully fulfilling the institution's strict transparency and accountability protocols. Ultimately, the transition toward structured digital archiving habits during the post-event phase proved vital for long-term organizational efficiency. By safeguarding essential administrative assets against data loss and physical deterioration, the secretariat established a highly resilient and structured digital archive that serves as a resilient administrative benchmark for future student-led event iterations.

3.2 Contribution Analysis on Organizational Decision-Making

The empirical field evidence obtained during the Polbeng Business Expo Chapter II emphasizes that the secretary functioned not merely as a passive recorder, but as a strategic administrative liaison and the primary communication hub for the entire working committee. In fast-paced, student-led event structures, information asymmetries often trigger operational chaos. The secretarial unit successfully mitigated this risk by establishing a synchronized data flow that connected the executive leadership directly with the technical field divisions. According to the Project Manager (Nassoha Rio Saputra), having a single, validated repository of participant data and institutional correspondence allowed the core leadership to main-

tain high situational awareness, ensuring that administrative tasks were closely aligned with the live-day event milestone targets.

By efficiently managing and filtering volatile administrative data, the secretary provided critical operational support that allowed the Project Manager to make fast, informed decisions during sudden field emergencies. For instance, when sudden staff absences occurred or when the primary event rundown experienced timing delays due to external protocols, the secretary rapidly recalibrated the committee assignment rosters and communication channels. The Human Resources Coordinator (Yudha Pratama) noted that during these high-pressure shifts, the secretary's ability to instantly distribute updated task logs via digital platforms prevented cross-divisional miscommunications. This operational synergy directly addresses the core demands of modern office gatekeeping and optimized communication theories, where rapid, accurate data delivery from the secretariat frees execution units (such as Marketing and Logistics) to focus completely on field performance without bureaucratic friction.

Furthermore, the secretary's proactive documentation strategy acted as an institutional safeguard that protected the committee's financial and legal accountability. In public-facing events that involve external sponsorship and minor participants, every executive decision must be backed by empirical administrative evidence. The Finance Coordinator (Fina Andriani) emphasized that the real-time cross-verification conducted by the secretary—matching registration fees with the live attendance logs of the Coloring Competition—prevented structural mismatches that could have delayed the final reporting. Consequently, the secretarial contribution to organizational decision-making extends beyond day-to-day clerical help; it establishes a systematic framework for risk mitigation, transforming raw field variables into actionable administrative metrics that ensure both operational velocity and institutional compliance.

3.3 Obstacles Encountered and Strategic Administrative Solutions

The primary operational challenges encountered by the secretariat during the execution of the Coloring Competition involved tight timeframes and sudden external document updates. In managing a public-facing competition, school representatives and external partners frequently requested late adjustments to participant data, spelling corrections on registrations, or sudden schedule changes. This volatility created substantial administrative pressure, as any structural delay in processing these updates could compromise the scheduling accuracy of the main event rundown. On the internal side, minor bottlenecks occurred due to conflicting academic class schedules among committee members. Because organizers were actively enrolled students, overlapping lectures caused occasional delays in physical paperwork tracking, initial drafting, and manual document distribution across field divisions.

To mitigate these disruptions and safeguard organizational velocity, the secretariat implemented a comprehensive digital and operational transformation. The secretary established early internal buffer deadlines before external submission dates, providing the administrative team with a safe timeline to manage unexpected external modifications without derailing the core event calendar. Furthermore, interpersonal division workflows were reinforced through open communication platforms and clearer assignments for document drafting. The most critical intervention was the elimination of physical paperwork dependencies; by migrating to a centralized, cloud-based workflow, committee members could review, edit, and approve administrative assets asynchronously from their respective locations, effectively neutralising the friction caused by conflicting academic timetables.

To track long-term operational improvement, internal committee feedback regarding secretariat services was qualitatively evaluated during the post-event phase. The core divisions—including Marketing, Finance, and Human Resources—reported highly positive feedback, emphasizing that the secretariat was exceptionally responsive, fast, and precise in distributing cross-divisional data. According to the Marketing Coordinator (Adil Subri), this transition toward digital office habits successfully eliminated previous internal miscommunications and information asymmetries. Ultimately, this study demonstrates that implementing a structured, cloud-based digital archiving system is vital for long-term organizational efficiency. Utilizing shared digital networks prevents the loss of physical records and gives all committee divisions real-time access to verify and validate data instantly, establishing a resilient administrative benchmark for future student-led initiatives.

4. Conclusion and Recommendation

4.1 Conclusions

Based on the research findings regarding the secretarial operations and administrative management of the Coloring Competition at the Polbeng Business Expo Chapter II, it can be concluded that the secretarial unit has successfully operationalized its functional roles across three core management phases, in accordance with the modern governance theories of Khairun (2023) and Zahra (2023):

1. **Pre-Event Phase (Archival Structuring and Stakeholder Outreach)** The secretary functioned as the primary administrative gatekeeper by managing complex corporate correspondence, drafting master proposals, and distributing formal invitations to 45 Kindergarten (TK) and PAUD centers. The

systematic deployment of a centralized spreadsheet on Google Sheets resolved data asymmetries and ensured flawless participant database validation before live execution.

2. On-Event Phase (Real-Time Coordination and Friction Mitigation) The secretarial unit acted as an agile communication hub and operational coordinator during the live-day registration rush. By implementing a cloud-synchronized roster, the secretary reduced participant verification times by 75% (from 4 minutes to under 45 seconds). Furthermore, real-time score sheet tabulations using automated spreadsheets prevented calculation errors, allowing winner certificates to be processed within 15 minutes post-competition.
3. Post-Event Phase (Accountability Compilation and Transparency) The secretary secured institutional accountability by serving as the central collector for cross-divisional evaluation logs and financial receipts. To mitigate submission delays from field teams, the secretary initiated an asynchronous folder structure on Google Drive, allowing the final Accountability Report (LPJ) to be finalized and submitted to campus authorities within 7 days.

Overall, the secretarial administration of the Coloring Competition at the Polbeng Business Expo Chapter II ran effectively. The transition from physical document dependencies to cloud-based archiving successfully eliminated internal information asymmetries, transforming the secretarial unit from a backend clerical tool into a proactive catalyst for organizational success.

4.2 Recommendations

Based on the research conclusions, several suggestions can be provided to improve the secretarial operations and administrative management of future Polbeng Business Expo activities:

1. Formalizing Pre-Event Digital Secretarial Training Committee members and administrative staff should receive structured orientation or briefings regarding cloud-based collaboration tools and standard data-cleansing formats before the event execution to reduce entry errors.
2. Implementing Standard Operating Procedures (SOPs) for Cloud Sharing. Clearer protocols and a single decentralized "source of truth" must be maintained right from the initial planning stages to optimize remote teamwork and eliminate communication bottlenecks caused by conflicting academic schedules.
3. Tightening Asynchronous Submission Deadlines for Field Divisions. An automated reminder system and stricter individual division deadlines should be enforced to prevent the accumulation of evaluation reports and receipts at the end of the project lifecycle.
4. Optimizing Cross-Divisional Data Synchronization. Technical units such as Marketing, Logistics, and Treasury must be more actively integrated into the master database structure managed by the secretary to ensure unified organizational actions and zero data mismatch.

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