

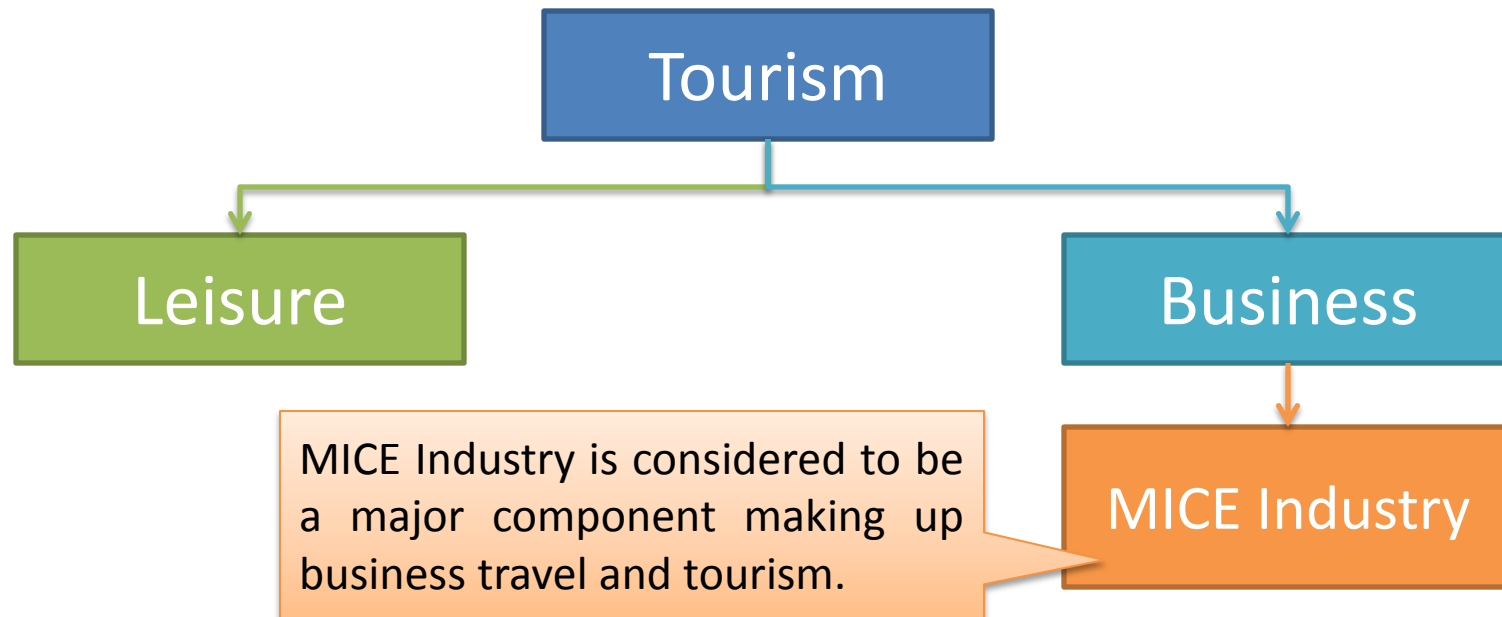
Chapter 1

Introduction to MICE Industry

Business Travel and Tourism

Tourism is

*“the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive for leisure, business and other purposes”
(International Tourism: a Global Perspective).*

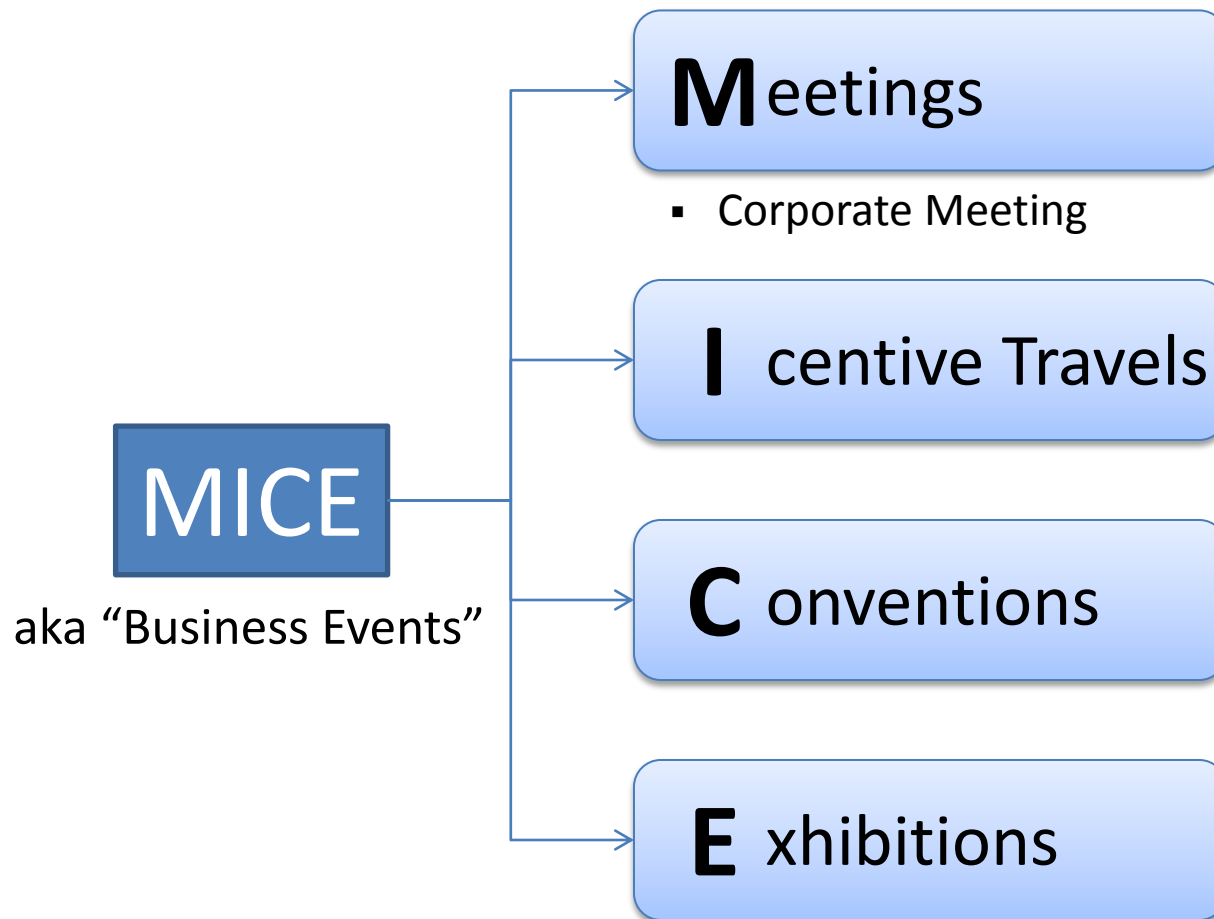


Business Travel ↔ Business Tourism

Broad term of *Business Travel* and *Business Tourism*

- ☐ Daily commute to work
- ☐ Individual business trips
- ☐ Government employee travel
- ☐ Delivering goods for customers
- ☐ Moving goods to market
- ☐ Short-term employment migration
- ☐ Off-site training courses
- ☐ Incentive travel
- ☐ International congresses and conferences
- ☐ Local, regional and national meetings
- ☐ Exhibition and trade fairs

Meetings, Incentive Travels, Conventions and Exhibitions (MICE) (1/2)



Meetings, Incentive Travels, Conventions and Exhibitions (MICE) (2/2)

Meetings

- ❑ A meeting is the coming together of a group of people to discuss or exchange information. In some regions, meetings may be seen as a small-scale conference by others

Incentive Travels

- ❑ Incentive travels include leisure trips emphasizing pleasure and excitement and which may appear to have little or no connection to business

Conventions

- ❑ *An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend other organized events*

Exhibitions

- ❑ Exhibitions can generally be portrayed as *'presentations of products and services to an invited audience with the object of inducing a sale or informing the visitors'*

Business Events (1/2)

- ❑ Business event is another definition for MICE and has been used primarily in Australia to cover a wide array of meanings for this industry

Any public or private activity consisting of a minimum of 15 persons with a common interest or vocation held in a specific venue or venues and hosted by an organization (or organizations). This may include (but not limited to): conferences, conventions, symposia, congresses, incentive group events, marketing events, special celebrations, seminar, courses, public or trade shows, product launches, exhibitions, company general meetings, corporate retreats, study tours or training programs.

Business Events (2/2)

Meeting

- ❑ 'Meetings' in this context represent a collective meaning for the MICE industry corresponding to a widely held view among professionals that all MICE activities share a common trait, that is, they describe an opportunity to meet
- ❑ According to the World Travel Organization (UNWTO), the International Congress and Conferences Association (ICCA), and Meeting Professional International (MPI), meetings are defined as:

Activities based on the organization, promotion, sales and delivery of meetings and events; products and services that include corporate, association and government meetings, corporate incentives, seminars, congresses, conferences, conventions events, exhibitions and fairs.

MICE Industry Impact on Economy and Society (1/5)

Positive Impact

Direct Contribution

Direct Revenue

Seasonality control and employment

Indirect Contribution

Foreign Direct Investment (FDI)

Spurring of technology and innovation

New idea, knowledge and insight

Local business climate

Negative Impact

Environmental impact

Pollution and greenhouse gases emission

Waste from events

Biodiversity

MICE Industry Impact on Economy and Society (2/5)

Positive Impact (1/3)

Direct Contribution

Direct Revenue

- ❑ The MICE industry, business tourism, is known to generate higher spending per head compared to leisure tourism
- ❑ According to *The Economic Significance of Meetings to the US Economy*, only 43% of this direct spending went to travel and tourism commodities such as food & beverage and air transportation. The remainder, 57%, went to meeting commodities such as venue rental, meeting planning and production

Seasonality control and employment

- ❑ The MICE industry generally reduces seasonality within the overall travel and tourism industry, as most MICE volume occurs during the off-peak seasons

MICE Industry Impact on Economy and Society (3/5)

Positive Impact (2/3)

Indirect Contribution

Foreign Direct Investment (FDI)

- ❑ Hosting an exhibition is one medium that can channel products and services to potential buyers on a regional and global scale
- ❑ Attending conventions can also expand the partnership pool for delegates who usually come from the same industry

Spurring of technology and innovation

- ❑ Countries attempting to promote the MICE industry must strive to develop or at least encourage necessary development to keep national technological offerings on par with global standards

New idea, knowledge and insight

Local business climate

MICE Industry Impact on Economy and Society (4/5)

Positive Impact (3/3)

Indirect Contribution

Foreign Direct Investment (FDI)

Spurring of technology and innovation

New idea, knowledge and insight

- ❑ MICE events have proven to be very useful in terms of bringing new ideas, knowledge and insights to a country, service providers and attendees
- ❑ The MICE industry has become one channel for information or knowledge to spread wider and faster especially in this era of globalization

Local business climate

- ❑ The MICE industry can influence the business climate of local business, which in turn, can directly influence the strategic direction of certain industries
- ❑ Moreover, growth in the industry can also help to improve local business in their procurement and manufacturing standards

MICE Industry Impact on Economy and Society (5/5)

Negative Impact

Environmental impact

Pollution and greenhouse gases emission

- ❑ Pollution and greenhouse gases emission trail after every delegate and with the shipping of products to meeting venues or exhibition halls

Waste from events

- ❑ Hotels and meeting facilities are often forced to leave behind gigantic piles of waste consisting of plastics, paper, food, drink related waste, toiletries, along with unwanted or unused promotional giveaways

Biodiversity

- ❑ Biodiversity harm is also caused through any new investment or expansion of new facilities to meet with growing industry demands

Current MICE Industry

Exhibition

- ❑ The growth in global exhibition space has been quite significant
- ❑ Europe held the largest share of exhibition space available
- ❑ Net exhibition space in Asia experienced a compound annual growth rate of 20%

Convention

- ❑ international association meetings industry has enjoyed an upward trend even though it faced a severe drop in 2009 due to the economic downturn in the US
- ❑ Majority of major association meetings are held in Europe



Meeting

- ❑ After 2009, the industry began to enjoy a recovery from the economic downturn as corporate meetings and incentive travel numbers is usually related to economic conditions

Incentive Travels

- ❑ *Driving our Future: the top 11 incentive trends for 2011* published by IRF mentioned that confidence in incentive travel remains intact; yet fragile since it can crumble as soon as the market is hit by any negative news

Factors Influencing Future MICE Industry (1/2)

Economic Downturn

- ❑ During the past few years, both the US and EU economies have been experiencing a persistent global economic slowdown
- ❑ Decisions to hold meetings outside the country of residence of the organizations are no longer an option for many companies in their efforts to combat the economic downturn by pursuing cost-cutting strategies

Technology

- ❑ As budgets become tighter, incorporating technologies that allow for video conferencing and virtual meetings are increasingly seen by many organizers as a cost effective option when holding MICE events, but will not fully replace face-to-face meetings for the current time
- ❑ Virtual events mainly serve as a good substitute for recession-prone exhibitors and attendees
- ❑ Use of social media has become so commonly used in marketing for almost every type of products and services in the MICE industry and is one of many underlying factors that have shifted behavior and challenged traditional marketing campaigns

Factors Influencing Future MICE Industry (2/2)

Sustainability and Green Meetings

- ❑ Persistent global warming concerns and potential environmental impact caused by hosting MICE events has intensified during the past decade, raising an awareness of the need to promote sustainability among those involved in the MICE industry
- ❑ A primary factor influencing the decision of whether or not to hold a meeting or exhibition and as such, most corporate and associations are turning to green meetings attempting to save costs

Introductory to Key Stakeholders in MICE Industry (1/6)



Key Stakeholders in MICE Industry

Convention and Visitors Bureaus (CVB)

Incentive Houses

Associations

Destination Management Companies (DMC)

Corporate

Professional Exhibition Organizers (PEO)

Professional Conference Organizers (PCO)

Venues

Other Supporting Organizations

Introductory to Key Stakeholders in MICE Industry (2/6)

Convention and Visitors Bureaus (CVB)

- ❑ CVB acts as a center body to facilitate growth whether it is government or privately owned to solicit visitors and MICE events into the country
- ❑ CVB play as an intermediary between MICE visitors or organizers and qualified local providers
- ❑ A CVB's role is to represent the country by investing in marketing efforts to support the MICE industry of the country it represents
- ❑ In Thailand, the Thailand Conventions and Exhibitions Bureau (TCEB) is the only CVB

Associations

- ❑ Associations are usually not-for-profit organizations and can be formed at a national, regional, or even international level
- ❑ Once these associations set their schedule to hold conferences, all of the related work is delegated to specialized service providers called Professional Conference Organizer (PCO)

Introductory to Key Stakeholders in MICE Industry (3/6)

Corporations

- ❑ Corporations are organizations established to generate profit and provide financial return to their owners
- ❑ The main purpose is to communicate with their employees or clients
- ❑ Lead-time to organize meetings is also much shorter than association meetings
- ❑ Normally, companies do not invest in an event or conference management division and rather solicit this expertise from external service providers

Professional Conference Organizers (PCO)

- ❑ A Professional Conference organizer (PCO) specializes in planning and managing congresses and conferences for associations that would like to hold a scheduled conference but do not wish to undertake the bulk of the work

Introductory to Key Stakeholders in MICE Industry (4/6)

Incentive Houses

- ❑ Incentive houses usually coordinate with corporations in shaping incentive programs that can help a company reach its goals
- ❑ Incentive travel programs are very specific both in terms of size and program details that must be specifically catered to an individual company

Destination Management Companies (DMC)

- ❑ A DMC is a local service organization that provide consulting services, creative events and exemplary management of logistics based on an in-depth knowledge of the destination and the needs of the incentive and motivation markets

Professional Exhibition Organizers (PEO)

- ❑ A Professional Exhibition Organizer (PEO) usually handles every aspect of hosting an exhibition from start to finish
- ❑ Another major role is to plan coordinate and manage the exhibition, which may also include selecting proper subcontractors and other service providers to delegate the tasks needed in organizing exhibitions

Introductory to Key Stakeholders in MICE Industry (5/6)

Venues

- ❑ Venues are now one of the most important factors influencing the decision to host a MICE event
- ❑ Venues suitable to host MICE events are hotels, conference hotels, conference centers and exhibition halls

Introductory to Key Stakeholders in MICE Industry (6/6)

Other Supporting Organizations

- ❑ Supporting organizations refer to both national and international organizations whose roles directly or indirectly support the MICE industry
- ❑ Locally many private associations directly support Thailand's MICE industry,



- ❑ There are other international organizations or associations are formed to support and assist stakeholders within the worldwide MICE industry,



- ❑ Their roles range from lobbying and representation, establishing codes of practice within the industry and setting compatible standards for service providers to follow

Chapter 2

Meetings

Definition (1/2)

- ❑ According to the *International Dictionary of Event Management* by Goldblatt & Nelson (2001), and accepted by the International Special Event Society (ISES), meetings are defined as

An assembly of individuals gathered to discuss items of mutual interest or engage in professional development through learning activities.

- ❑ A definition by the International Association of Congress Organizers (IAPCO):

A general term that indicating a coming together of a number of people in one place to confer or carry out a particular activity. Frequency can be on an ad hoc basis or according to a set pattern, as for instance annual general meetings, committee meetings...

Definition (2/2)

- ❑ However, the scope of this chapter will be limited to corporate meetings defined in the *International Encyclopedia of Hospitality Management* as,
 - ... an officially sanctioned and required meeting for employees of a specific corporation. Corporate meetings are often held off site of the corporate location and required employees to travel to the meeting. Expenses associated with the meeting such as, transportation, meals, and hotel accommodations are paid for by the corporation...
- ❑ Corporate meetings are the coming together of two or more individuals from the same organization but may come from different departments, branches or countries

Purpose of Corporate Meetings (1/2)

- ❑ Corporate meetings are inevitable as some are required by law; while some are held for other purposes including press conferences, product launches and new business plan announcements

Goals and Objectives of Corporate Meetings (1/2)

- ❑ 'Goals' are long-term targets set by a company
- ❑ 'Objectives' are often seen as short-term targets set for each activity
- ❑ Corporate meeting objectives could be for employees to gain more understanding about the direction the company is taking or an opportunity for employees across branches or countries to meet, interact and discuss matters or issues

Purpose of Corporate Meetings (2/2)

Goals and Objectives of Corporate Meetings (2/2)

- ❑ Additional objectives for corporate meetings may include the need to
 - Announce new initiatives
 - Create discussion opportunities
 - Build teams
 - Share knowledge
 - Increase efficiency



Meetings Industry Value (1/2)

- ❑ Unfortunately, a lack of comprehensive records concerning meeting numbers, location and budgets combined with varying and vague definitions employed for corporate meetings in different locations, all work to severely limit the ability to collect data concerning total volume and value of the global corporate meeting industry

Meeting Type	Number of Meetings	Number of Attendees	%
Corporate Meetings	1,266,200	107,187,000	52%
Conventions/conferences/congresses	269,800	51,104,000	25%
Exhibitions	10,700	24,800,000	12%
Incentive Travel	66,000	8,154,000	4%
Other Meetings	178,100	13,479,000	7%
Total	1,790,800	204,724,000	100%

Source: *The economic significance of meetings to the U.S. economy study* by United Nations World Tourism Organization (UNWTO), Meeting Professionals International (MPI), the Convention Industry Council (CIC), PricewaterhouseCoopers LLP (PwC), and the US Travel Association

- ❑ In 2009, corporate meeting participants represented 52% of the total number of MICE travelers in the US with 1,266,200 meetings and 107,187,000 attendees

Meetings Industry Value (2/2)

- ❑ IAPCO has also collected and published its own statistical results related to this industry in which growth went from 1,154 meetings in 2006 to 3,454 meetings in 2010
- ❑ In spite of the economic downturn during which companies cut back on unnecessary costs, the growth in corporate meeting numbers remained constant making it an essential income source for the US economy



Source: IAPCO Survey Press Release, May 2011

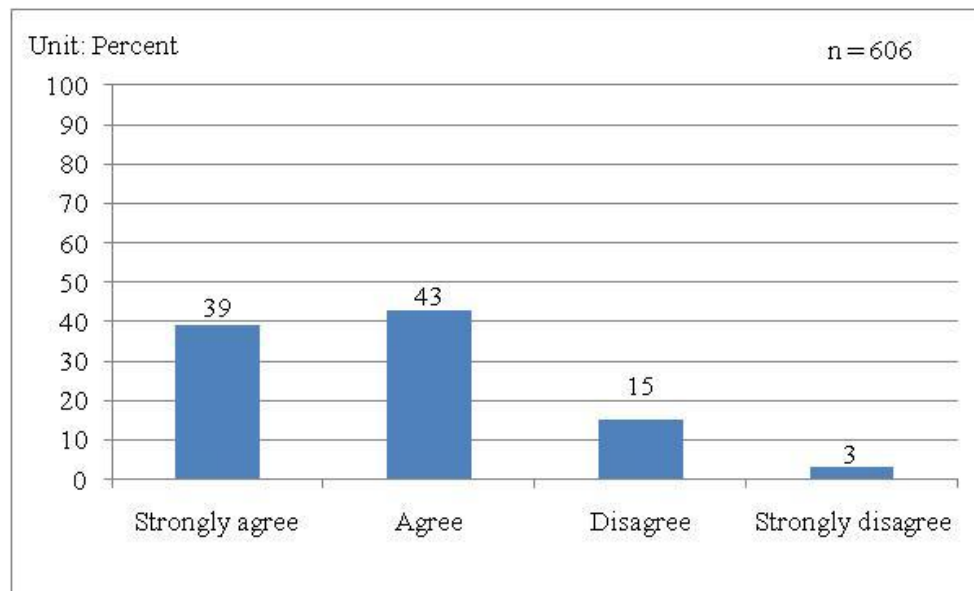
Industry Trends (1/3)

Shifting Roles in Destination Management Companies (DMCs)

- ❑ Corporate meetings, especially those that require travel to different countries are not usually organized in-house
- ❑ Increasingly companies outsource the planning and organizing of corporate meetings to external planners called Destination Management Companies (DMCs) who specialize in the destinations they represent
- ❑ As more and more corporate meetings tend to be combined with incentive travel, companies are increasingly looking for a one-stop service

Industry Trends (2/3)

Technology, Cost Savings and Green Meetings (1/2)



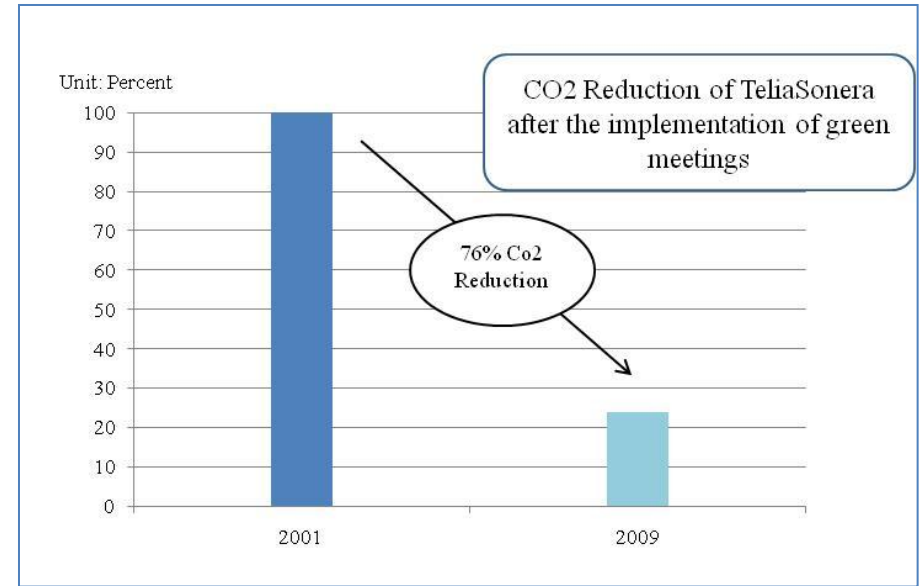
Sustainability and Green initiatives Importance (Source: Fast Future Survey)

- ❑ In a search for other cost-effective alternatives, companies are employing tools such as web conferencing, VDO conferencing and virtual meetings to compliment corporate meetings since they have proven to be cost-effective options
- ❑ Apart from adopting technology to avoid excessive cost in corporate meetings, energy conservation is another trend in the industry
- ❑ Sustainability and green initiatives will continue to be another important factor employed by clients when choosing meeting destinations and venues

Industry Trends (3/3)

Technology, Cost Savings and Green Meetings (2/2)

- ❑ The shift in demand for green or environmentally friendly meetings has also increased the demand for facilities or meeting venues that can accommodate such needs
- ❑ Taking into account the state of the global economy and concerns over global warming, many professionals believe the industry is headed in a direction that involves intensive use of technology and greener initiatives to save corporate meeting costs
- ❑ Corporate meetings previously held at venues at distant destinations will increasingly move to nearer locations



Reduction in CO₂ Emissions by TeliaSonera (Source: TeliaSonera Company)

Corporate Meeting Categories (1/4)

By Objective

Seminars

- Similar to workshops, this format creates a learning-by-doing atmosphere through experiments, discussion and interaction among the attendees

Workshops

- This format creates a learning-by-doing atmosphere through experiments, discussion and interaction among the attendees

Brainstorming

- Conducted with employees within the same or cross-department, the goal is to find solutions for issues or to create new initiatives

Panel Forum

- This type of meeting includes professionals and experts who discuss particular topics in an exchange of ideas intended to open new perspectives related to topics selected

Corporate Meeting Categories (2/4)

By Geographic Region

International Corporate

- Attendees come from the same corporation on different continents or countries of more than one continent

Regional Corporate

- Employees from one company within the same region or continent

National Offshore

- Employees from one company held in a country outside where the company resides

Domestic Corporate

- Closely related to a national offshore meeting, attendees are from the same company based in one country although it might be held in a different town, province or state than where the company is located

Corporate Meeting Categories (3/4)

By Agenda

Executive/Management

- The purpose is usually to set company's overall strategies or direction

Stockholders

- The agenda of this meeting is to announce company performance and profitability and/or to seek for consensus from shareholders on certain management issues

New Product Introduction

- The main purpose is to announce a new product launch with attendees usually company employees, clients and the press

Department

- Meetings conducted among employees of the same department

Corporate Meeting Categories (4/4)

By Type of Corporation

Private Organization Meeting

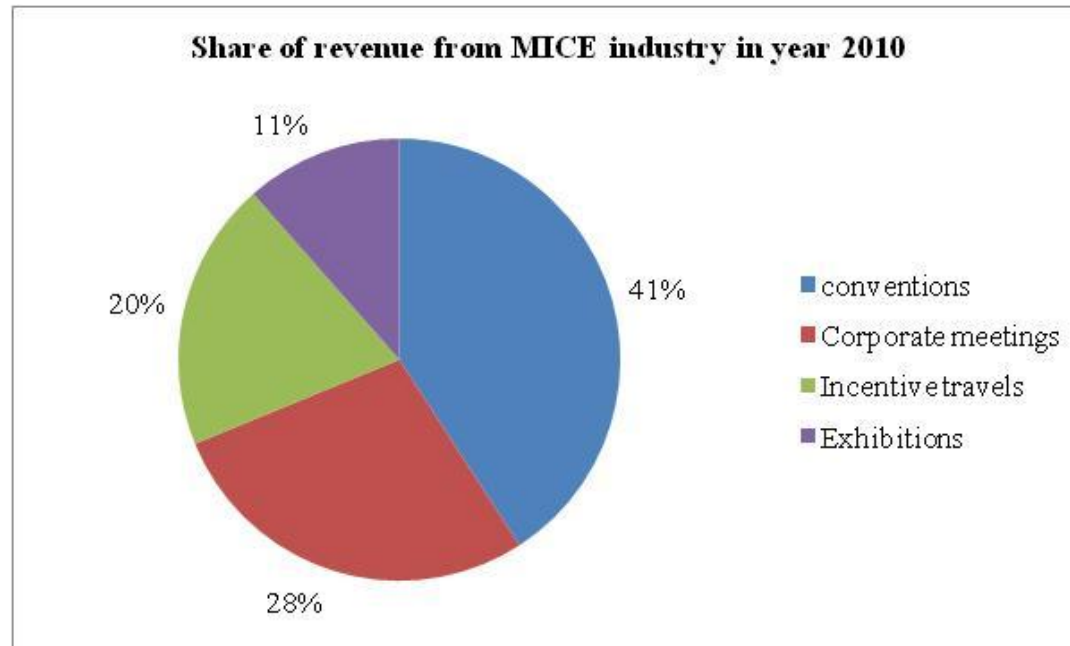
- A private company meeting regardless of where it is located or the agenda

Governmental Organization Meeting

- Held by a governmental organization

Corporate Meeting Value in Thailand (1/2)

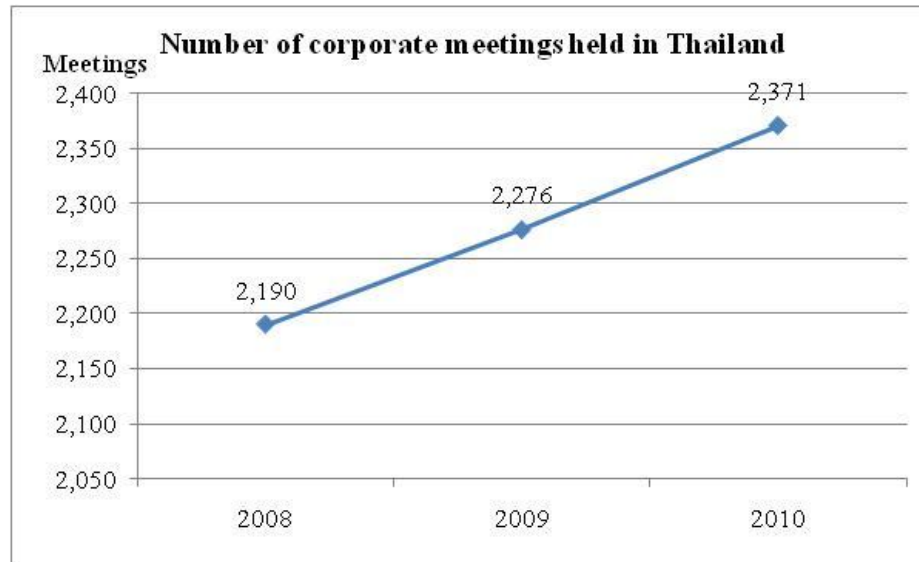
- ❑ These numbers represent only incoming corporate meetings or international organizations holding a corporate meeting in Thailand



Source: www.tceb.or.th

- ❑ In 2010, the corporate meeting industry in Thailand (THB 14.9B) represented 28% of the total value earned by the MICE industry (THB 53.2B)

Corporate Meeting Value in Thailand (2/2)



Source: www.tceb.or.th

- ❑ Despite the global economic slowdown, the number of corporate meetings held in Thailand from 2008 to 2010 grew an average 4.05% annually while the value grew 4.66% annually
- ❑ The reason overall value grew faster than numbers was due to a significant increase in average spending per head rising

Value Chain (1/5)

- ❑ A framework illustrated in the Strategic Meeting Management Process Handbook (SMMP) developed by Meeting Professionals International (MPI)



1. Company intention to host corporate meeting (1/2)

- ❑ Corporate meetings cannot occur without a company identifying a purpose and intention to hold a meeting
- ❑ Corporate meetings should answer three goals
 - 1) They should compliment overall company goals
 - 2) They should foster corporate strengths and help reduce weaknesses
 - 3) They should encourage staff to increase their efficiency

Value Chain (2/5)

1. Company intention to host corporate meeting (2/2)

- ❑ Once these objectives are set, there are two ways a company can proceed to create a meeting
 - First, a company with an in-house meetings department can plan a meeting to answer previously determined objectives
 - The other option is to tender all planning and organizing to travel management companies (TMC), destination management companies (DMC) or professional meeting planners

Value Chain (3/5)

2. Travel Management Company (TMC) (1/2)

- ❑ In case a company wishes to solicit planning and organizing support for a corporate meeting from external service providers, the first contact point is normally with TMCs
- ❑ Information needed in a typical proposal includes:
 - Contact information
 - Meeting profile - event name, starting and ending dates
 - Other requirements - food & beverage, audio & lighting systems, venue requirements, other activities
 - Past experience in corporate meeting organization
 - Budget required

Value Chain (4/5)

2. Travel Management Company (TMC) (2/2)

- ❑ Differentiation between traditional travel agencies and travel management companies, referencing the *Association of Travel Management Companies* (ATMC) by Young (2005)

The advent of TMCs brings to business travel the core competencies of specialization and professionalism and understanding. Without these three attributes, your TMC would just be another travel agency.

- ❑ After proposals are submitted by TMCs, the company can then ask short listed candidates to present their proposals prior to selecting the TMC to render the services required
- ❑ Once selected, the next step will require the TMC to contact a destination management company (DMC) and specialty contractors to submit their proposals

Value Chain (5/5)

3. Destination Management Company (DMC)

- ❑ DMCs can be expected to perform a range of services such as arranging accommodation and transportation to planning and providing activities following the meeting

4. Hotels, Transportation and others

- ❑ The contact point for hotels and other external service providers is usually the selected DMC who will handle tasks such as finding a venue, preparing meeting facilities & amenities, organizing food & beverages along with planning post-meeting activities
- ❑ A DMC will need to act as a coordinator and an administrator among third-party service providers while periodically reporting to the TMC

Stakeholders in the Corporate Meetings Industry (1/6)

Organizations Related to the Corporate Meetings Industry (1/4)

1. Travel Management Company (TMC) (1/2)

- ❑ A Travel Management Company (TMC) is a professional company that provides services related to business travel
- ❑ According to the Association of Travel Management Companies (ATMC), three TMC characteristics distinguish them from typical travel agencies
 - Specialization: A TMC does not only provide tickets and itineraries for business travelers, it also provides other services that add value including negotiating with suppliers, managing travel inventory and prices and updating clients on new developments and policies in the local and international travel industry

Stakeholders in the Corporate Meetings Industry (2/6)

Organizations Related to the Corporate Meetings Industry (2/4)

1. Travel Management Company (TMC) (2/2)

- Professionalism: A TMC provides systems and processes that enhance its services and must be equipped with the resources, skills and relationships with other travel suppliers across the globe to ensure quality services that move clients a step closer to their business goals
- Understanding: A TMC also needs to ensure the services offered are based on understanding company goals and objectives as well as the goals of each individual business traveler

Stakeholders in the Corporate Meetings Industry (3/6)

Organizations Related to the Corporate Meetings Industry (3/4)

2. Destination Management Company (DMC)

- ❑ A Destination Management Company (DMCs) specializes in the location it resides in and is usually equipped with a full reference of locations, facilities and related services provided
- ❑ A DMCs' understanding of a country's culture, traditions, rules and regulations can help it to provide services including
 - Provide one-contact, one-payment, one-stop services
 - Complete information regarding best services in the location
 - Leverage relationships with service providers to negotiate the most effective service for their clients at best rates
 - Design creative and an innovative program to meet client needs

Stakeholders in the Corporate Meetings Industry (4/6)

Organizations Related to the Corporate Meetings Industry (4/4)

3. Convention and Visitors Bureau (CVB)

- ❑ A Convention and Visitors Bureau (CVB) provides support for the MICE industry in the country, region or city it represents
- ❑ It is usually publically run and acts as a neutral facilitator and promoter of their MICE industry
- ❑ The services provided range from providing monetary incentives, facilitating certain restrictions, providing necessary information such as lists of DMCs, hotels & venues and organizing familiarization trips for companies and organizers

Stakeholders in the Corporate Meetings Industry (5/6)

Associations (1/2)

1. International Association of Professional Congress Organizers (IAPCO)

- ❑ IAPCO has become known as one of the foremost associations representing this industry with its extensive information, trend analysis and training courses

2. Meeting Professionals International (MPI)

- ❑ Meeting Professionals International (MPI) has the intent to build a rich global meeting industry community and acts as a knowledge platform for members to build networks
- ❑ MPI also grants awards called the “*RISE Awards*” recognizing innovative initiatives and positive impact on communities

Stakeholders in the Corporate Meetings Industry (6/6)

Associations (2/2)

3. *Thailand Incentive and Convention Association (TICA)*

- ❑ TICA's members consist of destination management companies (DMCs), Professional Convention Organizers (PCOs), Professional Exhibition Organizers (PEOs), service contractors, convention centers, hotels and advertising companies
- ❑ TICA's objective is to promote the potential and capability of the Thai MICE industry by publishing the *Thailand Incentive, Convention and Exhibition Membership Directory*, organizing familiarization trips for MICE travelers and organizers from abroad and attending many important international trade shows

Chapter 3

Incentive Travels

Incentive Travels is

...since there are many definition and concept for *incentive travel* which should be clarified first...

“a global management tool that uses exceptional travel experience to motivate and/or recognize participants for increased level of performance in support of the organization goal” – Society of Incentive and Travel Executives (SITE)

“Travel provided to employees by companies in an effort to motivate them to increase and improve their performance.” – Pizman and Holcomb (2008)

“1) a corporate sponsored meeting or trip to reward effort and create company loyalty, often build around a theme; and 2) a celebratory event intended to showcase persons who meet or exceed sales or production goals.” – Goldblatt and Nelson (2001)

“a motivational tool to enhance productivity or achieve other business objectives. Participants qualify for the travel award based on achieving the level of performance required by the program” – the Incentive Research Foundation (IRF)

Distinct characteristics and functions of **Incentive Travels**

1. They serve as a motivational tool for employees
2. They function as motivation to perform and as a reward or recognition for achieving goals set forth by management
3. Incentive travel is always sponsored by the company although trip elements may well be very similar to a leisure trip
4. Incentive trips must be predetermined for employees who perform to or above a given criteria with clear objectives, measurements and qualification process planned and agreed upon by participants and senior management

Type of Incentive Travel Programs

Closed-ended Incentive Program

- ❑ A pre-set budget and a guaranteed number of qualified employees who will receive an incentive trip after the campaign ended

Upside

- ❑ *Easier to budget*
- ❑ *Can determine their exact costs from the beginning*

Downside

- ❑ *Can alienate employees who reach their quota but have not yet reached the top of the group*
- ❑ *Repeated winners may dominate the incentive programs*

Open-ended Incentive Program

- ❑ No limit to the number of qualified employees or the number of awards they can accrue

Upside

- ❑ *More motivating because anyone who reaches the pre-determined goal will be able to receive the incentive trip*

Downside

- ❑ *Cannot pre-set the budget*
- ❑ *The cost of organizing the incentive programs will be tied to the performance of the participants*

Importance of Incentive Travels

1. Drive desired outcome

- ❑ Planned ahead of time
- ❑ Need to set out the goals and objectives employees are expected to achieve

2. Improve top performer retention

- ❑ Incentive travel programs can influence the decision to remain with a company

3. Ensure positive organizational culture

- ❑ Enhances a positive organizational culture which is essential to a smooth working environment, high morale and a positive employee attitude

4. Provide networking opportunities

- ❑ Serve as a stage for employees to mingle among themselves as well as with management
- ❑ Can widen the perspectives of both employees and management

5. Build motivation

- ❑ A most effective motivational tool

6. Provide recognition

- ❑ Only those who qualified are selected and rewarded with an incentive trip providing participants with a sense of recognition and acceptance from the organization

Key Success Factors of Incentive Travel Programs (1/2)

1 Communication

- ❑ Prior to any incentive travel program to take place in an upcoming year, top management needs to communicate to all employees details about the incentive plan and the destination to which the company will be taking them

2 Earning criteria and allocation

- ❑ Reward and recognition programs are very sensitive issues and can easily create conflict and hard feelings
- ❑ The criteria for a successful candidate must be thoroughly and clearly identified to everyone involved
- ❑ The criteria must be realistic and attainable

- ❑ Composition of clear policies

1. How to earn the reward

2. Overall qualifying criteria

3. The award

4. Specific criteria of each employee

Key Success Factors of Incentive Travel Programs (2/2)

3 Incentive program design

- ❑ The agenda should be filled with sessions that complement the overall business objectives
- ❑ Shape the program in such a way that it promotes synergy among top company performers

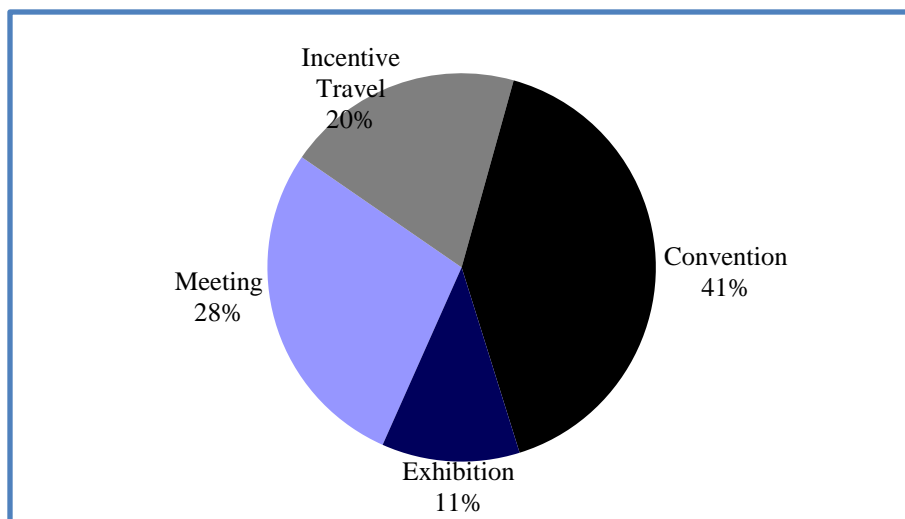
4 Host Roles

- ❑ Hosts in this case refer to the executive level management who are expected to participate in every event and mingle with employees

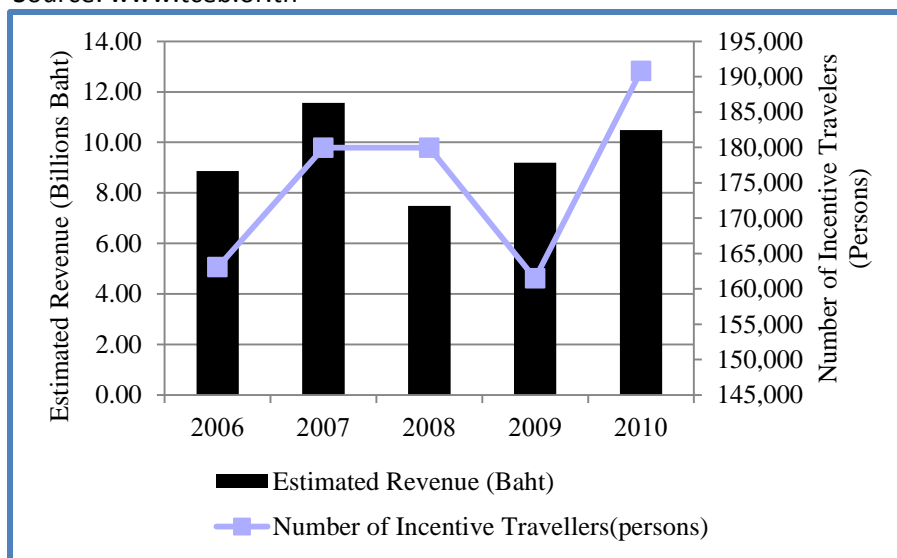
5 Budget

- ❑ Can be viewed as both a key success factor and a constraint
- ❑ The proper allocation and budgetary management in every element of the trip is vital to a trip's success

Incentive travel industry in Thailand



Source: www.tceb.or.th



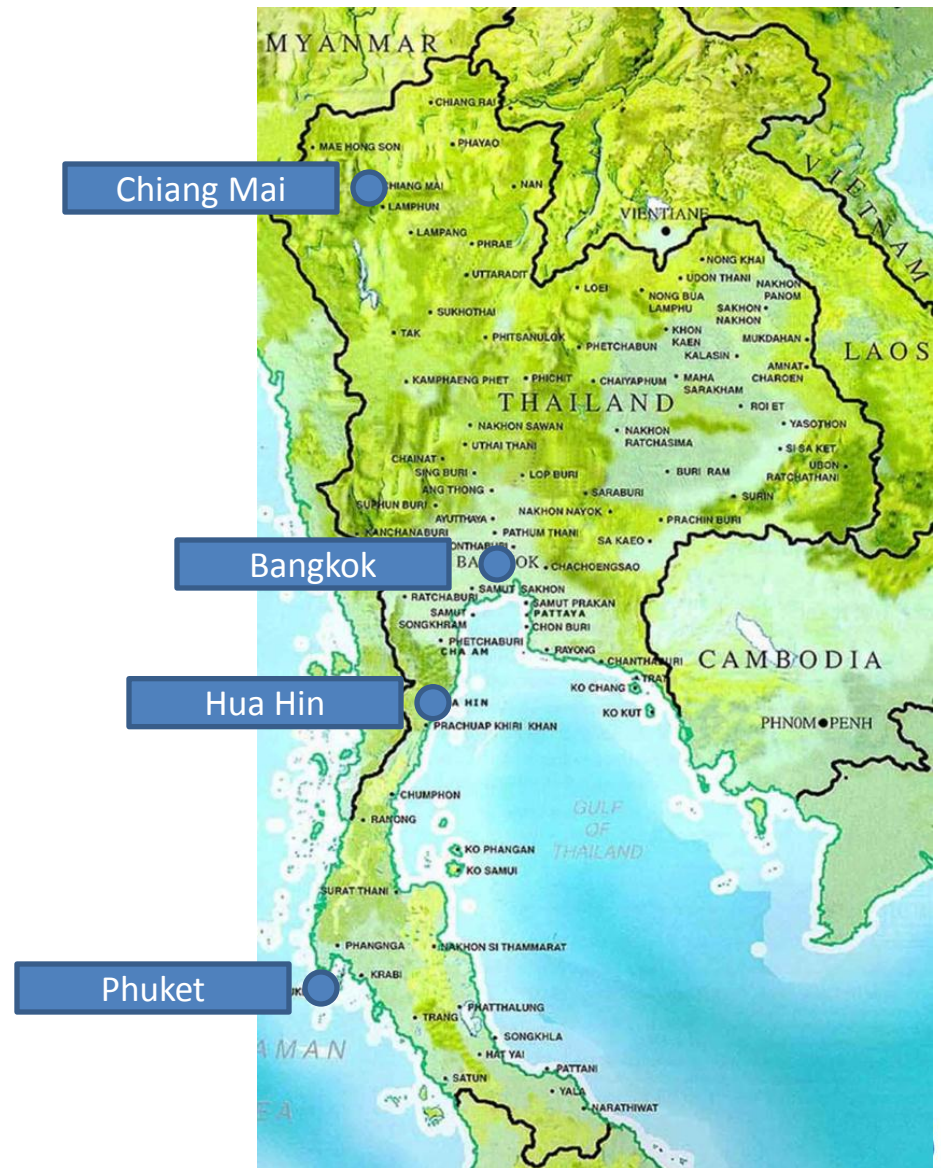
Source: www.tceb.or.th

- ❑ In 2010, spending on incentive travel in Thailand represented 20% of total spending in the MICE industry represented over THB 10.5B

- ❑ The revenue generated from the incentive travel industry in Thailand grew on average at a rate of 4.3% from 2006 to 2010
- ❑ while the number of incentive travelers grew on average at a 4% annually during the same period
- ❑ The growth in this sector was moderate in spite of a hard slump in 2008 due to the economic downturn in developed countries

Top Destination in Thailand (1/5)

Destinations popular among both leisure tourists as well as incentive travellers include.....



Top Destination in Thailand (2/5)

Bangkok



- ❑ The city of Bangkok is regarded as a vibrant, fun and active city
- ❑ A fast-paced and city-style travel programs with a better value for money comparing to other cities in the region



Top Destination in Thailand (3/5)

Chiang Mai

- ❑ Chiang Mai has been awarded with 4th Top Cities in Asia by Condé Nast Traveler 2011 Reader's Choice Award
- ❑ The city itself, located in the Northern part of the country, is one of the most attractive sites available in Thailand



Top Destination in Thailand (4/5)

Phuket

- ❑ Based on Condé Nast Traveler 2011 Reader's Choice Award, Phuket was ranked The Third Best Island in Asia
- ❑ With its advanced infrastructures such as an international airport, Phuket is one of the most popular islands in Thailand filled with lively, cosmopolitan and colorful activities



Top Destination in Thailand (5/5)

Hua Hin



- ❑ Within close travelling distance to Bangkok, another spectacular beach destination, Hua Hin is more serene and well-preserve



Outlook

- ❑ The economic downturn had a major impact on the global economy, in 2012, optimism has spread again with regards to the condition of the economy
- ❑ Research also suggests that organizations, especially in the US, are shifting into a 'new normal' stage which refers to less spending, investment and consumption
- ❑ Organizations are trying to find ways to justify the importance of incentive travel programs while undergoing budgetary constraints

Trend

- ❑ The current state of the economy has had a negative impact on their ability to plan and implement incentive programs
- ❑ Incentive travel budgets set aside would remain unchanged
- ❑ Change in program offerings are directed towards reductions in the number of days and less on-site inclusions per participant
- ❑ Destinations are now moving from international to domestic locations together with a reduction in trip length
- ❑ Individual incentive travel is one of the fastest growing trends in the incentive, rewards and recognition industry
- ❑ Individual incentive travels can offer attractive and flexible options that inspire and motivate the most valued performers

Value Chain in Incentive Travel Industry



- ❑ The important part of an incentive trip is when the company and an incentive organization begin to work together since it marks where the scope and content of a particular incentive trip are defined
- ❑ A back-and-forth communication and between the company and an incentive organization to indicate that back and forth natures in the steps required to plan and execute an incentive trip
- ❑ The preparation of the trip itself is usually in the hands of the incentive organizer who should oversee all administrative aspects and ensure the synchronization of all functions included in the program
- ❑ Most incentive organizers will coordinate and sub-contract most tasks to dependable service providers such as hotels, airlines, ground transportation and local tour operators

Key Stakeholders in Incentive Travel Industry (1/4)

Incentive Organizations / Incentive Houses

- ❑ In many companies, incentive programs are managed by external sub-contractors to plan and run programs on behalf of the company and usually further solicit different parts of services to other service providers
1. Full-service incentive organizations
 - 1) Full-service performance improvement companies
 - ❑ Performs all related tasks for companies interested in providing incentive programs for their employees
 - ❑ Analyzing and determining a client's core business issues and later shape incentive plans that specifically match with identified issues
 - 2) Full service incentive companies
 - ❑ Offer off-the-shelf incentive programs with fewer strategic aspects included
 - ❑ Offer full scale travel plans and operations with less customization and sophistication when compared to full-service performance improvement companies
 2. Fulfillment service Companies
 - ❑ Offers a product or puts a pre-determined plan into place
 - ❑ Specialize in the sale portion of the incentive packages and provide administration and logistics for travel and merchandise incentives

Key Stakeholders in Incentive Travel Industry (2/4)

Service Providers / Supplier

- ❑ Services providers in any incentive travel include hotels, transport operators, incoming tour operators and airlines
- ❑ They perform the tasks they are known to provide, which is where simplicity meets complications since their performance is vital to incentive trip quality and contribute to overall success
- ❑ Services providers need to offer impeccable experience to the travelers that reflect:
 1. Uniqueness
 2. Fantasy or exotic experiences
 3. Exclusivity
 4. Originality
 5. Attention in detail
 6. Equality in Treatment

Key Stakeholders in Incentive Travel Industry (3/4)

Convention and Visitors Bureau (CVB)

- ❑ Convention and Visitors Bureaus (CVB) promote and facilitate the MICE industry within the country or region it represents
- ❑ In general, services that CVB offer can include:
 - Provide information and advice on destinations services, facilities and know-how
 - Give unbiased advice on how to choose destinations, providers and suppliers
 - Organize and support familiarization trips for corporate buyers and incentive houses
 - Provide brochures, teaser materials and maps
 - Offer On-site advice
 - Make available newsletters and market updates
 - Assist with customs, immigrations and tax rebates
 - Provide access to special destinations, venues and other facilities

Key Stakeholders in Incentive Travel Industry (4/4)

Other Associations

Thailand Incentive and Convention Association (TICA)

- ❑ For incentive travel, TICA plays an active role in hosting and coordinating familiarization trips in Thailand

Society of Incentive Travel Executives (SITE)

- ❑ SITE has played an important role attempt to standardize and improve the incentive industry starting the Certified Incentive Travel Executive (CITE) program as well as holding many seminars to improve the professionalism within the industry

The Incentive Research Foundation (IRF)

- ❑ The IRF has funds research studies and develops product to serve all segments in the incentive industry
- ❑ To date it has published nearly 50 research projects highlighting the power and importance of incentive and motivational programs

Chapter 4

Conventions

Chapter 4: Conventions

For simplicity, convention and conference may be used interchangeably while congress is commonly used in European countries and seen as similar in meaning to conference.

Convention

An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize or attend other organized events. There is a secondary exhibit component.

Conference

- 1) Participatory meeting designed for discussion, fact-finding, problem solving and consultation.*
- 2) An event used by any organization to meet and exchange views, convey a message, open a debate or give publicity to some area of opinion on a specific issue. No tradition, continuity or periodicity is required to convene a conference. Although not generally limited in time, conferences are usually of short duration with specific objectives. Conferences are generally on a smaller scale than congresses.*

Congress

- 1) *The regular coming together of large groups of individuals, generally to discuss a particular subject. A congress will often last several days and has several simultaneous sessions. The length of time between congresses is usually established in advance of the implementation stage and can be either pluri-annual or annual. Most international or world congresses are of the former type while national congresses are more frequently held annually.*
- 2) *Meeting of an association of delegates or representatives from constituent organizations.*
- 3) *European term for convention.*

Conventions Industry Evolvment (1/10)

Conventions in the Past (1/2)

Origins and Progression

- ❑ Growth in the number of was once restricted by travel distances and discretionary time
- ❑ the industrial revolution era stimulated the growth of convention industry exponentially
- ❑ First, the development of large-scale and heavy manufacturing created the need to distribute products far beyond what they used to keep up with the volume they were able to produce
- ❑ Another main contributor for the advancement of the convention industry was railroad systems
- ❑ Not only could they can transport products at a faster pace, but also people as well were provided with a transportation option that was less time consuming allowing anyone to attend conventions in another city

Convention and Visitors Bureau Origins (1/2)

- ❑ Efforts to attract conventions and visitors into a city by local representatives were undertaken in a very unsystematic and casual way
- ❑ Consequently, the establishment of the Detroit CVB was a model for attracting conventions in a systematic and focused manner

Conventions Industry Evolvment (2/10)

Conventions in the Past (2/2)

Convention and Visitors Bureau Origins (2/2)

- ❑ There are three underlying grounds for the establishment of a central association representing local CVB
 1. The need to share legitimate information among local CVB was the most important factor to prevent potential problems from unorganized and unsystematic local CVB
 2. To promote ethical practices
 3. IACB could collectively develop the science, proper and desirable practices for the industry, through publishing and sharing of knowledge about the industry in order to assist CVB and other stakeholders

Conventions Industry Evolvment (3/10)

Recent Convention Trends (1/5)

- ❑ The evolvement of convention industry continuously gained popularity among developed and emerging countries alike
- ❑ Many countries continue to seek to reap significant benefit this industry can bring as spending per head of delegates is far higher than that of leisure tourists making it among the most attractive income sources for a country
- ❑ Conventions also can be used as a tool to publicize a country in the eyes of foreigners hoping for potential returns as well as new entrants in the future
- ❑ As optimistic as the industry could get, it reached a hard slump in 2009 due to the economic crisis in the United States at the end of 2008
- ❑ This has proven to be a turning point sending the high-spending industry into a more cost effective one
- ❑ The survey highlighted main drivers and barriers to convention effectiveness with top barriers or consisting attendance costs, poor organization and a lack of design focus
- ❑ While main driver were found to be the quality of a convention, technology and the quality of the convention's network

Conventions Industry Evolvment (4/10)

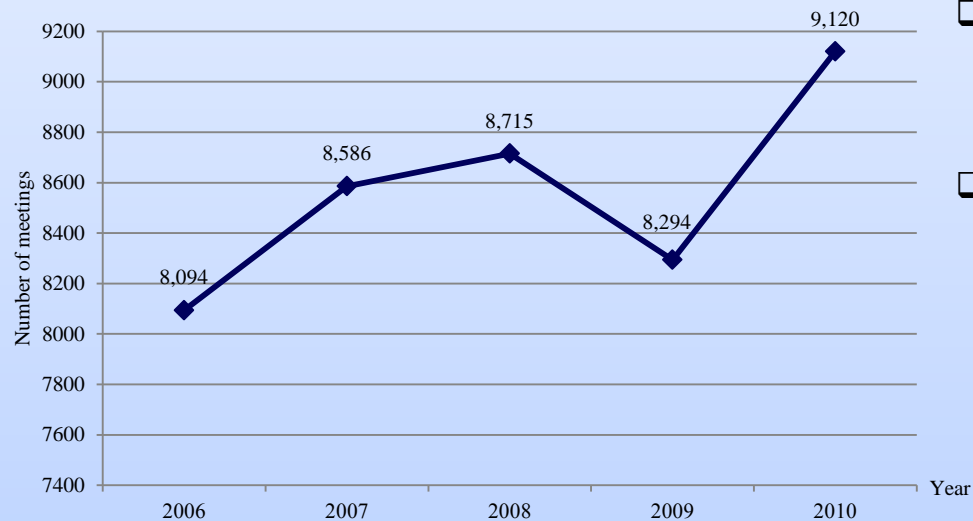
Recent Convention Trends (2/5)

- ❑ Conventions have become increasingly delegate-oriented with successful coming to those that can organize conventions in such a way that they meet the requirements delegates are seeking
- ❑ MICE events, conventions in particular, can also lead to significant social legacies with the host destination as well; those legacies consist of the following
 - ❑ Knowledge expansion
 - ❑ Networking, relationship, and collaboration
 - ❑ Educational outcome
 - ❑ Fundraising and future research capacity
 - ❑ Raising awareness and profiling
 - ❑ Showcasing and destination reputation

Conventions Industry Evolvement (5/10)

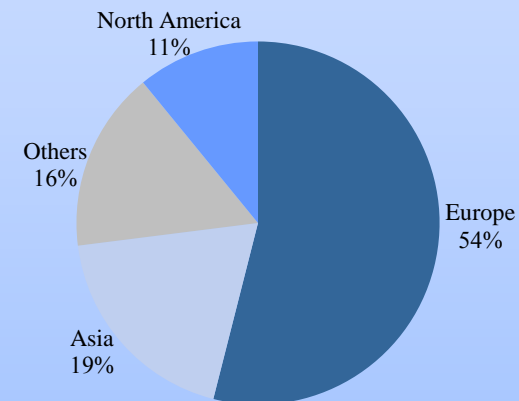
Recent Convention Trends (3/5)

Statistics in Global Conventions (1/2)



- ❑ An upward trend in convention industry until the 2008 with a deep decline in 2009 based on budget association cuts
- ❑ The number of conventions numbers quickly built back up and reached an all-time high in 2010 reflecting the strong positive sentiment in the market

- ❑ Europe remains the main location for conventions with 54% of the total conventions held in 2010, with Asia second with 19%
- ❑ The numbers suggest a constant growth is visible in emerging markets especially in Asian, despite the fact that the European market still dominates the market



Conventions Industry Evolvment (6/10)

Recent Convention Trends (4/5)

Statistics in Global Conventions (2/2)

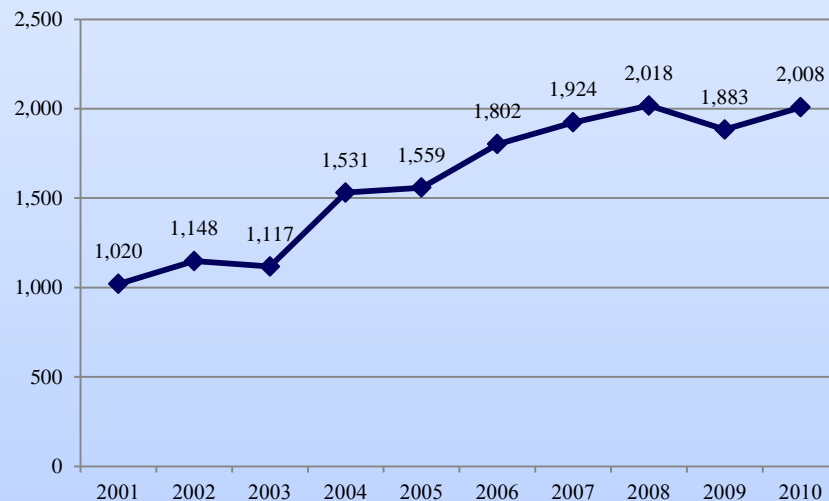
Rank	Country	Number of association meeting
1	USA	623
2	Germany	542
3	Spain	451
4	United Kingdom	399
5	France	371
6	Italy	341
7	Japan	305
8	China	282
9	Brazil	275

- ❑ According to ICCA, the top three topics discussed in 2010 were medical science, technology and sciences respectively
- ❑ Organizers have to realize that delegates now demand smaller and shorter conventions with programs short, concise and straightforward while venues will now face increased turn turnover

Conventions Industry Evolvement (7/10)

Recent Convention Trends (5/5)

Statistics in Asian Conventions



Rank	Country	Number of association meeting
1	Japan	305
2	China	282
3	Australia	239
4	Korea	186
5	Taiwan	138
6	Singapore	136
7	Malaysia	119
8	India	100
9	Thailand	88
10	Hong Kong	82

- ❑ Asia has experienced significant growth despite the fact that Europe still owns a major market share of the international association meetings industry
- ❑ The number of conventions within Asia and Middle East has grown from 1,020 meetings in 2001 to 2,008 meetings in 2010, with Thailand ranked 9th in Asia

Conventions Industry Evolvment (8/10)

Convention Industry Outlook

Technology (1/2)

Mobiles/Tablets apps, Social Media, and Wi-Fi Access

- ❑ Mobile/Tablet apps and the extensive use of social media will intensify and shift the traditional convention platform
- ❑ The increased popularity of smart phones has redefined needs within the industry as more smart phones users enter the market
- ❑ Application use can be used as a tool to promote CSR or sustainability meetings as it can lower paper use
- ❑ Social Media has become an incredible and cost-effective tool in spreading advertising or product buzz
- ❑ Facebook, LinkedIn and Twitter, the big three social media platforms have gained immense popularity and should continue to grow into the future
- ❑ Wi-Fi access is now a must-have in every convention

Conventions Industry Evolvement (9/10)

Convention Industry Outlook (Con't)

Technology (2/2)

Virtual Conference

- ❑ Tighter budgets due to the unrelenting economic recession in the US as well as the Euro zone debt crisis, has altered the typical operation of meetings and conventions
- ❑ The introduction virtual conferences, conducted via the internet in the comfort of a home office, has become well accepted, in particular, as it saves time and cost for attendees especially those who are recession-prone
- ❑ The growth of hybrid meetings, in which some participants remain at a distance while others gather in a central location, has become very popular

Conventions Industry Evolvment (10/10)

Convention Industry Outlook (Con't)

Sustainability

- ❑ Sustainability issues have now become major concerns in the convention industry and planners in every area
 1. Meetings are expected to show efforts to promote sustainability since meeting activities are highly visible to the entire community
 2. Corporate client through the needs of their own members also expect green services from planners
 3. Sustainability measures can contribute to cost effective operations and if managed with an ongoing perspective can help to reduce overall long-term cost of operations
 4. Laws and regulations have now shifted towards integrating sustainability into regulations
- ❑ Sustainability concerns are gaining a foothold and merging into every facet of the industry, they are recognized as a very new and vibrant initiative to be explored

Convention Categorization and Measurement (1/2)

According to *Global meetings and exhibitions* (2007) by Krugman and Wright classifying conventions, conferences and congresses can be organized in a number of patterns :

1. By purpose

- ❑ Congresses are usually to inform, communicate and provide opportunities to debate different issues
- ❑ Conferences are used to inform and to reach conclusions or decisions for issues introduced
- ❑ Conventions, on the other hand, are mainly held to organize, inform, motivate, communicate, debate or vote

2. By number of participants

- ❑ Conferences are usually smaller in nature when compared to conventions and congresses

Convention Categorization and Measurement (2/2)

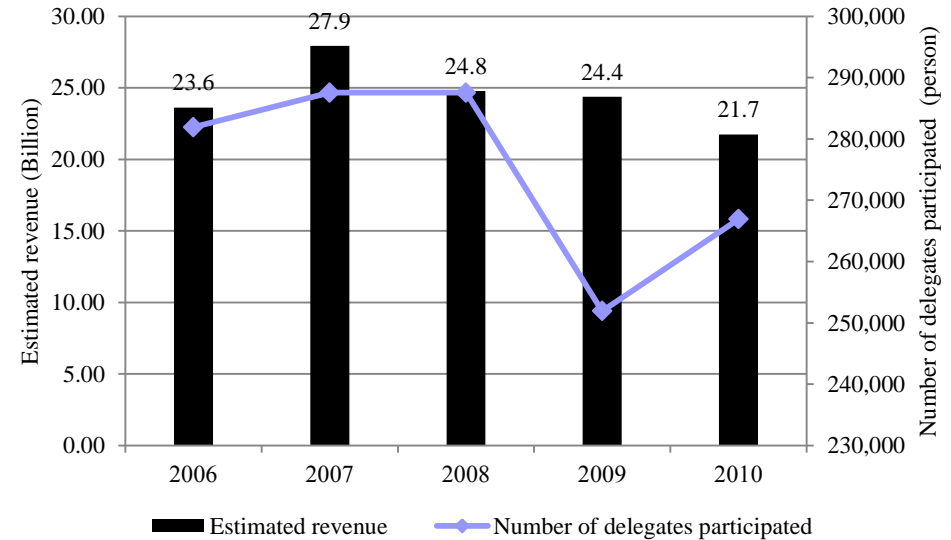
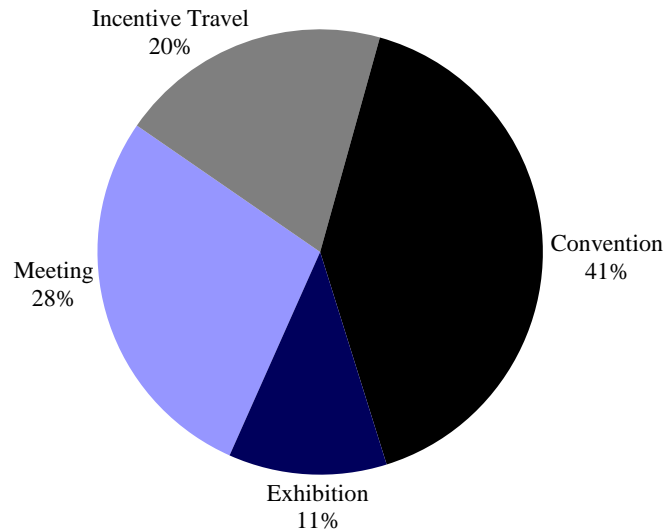
3. By frequency

- ❑ Conventions are usually held annually, whereby congresses can be held annually, semi-annually or even on an ad-hoc basis
- ❑ Conferences have established and fixed schedules with a frequency that varies depending on each association

4. By type of attendees

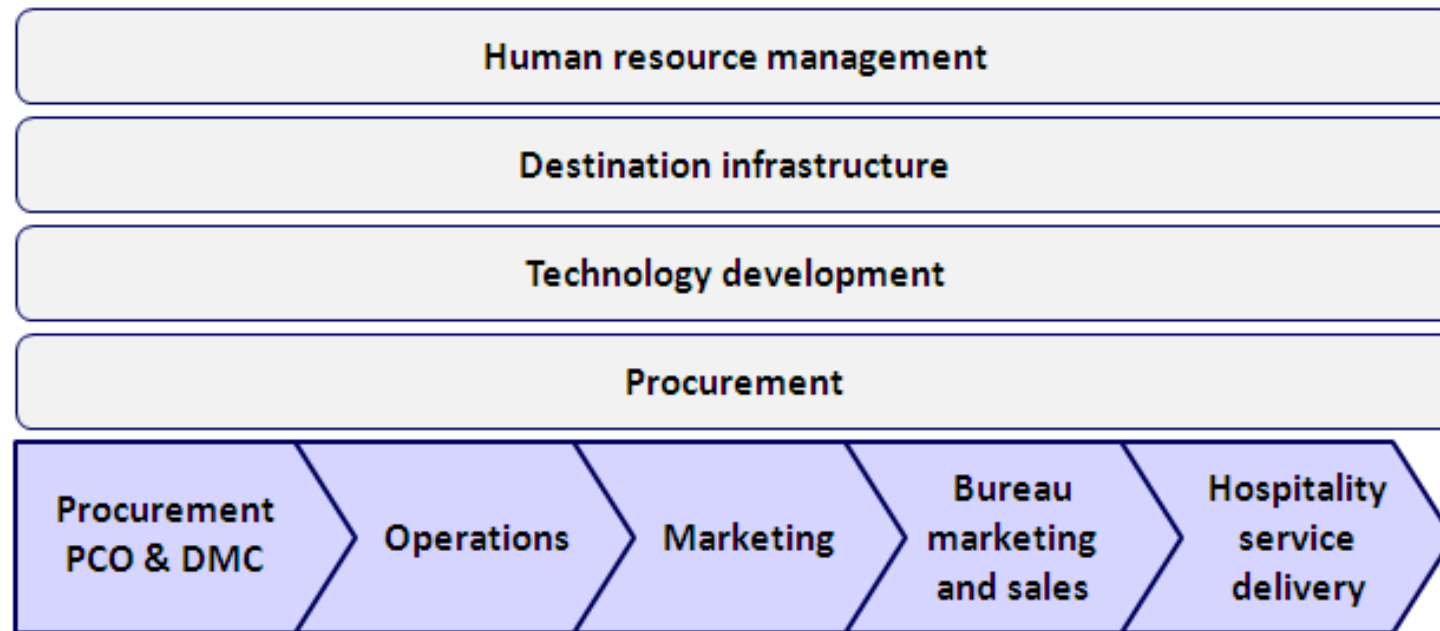
- ❑ ICCA has classified international into corporate and association
 - ❑ International corporate meetings consist of internal and external meetings and combinations of both
 - ❑ International association meetings are grouped into governmental associations and non-governmental associations meetings

Convention Industry in Thailand



- ❑ The number of conventions held in Thailand has increased since 2008 from 2,184 to 2,385 in 2010 but with fewer total number of participants which dropped by 1.4% annually

Value Chain in Convention Industry (1/3)



- ❑ Associations usually meet on a predetermined schedule ensuring a predictable starting point for a convention timeline
- ❑ Associations can choose to organize the convention in-house or outsource to Professional Conference Organizer (PCO)
- ❑ PCOs will develop proposals and budget required to run the convention and submit them
- ❑ In practice, a PCO can be brought in anywhere in the planning process but are commonly brought in as early as the bidding process

Value Chain in Convention Industry (2/3)

- ❑ According to IAPCO, a bid is defined as “an invitation to host an international convention in a country.”
- ❑ Bidders should also analyze bid criteria and conduct in-depth research to ensure whether their destinations meet the specifications needed to go further in the bidding process
- ❑ According to ICCA, there are four underlying decision:

Logistic criteria

Financial criteria

Internal association objectives

Political and emotional factors

- ❑ Regardless of the complexity of the bidding process, once bids from every destination are submitted, potential bidders are shortlisted and site inspections have been conducted, the winning bid will then be announced

Value Chain in Convention Industry (3/3)

Planning

- ❑ The very first step is to establish goals and objectives and in doing so distinguish between objectives of attendees, meeting professionals and the host organization
- ❑ After setting the big picture, planners have to put all the details together, which might for instance, include:
 - ❑ organize site infrastructure
 - ❑ determine marketing plan
 - ❑ produce promotional tools
 - ❑ estimate on-site staff requirements
 - ❑ make other arrangements

Marketing the convention

- ❑ This task is heart of the convention as it focuses on targeting the right group of attendees, speakers and sponsors by using the right approach in the right place at the right time
- ❑ A marketing plan for convention requires extensive market research to shape an impeccable and compelling action plan and should not only be geared towards delegates but also potential sponsors, suppliers and exhibitors as well

Key Stakeholders in Convention Industry (1/4)

Convention and Visitors Bureau (CVB)

- ❑ CVB is important as it directs and promotes the development of the MICE industry in the area it represents
- ❑ Two main roles and responsibilities specifically related to the convention industry:
 1. Assisting and co-working with planners and associations
 2. Liaising between planners, venues and governmental authorities
- ❑ A CVB usually works closely with planners or professional conference organizers (PCOs) from the initiation of a convention plan and the bidding process
- ❑ Support from CVB is vital to decision-making since its full support symbolizes a smooth convention process and strong backing from a body representing the host destination's goodwill
- ❑ Not only do CVBs offer consulting services, but also coordinating services and often act as an intermediary between planners and both private and the public sector involved in organizing conventions
- ❑ Thailand's CVB, known as the Thailand Convention and Exhibition Bureau or TCEB, also intensely promotes and gives its full support to the local convention industry
- ❑ TCEB divides its services into three main areas, bidding support, event support and government related activities

Key Stakeholders in Convention Industry (2/4)

Professional Conference Organizer (PCO)

❑ There are four main PCO types;

1. A *commercial PCO* is the most basic and is simply a company rendering convention organizing services with the goal of creating value for associations and operating profit
2. A *non-commercial PCO* is a convention organizer that does not charge for services rendered such as an in-house organizer of the United Nations
3. A *single PCO* is an individual providing consulting service for an association
4. An *Association Management Company (AMC)*, which have gain in popularity with associations as it provides a full, cost saving operation service for an association

Venues

❑ There are three types of venues:

1. *Conference centers* are facilities specifically built to offer an atmosphere for people who meet to exchange ideas with ease and comfort
2. *Convention centers*, on the other hand, are facilities for meeting and expositions without sleeping rooms
3. *Hotels* are facilities provide sleeping rooms, meetings spaces and function rooms, food & beverage and other amenities and can provide up to certain level of service for conferences, as its core driver is room sales, not meeting spaces

Key Stakeholders in Convention Industry (3/4)

International Associations (1/2)

- ❑ International associations representing many areas within the convention industry are vital to its global development

International Congress and Conference Association (ICCA)

- ❑ ICCA is by far one of the most renowned associations in the industry
- ❑ ICCA's objective is to support international meetings via creating business opportunities and knowledge for its members

Meeting Professional International (MPI)

- ❑ In helping its members create the community, MPI offers s knowledge and ideas platform, opportunity to create relationship and a marketplaces to support interactions among players in the industry
- ❑ MPI also offers a Certification in Meeting Management (CMM) program that focuses on selecting, educating and certifying management-level meeting professionals and provides intensive learning to enhance strategic decision-making and quality service offerings of these professionals

Key Stakeholders in Convention Industry (4/4)

International Associations (2/2)

International Association of Professional Congress Organizers (IAPCO)

- ❑ The main role is to raise standards of practice in service rendering among its members through education programs, setting codes of quality control and promote interaction among members

Convention Industry Council (CIC)

- ❑ CIC offers several programs to support the industry, to facilitate the exchange information & ideas and to educate the public on industry's importance
- ❑ CIC offers Certified Meeting Professional (CMP) a certification recognizing professionalism in providing service within the meeting industry

Chapter 5

Exhibitions

Definition of exhibition

- ❑ Exhibitions mean different things to different people in different parts of the world including fair, trade show, exposition, trade fair expo and exhibition and are often used interchangeably
- ❑ However, these terms share in common that they are employed for events designed specifically to display and sell goods to end users in a particular market segment

Purposes and Objectives of Exhibition (1/2)

Kenneth W. Luckhurst the expert in exhibition industry

“Exhibitions are not just collections of interesting objects brought together at a certain place and time. They are human activities, human enterprises, and some of them very great and courageous activities, undertaken for definite reasons and in order to achieve certain specified results. They are a form of human intercourse, whereby the promoters and exhibitors on the one hand communicate with the visitors on the other, and their results can only be told in terms of further human thought and activity”

Purposes and Objectives of Exhibition

(2/2)

- ❑ Exhibitions are one of the most effective mediums for establishing and maintaining customer relations
- ❑ In an increasingly digital age, exhibitions are often the only events where buyer and seller physically come together – a potent force for business
- ❑ Exhibition can also perform 7 main roles

1. Buying

2. Selling

3. New product introduction

4. Media coverage

5. Gaining competitive intelligence

6. Updating industry developments and trends

7. Networking and problem solving

Evolution and significance of exhibition (1/10)

Exhibitions in the Past

- ❑ The history of exhibitions can be traced back to the ancient times when humanity first wanted to exchange products and services
- ❑ Exhibitions were used by civilizations such as the Egyptians, the Romans, the Phoenicians, the Greeks and the Chinese as a medium to exchange products
- ❑ a leap in human history occurred in Victorian England during the mid 1800's when the 'Great Exhibition' held in 1851 at Crystal Palace with the theme 'Works of Industry of all Nations.'

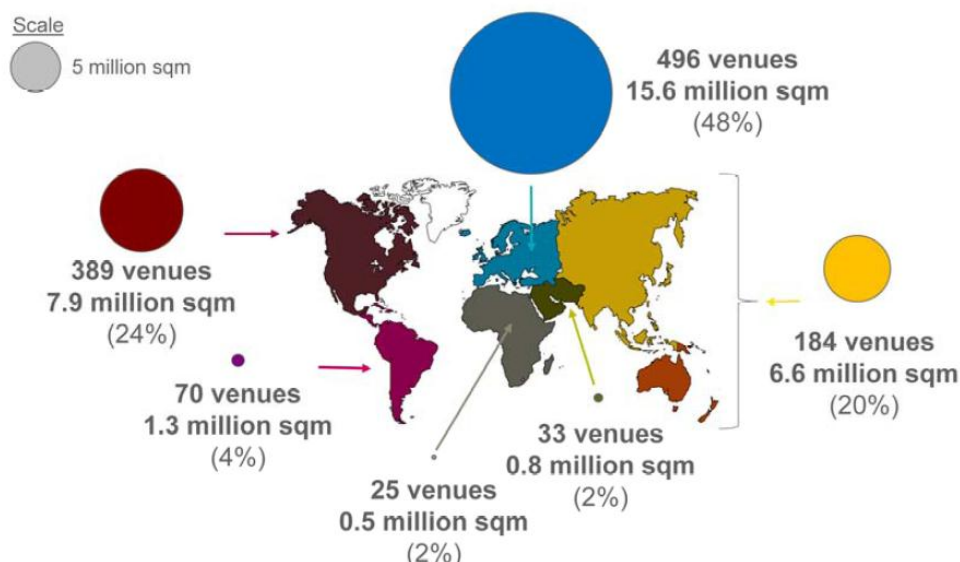
Evolution and significance of exhibition (2/10)

Modern Day Exhibitions

- ❑ Exhibitions continue to grow and expand in line with an ever-changing marketplace and industry it is representing
- ❑ However, with fast changing technology combined with a more competitive environment, both from competing exhibitions and a changing economic environment, holding exhibition can be much more complex

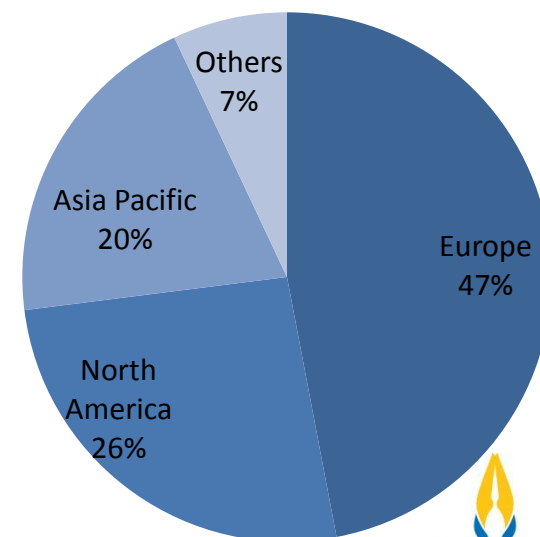
Evolution and significance of exhibition (3/10)

Global Exhibition Statistics



- ❑ Europe host the majority of indoor exhibition space with over 48% in 2011, followed by North America with 24% and Asia with 20% of total indoor space

- ❑ Europe remained the leading region with 47% of total global space rented, followed by North America with 26%
- ❑ However, the significant change is the shift in 2% of global market share from Europe to Asia Pacific



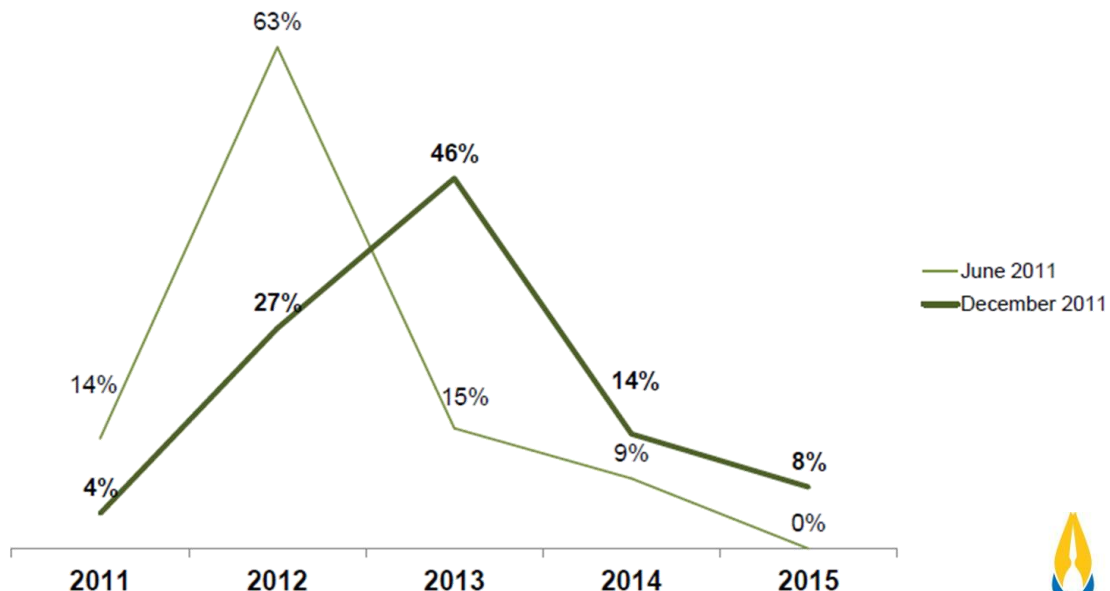
Evolution and significance of exhibition (4/10)

Outlook of the exhibition

(1/7)

Recovery Is Underway But Not Soon (1/2)

- ❑ Exhibition numbers and growth are directly related to economic growth in a region
- ❑ The economy is still uncertain then buyer confidence and exhibitor willingness to participate will be affected
- ❑ With almost 50% now perceived global economic downturn will end in 2013, even though 6 months in last survey over 60% considered it would end in 2012



Evolution and significance of exhibition (5/10)

Outlook of the exhibition (2/7)

Recovery Is Underway But Not Soon (2/2)

- ❑ The confidence of the economic recovery from the member of UFI has not improved much is due to the fact that the Euro Zone debt crisis that might and could worsen the recovery of entire global economy

Evolution and significance of exhibition (6/10)

Outlook of the exhibition (3/7)

Shift of the Power in Global Exhibition (1/2)

- ❑ The shift in terms of location and growth of the exhibition industry from the developed countries to emerging countries such as China, India and Brazil can be noted
- ❑ Due to the fact economic growth is increasingly concentrated in Asia while developed economies such as America and Europe are stagnate in economic terms due to the global financial crisis in 2007 and Euro zone debt crisis in 2011

Evolverment and significance of exhibition (7/10)

Outlook of the exhibition

(4/7)

Shift of the Power in Global Exhibition (2/2)

Rank	Country	Number of Net Space Rented (in Millions net sq.m.)	Changed from 2008
1	USA	23.3	-7%
2	China	13.0	+6%
3	Germany	8.8	-5%
4	Italy	6.2	-5%
5	France	5.4	-8%
6	Spain	3.5	-24%
7	Japan	3.2	-3%
8	UK	2.8	-6%
9	Russia	2.6	-13%
10	Brazil	2.6	+4%

- ❑ Based on UFI's "World Map of Exhibition Venues," China is currently ranked second worldwide in terms of exhibition space available in 2011 and now represents 15% of global exhibition indoor space
- ❑ Even with the world economic downturn in 2008, China exhibition industry remained strong

Evolution and significance of exhibition (8/10)

Outlook of the exhibition (5/7)

Technology and Virtual Trade Shows (1/2)

- ❑ A growing number of companies are currently shifting to online exhibitions referred to as 'virtual exhibitions' since they provide a cost saving option for hosts



Evolution and significance of exhibition (9/10)

Outlook of the exhibition (6/7)

Technology and Virtual Trade Shows (2/2)

- ❑ With today's technology, the concept of online events are not limited to virtual tradeshow and consumer fair, but have expanded to host international tradeshows and other types of virtual electronic events such as business match-makers, procurement fairs or product launches, benefit fairs, distributor fairs and venture capital fairs
- ❑ However, with fast changing technology and the 2009-2010 recessions causing every business to pursue cost-cutting approaches, virtual platform seems to provide a great opportunity for many businesses to attend exhibitions, as virtual tradeshows typically cost much less than traditional tradeshows

Evolution and significance of exhibition (10/10)

Outlook of the exhibition (7/7)

Green and Sustainability Concepts Stay Strong

- ❑ the green and sustainability trend has become very prominent and diffused into every facet of the MICE industry
- ❑ Due to the fact that exhibition is a complex industry with multiple key players, all need to respond and react according to the need of their customers. PEOs need to organize exhibitions that align with the green and sustainability standards
- ❑ PEOs need to organize exhibitions that align with green and sustainability standards because it reflects the concern that a PEO has for the area in which they organize their exhibitions
- ❑ To adopt green exhibitions, exhibitors also need to create their booths in alignment with green concepts such as using material that can be reused or recycled

Exhibitions Categorization (1/5)

The word exhibition is a relatively new term and based on the Latin word *exhibitionem*. Allwood, another exhibition industry historian and expert, described the difference between the word fair and exhibition.

Whilst fairs were basically market places, exhibitions have always been primarily concerned with the display of goods. Fisher's Accurate New Spelling Dictionary and Expositor of the English Language published in 1773, given the significant difference in a few words: Fair is defined as an annual free market' whilst an exhibition is only a displaying, a setting forth (Allwood, 1977)

Exhibitions Categorization (2/5)

The differences between an exhibition and a fair in four major ways as listed below:

1. An exhibition most of the time is a one-time event with no recurring life cycle. While fairs run for a short period, many exhibitions run for months, some for a year or even longer
2. Most exhibitions are held in permanent, designated facilities that have been built especially to hold exhibitions. This leads to the trend starting in the 18th century that both public and private sector started to build exhibition and convention centers to meet demand.
3. Fairs are usually held regularly and require less lead-time and planning because they do not need complex organization. In contrast, exhibitions are particularly detailed events.
4. Fairs and exhibitions are different in the way business is conducted on the actual days both events are held

Exhibitions Categorization (3/5)

- ❑ The word exposition came from an old French word derived from the Latin word '*expositio*'
- ❑ Expositions, on the other hand, tend to share similarity characteristics with exhibitions since expositions tend to be held and organized by either government or the private sectors with the support from the government
- ❑ Expositions are commonly organized in designated facilities like exhibitions
- ❑ Moreover, expositions are organized to attract manufacturers, traders and wholesalers on local, regional and international scales
- ❑ In addition, expositions do not intend to create direct transactions but exhibitors only want to display their products hoping to generate future sales

Exhibitions Categorization (4/5)

- ❑ Types of exhibition can be classified into four groups:

Trade Shows

- ❑ Trade shows sometime can be categorized as a business-to-business (B2B) exhibition
- ❑ Exhibitors, most of the time, are manufacturers or distributors of products or services
- ❑ The buyer buyers are corporate buyers looking to purchase products and services from exhibitors in large quantities
- ❑ Most of the time, attendance is by invitation only which requires pre-registration that may incur registration fees prior to the event

Consumer Shows

- ❑ The key distinction of consumer shows is that they are open to general public viewing and can be called business-to-consumer (B2C) exhibitions since sellers sell directly to consumers
- ❑ The exhibitors are typically manufacturers of consumer products while the attendees will be end users
- ❑ attendance is not restricted and does not require registration to maximize attendance

Exhibitions Categorization (5/5)

Combined or Mixed Shows

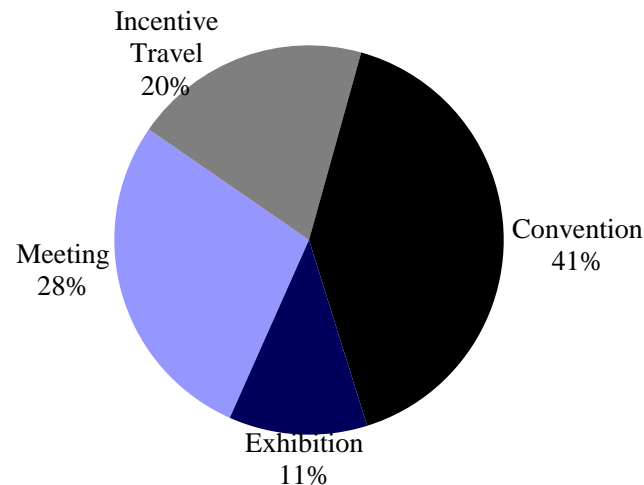
- ❑ A combined or mixed show is an exhibition that combines both trade and public together and is open to both corporate and public attendees
- ❑ The exhibitors will be like that of trade shows, manufacturers and distributors while buyers will consist of both corporate end users within the targeted industry segment and the public
- ❑ Most combined or mixed shows will have different specific viewing time for each group of attendees

International Exhibitions/Expositions

- ❑ International Exhibitions/Expositions, called trade fairs in some regions, act as a marketing medium for exporting countries intending to export their products and services to targeted countries
- ❑ Exhibitors and attendees at this type of exhibitions tend to be similar to trade shows
- ❑ However, buyers are sometimes required to be members of an industry and often must be prequalified to attend the exhibition

Exhibitions in Thailand (1/3)

- ❑ Although Thailand's exhibition sector is still experiencing a decline in terms of volume and value, it is still considered the top exhibition destination in South East Asia with a sound volume of space sold in comparison with other surrounding countries based on UFI statistics



- ❑ The exhibition industry has the smallest share of the total value of the MICE industry in Thailand at around 11% or THB 6B out of total value of over THB 53B

Exhibitions in Thailand (2/3)

- ❑ Despite the negative signs in Thailand's exhibition industry, with the eight international standard convention and exhibition centers in Thailand with a combined 212,000 square meters, Thailand remains the fifth largest exhibition venue in term of space available in Asia and first in ASEAN

Rank	Thailand's Exhibition	2006	2010
1	Visitors	137,718	79,836
2	Exhibitors	39,306	8,279
3	Exhibition held	120	68
4	Spending/head exhibitor	3300 U.S. Dollars	4,000 U.S. Dollars

Exhibitions in Thailand (3/3)

New Initiatives in the Thai Exhibition Industry

- ❑ In 2015, Thailand will join the ASEAN Economic Community (AEC)
- ❑ By 2015, import taxes and duties for most important products and services will be fully eliminated
- ❑ In joining the AEC, it is inevitable both the manufacturing and service sectors in Thailand will face a shift in their usual markets
- ❑ Countries with better infrastructure, cheaper cost of labor, more policy consistency and political stability will be able to attract more investment not only from member countries but also from countries outside AEC
- ❑ Thailand will need to focus on capturing market share in Thailand and consider the opportunity to open and capture other potential markets in neighboring countries

Exhibition Value Chain (1/13)

Exhibitions tend to have different way of conducting business compared to meetings and conventions, since they do not have clear-cut steps as to how to plan and operate like that with conventions

The main performers in exhibition value chain can be categorized into three main groups;

1. Buyers – Visitors and Attendees

- ❑ Exhibition is the best place best place for the buyers to view and sample various mixes of new products and services in an industry that suppliers and manufacturers have to offer in the same place at the same time

Exhibition Value Chain (2/13)

2. Sellers – Product Suppliers and Exhibitors

- ❑ As for buyers, without exhibitors or sellers there would be anything for buyers to see
- ❑ From exhibitors' perspective, an exhibition is a place where they can display and/or demonstrate new product features and show how their new products and/or services can save time, money and effort
- ❑ Exhibitions are also a great place for exhibitors to gather information about competitor products
- ❑ Exhibitions are the best place for exhibitors to stay in touch with their existing customers and clients and as a way to develop new relationships
- ❑ Exhibitions can provide exhibitors the opportunity to assist customers in solving problems along with gaining immediate feedback

Exhibition Value Chain (3/13)

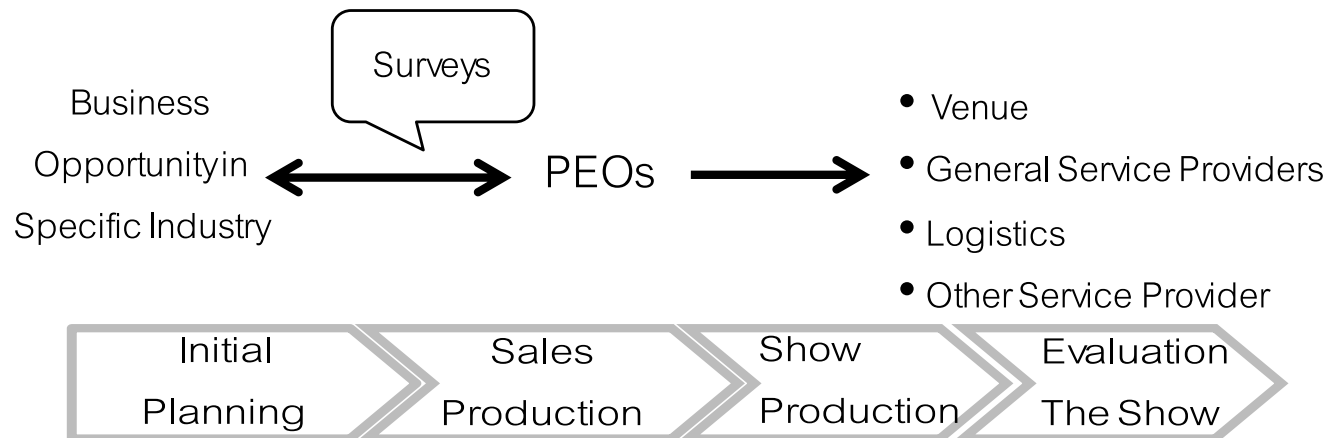
3. Organizer (PEO)

- ❑ Organizer of exhibitions can either be privately owned or an association
- ❑ However, most large international exhibitions are organized by a Professional Exhibition Organizer (PEO)
- ❑ Organizing an exhibition includes many important elements;
 1. Exhibitions generate revenue
 2. A successful PEO is able to identify gaps in the market place before competitors and able to create, differentiate and “spin-off” an existing exhibition

Exhibition Value Chain (4/13)

Roles and Responsibilities of PEO in Holding Exhibition (1/4)

- ❑ Although, three core stakeholder elements are involved in every exhibition, PEO handle most of the tasks, although holding and organizing each exhibition will differ based on the ownership of the exhibition



- ❑ A PEO will be in the center of the value chain interacting and collaborating with stakeholders from the customer and supplier side

Exhibition Value Chain (5/13)

Roles and Responsibilities of PEO in Holding Exhibition (2/4)

- ❑ For an exhibition to succeed, a PEO will move through each phase

Phase 1: Initial planning

- ❑ First of all, *the development of a concept* coming from answers to questions that need be addressed about the value of a new exhibition along with the goals of the upcoming exhibition such as number of visitors and sales space



Exhibition Value Chain (6/13)

Roles and Responsibilities of PEO in Holding Exhibition (3/4)

Phase 2: Sales Production

- ❑ Once the initial planning phase is completed, a PEO needs to market the exhibition successfully in two, inter-related sales activities, exhibit space sales and attendance promotion
- ❑ Often, this sales production starts 12 to 18 months prior to the exhibition depending on the size and number of exhibitors and attendees needed

Phase 3: Show Production

- ❑ This step involves many other stakeholders such as venue personnel, general service contractors, logistic companies and other service contractor in the process and can be overwhelming
- ❑ The actual physical production of an exhibition often starts more than a year prior to the opening date
- ❑ Throughout this process, a PEO needs to continually revisit the initial plan to ensure they are still on the right track, make any necessary changes and ensure a forward movement towards the desired target

Exhibition Value Chain (7/13)

Roles and Responsibilities of PEO in Holding Exhibition (4/4)

Phase 4: Evaluation the Exhibition

- ❑ This phase consists of in-depth evaluations, which has been grouped into three parts:
 1. Evaluate the planning and production phase
 2. Result from the exhibitor
 3. Evaluation result from the attendees

Exhibition Value Chain (8/13)

Exhibition Industry Key Stakeholders (1/6)

Convention and Visitor Bureau (CVB)

- ❑ CVB can support and promote the exhibition industry
 - ❑ Provide information related to organizing exhibitions
 - ❑ Facilitate collaboration between government and private sector in organizing the exhibition
 - ❑ Facilitate and support the bidding process

Professional Exhibition Organizer (PEO)

- ❑ Professional Exhibition Organizers (PEOs) usually conceive, organize and operate exhibitions
- ❑ There are 2 broad types of PEO

Association Ownership

Entrepreneurial ownership

- ❑ *Independent ownership*
- ❑ *Corporate ownership*
- ❑ *Multinational corporate*

Exhibition Value Chain (9/13)

Exhibition Industry Key Stakeholders (2/6)

Venue (1/2)

- ❑ Exhibitions would cease to exist without capable facilities to hold them making venues a vital stakeholder in the industry
- ❑ Six types of venues are commonly used to host exhibitions:
 1. Convention and Exhibition Centers
 - a convention center can be defined as, “a public assembly facility that is designed to host meeting and exhibits under one roof.”
 2. Multi-purpose facilities (MPF)
 - Multi-purpose facilities (MPF) are rather complex with layouts and configurations that can be altered to provide a variety of spaces based on customer requirements
 3. Multi-Use Site
 - Multi-use sites are venues that have collections of facilities located within the same complex usually favoring a variety of buildings that can be used as a stand-alone facility or open and connected among each other

Exhibition Value Chain (10/13)

Exhibition Industry Key Stakeholders (3/6)

Venue (2/2)

4. Hotel

- The benefit of holding exhibitions in hotels is that both exhibitors and visitors do not need to commute and are able to stay in the same place where the exhibition held

5. Downtown facilities

- Downtown facilities mean facilities located in the heart of major cities, either a convention center or a multi-purpose facility
- The benefit of holding an exhibition in downtown facilities is that it can provide a ready-made attendee base located in the area

6. Gaming facilities

- Gaming facilities consist of gaming tables along with an exhibition spaces

Exhibition Value Chain (11/13)

Exhibition Industry Key Stakeholders (4/6)

Service Contractors

- ❑ Service contractors can be defined as individuals or companies that provide the products and services used to create the physical environment such as exhibit floor, registration booths and security systems
- ❑ Service contractors can be divided into three groups
 1. General exposition contractors (often called a general service contractor or GSC)
 2. Specialty contractors: Firms which provide a specific services for trade shows
 3. Associates: Suppliers to general or specialty contractors

Exhibition Value Chain (12/13)

Exhibition Industry Key Stakeholders (5/6)

Major Associations in Exhibition Industry (1/2)

Union of International Fairs (UFI)

- ❑ UFI is one of the most influential associations in the global exhibition industry
- ❑ Apart from providing the training and education sessions to improve member efficiency and competitiveness, UFI also provides professional networks and both public & private connection to help facilitate their members exchange ideas and experiences with other stakeholders in related businesses

Center for Exhibition Industry Research (CEIR)

- ❑ CEIR is a non-profit organization. It aims to promote growth, awareness, of exhibition value and other face-to-face marketing events by producing and delivering research-based knowledge tools that reflect the value and benefit of holding exhibitions at the same time enabling stakeholder organizations in the exhibition to enhance and improve their ability to meet current and emerging customer needs

Exhibition Value Chain (13/13)

Exhibition Industry Key Stakeholders (6/6)

Major Associations in Exhibition Industry (2/2)

International Association of Exhibitions and Events (IAEE)

- ❑ IAEE has a mission to support and promote membership by providing both training and information related to the exhibition and events industry

Thai Exhibition Association (TEA)

- ❑ TEA currently plays an active role in promoting and supporting the exhibition industry in Thailand
- ❑ Apart from providing members with training and insights regarding the exhibition industry, TEA also aims to increase the quality of their members by implementing international standards to both facilities and service sectors within their membership pool

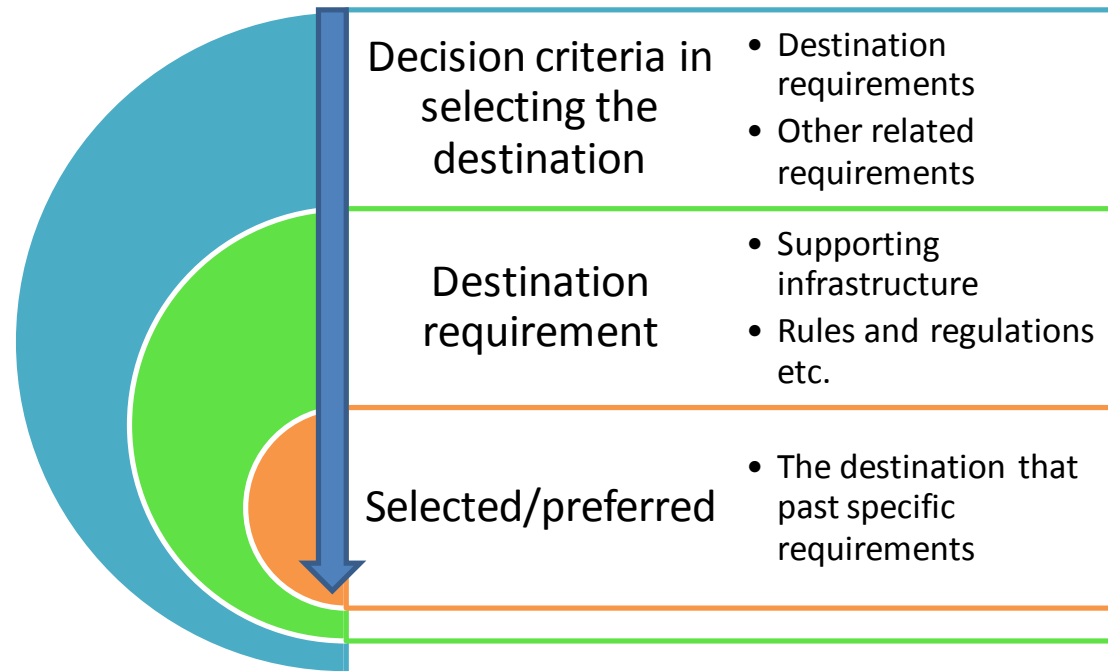
Chapter 6

Organizers and Attendees' Decision Making Criteria

Chapter 6: Organizers and Attendees' Decision Making Criteria

Decision-making factors usually revolve around destinations and service providers

Selection of Destination



The decision criteria consist of the two important elements, destination and other related requirements

Selection of Destination

(1/12)

- 1 Corporate Meetings and Incentive Travels Decision Criteria
- 2 Convention Organizer (PCO) Decision Criteria
- 3 Convention Attendees' Decision Criteria
- 4 Exhibition Organizer Decision Criteria
- 5 Exhibition Attendee Decision Criteria

Selection of Destination

(2/12)

1

Corporate Meetings and Incentive Travels Decision Criteria (1/2)

- ❑ For any destinations to be preferred, they have to be accessible and convenient
- ❑ Location attractiveness can be measured through scenery, culture, history and architecture with unique and exotic the destination, the more it will be preferred
- ❑ For corporate meetings, the availability of meeting facilities also comes into play
- ❑ There must be enough rooms to accommodate every attendee and meeting rooms to meet all requirements
- ❑ The level of technology, quality of services and expertise in corporate meetings can also help to identify venues suitable to host meetings
- ❑ One of the most important factors that can influence the decision for hosting corporate meetings and incentive travels is safety and security at the destination

Selection of Destination

(3/12)

1

Corporate Meetings and Incentive Travels Decision Criteria (2/2)

- ❑ With corporate meetings and incentive travel most clients work closely with destination management companies (DMCs) and incentive houses to decide the locations at which they want to organize meetings or reward as an incentive trip
- ❑ While DMCs and incentive houses suggest and provide suitable locations based on the need of the clients it is the client who will be the one to select the final location

Selection of Destination

(4/12)

2

Convention Organizer (PCO) Decision Criteria

(1/3)

- ❑ Regardless of the nature of the decision making process in tendering destinations, there are sets of qualifications that each association is looking for that must be fulfilled for a destination to be chosen
 1. Destination Requirements
 - 1) Supporting infrastructure and accessibility enhancement factors
 - Supporting infrastructure and accessibility enhancement factors include destination support, access, time zones, language barriers, telecommunication infrastructure, economic stability and local staff
 - The most important supporting infrastructure and accessibility enhancement factor should be **destination support**; consist of
 - Financial supports – can come in the form of grants or sometimes low-interest loans, a discount for accommodations, airlines, incentive, commission refunds, or a cash subventions
 - In-kind supports – free dinners for delegates, free maps, free city-passes, free transportation costs and free advice and assistance in hosting events of any kind

Selection of Destination

(5/12)

2

Convention Organizer (PCO) Decision Criteria

(2/3)

- 2) Rules and regulations
 - Desirable rules and regulations include trade union and labor relations, custom regulations, visa requirements, VAT refunds and measures to tackle currency risks
- 3) Ambience and Appeal of the Destination
 - Ambience and destination appeal that contribute to the total experience
 - Famous tourist attractions, nightlife, shopping and other leisure facilities are always desirable as they add value to the total experience
 - A destination should also promote its cultural appeal, food, quality of services or weather as other selling points

Selection of Destination

(7/12)

2

Convention Organizer (PCO) Decision Criteria

(3/3)

2. Convention Requirements

- ❑ The destination criteria discussed above are concerned with macro components of a destination's ability to support the convention
- ❑ The next step is to look at other components at a destination that specifically and effectively support a particular convention
 - 1) Membership and non-member base within the proposed destination or location
 - 2) Possibility of getting local speakers
 - 3) Strength of local committee
 - 4) Sponsors
 - 5) Price; cost of renting venues
 - 6) Venue; availability and suitability of venues
 - 7) Strength of the industry related to the topic of conventions or exhibitions

Selection of Destination

(8/12)

3

Convention Attendees' Decision Criteria

- ❑ The more delegates attending a convention, the more benefit it brings to the organizing association and the host location
 - 1) *Personal and business factors* – readiness of delegate personal issue individually
 - 2) *Association/conference factors* – their involvement with the association, peer recognition, professional contacts, personal interaction and the local community
 - 3) *Location factors*
 - Attractiveness
 - Accessibility
 - 4) *Cost factors*
 - Monetary – transportation, accommodation and registration
 - Non-monetary – opportunity costs each delegate has to calculate when attending a convention

Selection of Destination

(9/12)

4

Exhibition Organizer Decision Criteria

(1/3)

- ❑ In choosing destination for an exhibition, there are no clear-cut steps of how it is actually being carried out
- ❑ PEOs usually base this procedure on previous experience as choosing destination is usually done by an event organizer and not by buyers or sellers
- ❑ Needs recognition and market surveys are tools used to identify an opening for an exhibition which, at the end, goes back to the amount and willingness of buyers and sellers to participate as well as the business opportunity available in a particular location

Selection of Destination

(10/12)

4

Exhibition Organizer Decision Criteria

(2/3)

- ❑ There are four general criteria that PEO tend to influence site selection:
 1. Attendance marketing
 - Attendance marketing is a key factor that has a direct impact on the choice of sites to be selected
 - This aspect includes everything that could affect a decision to attend the show or not
 - Geographic
 - Exhibition location and transportation networks
 - The type of exhibition and program content
 - Entertainment and tourism options
 - For trade shows, desired facilities are airport accessibility, connected transportation networks, adequate local accommodation and friendly policies
 - Rules and regulations should be on top of the list as they can make or break the overall operation of an exhibition in terms of import & export taxes & customs, logistics & exhibits and visa requirements

Selection of Destination

(11/12)

4

Exhibition Organizer Decision Criteria

(3/3)

2. Basic facility requirement
 - Exhibition halls – an appropriate amount of total footage with proper height, floor-load capacity, lodging docks storage, ventilation system, utilities, communication system must be suitable for the type of exhibitions
 - Public service areas – washrooms, ticket booths, registration areas, food service outlets, ancillary services
3. Event Value
 - The impact of an exhibition on the community hosting it will be significant enough to induce the initiation of an exhibition
4. The site visit
 - Site visits can help PEO identify overall quality of the facility as well as a chance to interact and show interest with the venue operator

Selection of Destination

(12/12)

5

Exhibition Attendee Decision Criteria

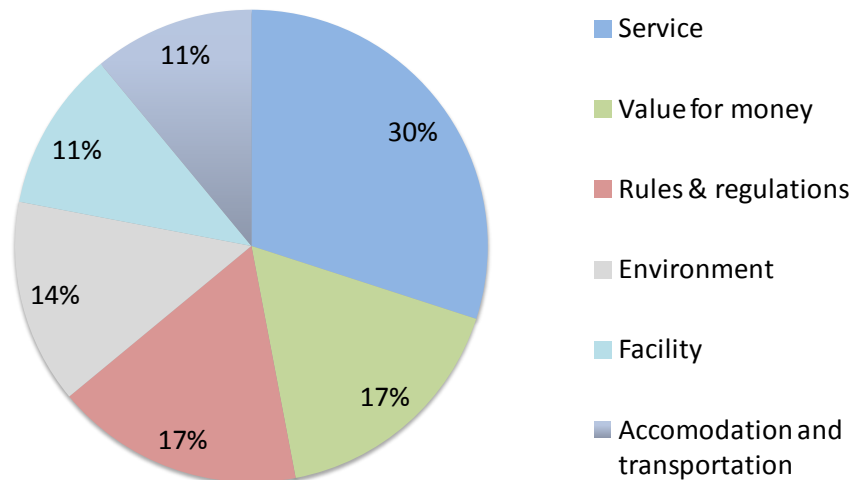
- ❑ While the industry lacks research on decision criteria from an attendee's perspective, some variables can be grouped into three main categories
 1. Perceptions and Information about the Exhibitions
 - one of the most important determinants that can influence the decision of attendees is how much they know about the exhibition
 - Information of that can induce attendance includes;
 - Type of exhibitions
 - Location and Convenience
 - Reputation of exhibitions and its management
 2. Marketing objectives
 - Marketing objectives factors include distribution network objectives and product scanning objectives for attendees
 3. Perceived costs deriving from attending
 - Last determinant is perceived cost factors divided into;
 - Relative cost
 - Differential costs

Service Providers Selection

- ❑ Service providers or service contractors, are 'any firm or individual who provides exposition management and exhibitors with goods and/or services used to create the physical environment for the exposition – the exhibit floor and all its related elements.'
- ❑ Organizers can use seven general criteria as reference when choosing service providers
 1. Personal past experience
 2. Availability
 3. Referrals
 4. Site familiarity
 5. Available resources
 6. Cost
 7. Professional affiliation
- ❑ Although there are many service providers, those who can work in perfect synchronization with organizers are the most likely be chosen

Thailand MICE Brand Study by TCEB

Important factors in choosing the destination



- ❑ Service is still the most important factor; includes several aspects such as hospitality, language & communication capability of staff, service and lastly staff competency and professionalism
- ❑ *Safety and security*, under rules & regulations factor is considered as key fundamental aspect for MICE companies when recommending a destination to clients
- ❑ *Value for money* also plays an important role especially in times of an uncertain global economy and many companies cutting back on spending for MICE events

Chapter 7

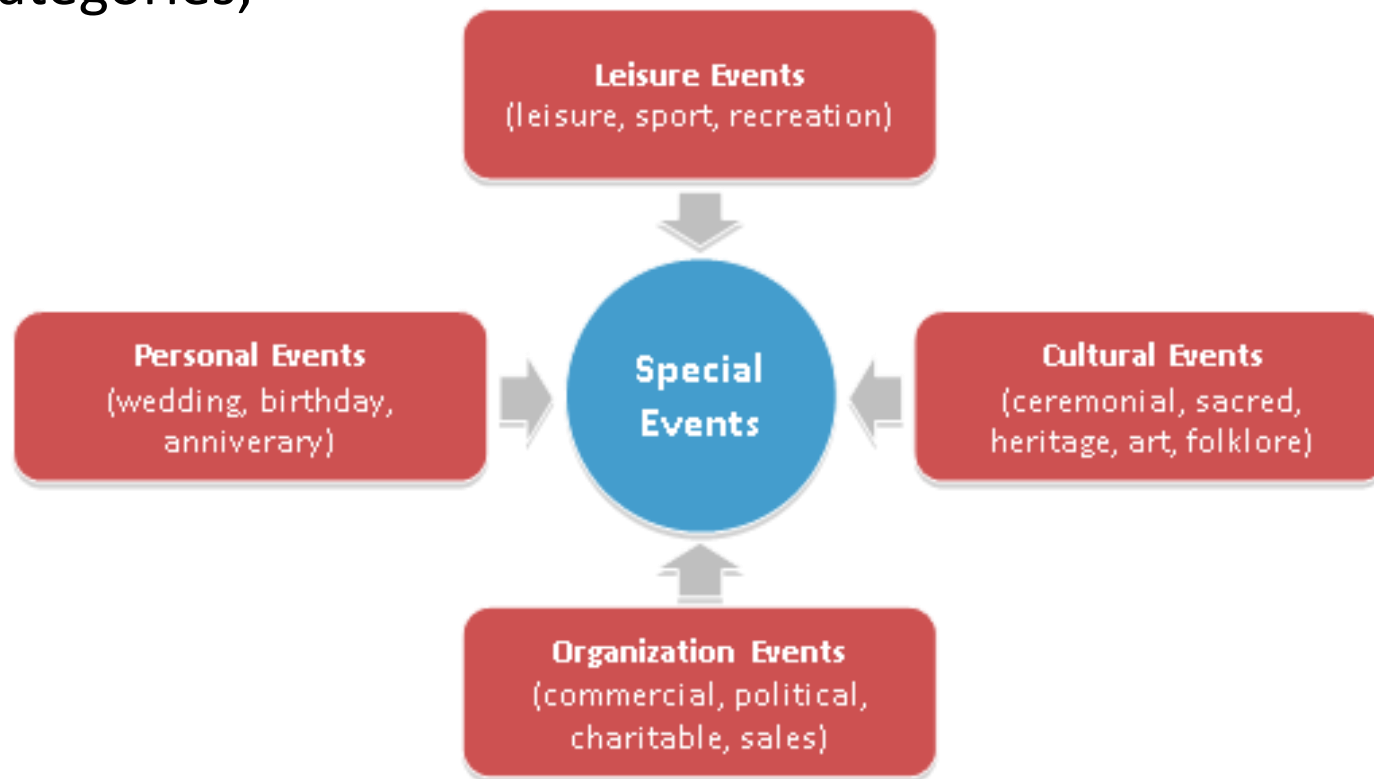
Special Events

Definition

- ❑ Goldblatt (1990) defined special event as “a unique moment in time with ceremony and ritual to satisfy specific needs”
- ❑ Getz (1997) suggested two definitions,
A special event is a one-time or infrequently occurring event outside normal programs or activities of the sponsoring or organizing body.” and to the customer or guest, a specific event is an opportunity for a leisure, social or cultural experience outside the normal range of choices or beyond everyday experience.
- ❑ Shone (2001) definition covers all significant characteristics
Special events are that phenomenon arising from those non-routine occasions which have leisure, cultural, personal or organizational objectives set apart from normal activity of daily life, whose purpose is to enlighten, celebrate, entertain or challenge the experience of a group of people.
- ❑ Based on these definitions, special event can be summarized as non-routine events or occasions that are not a normal activity, have various objectives and can be organized for several purposes

Characteristics (1/3)

- ❑ According to Shone (2001), special events have been grouped into four categories;



Characteristics (2/3)

Leisure Events

- ❑ Leisure events, thus, are any special event held for entertainment purposes or involving recreational activities
- ❑ These special events can be organized in both commercial and non-commercial form

Personal Events

- ❑ Personal events are held to celebrate or commemorate a communal, societal or life-cycle occasion
- ❑ Personal events can be arranged for small groups invited to a private birthday party or a larger scale 500-guest wedding

Characteristics (3/3)

Cultural Events

- ❑ Cultural events are special events associated with ceremony, tradition, art or religious aspects as a celebration or culture confirmation and are usually a prominent part of a larger cultural event

Organizational Events

- ❑ Almost every organizational activity is part of an organization's events with attendees being members of the same institution or in the same industry

Components of Special Events (1/2)

Event Content/ Main Activity

- ❑ Every special event consists of event content or a main activity that can be quite diverse depending on the type or purposes of the special event

Venue

- ❑ A venue can be either a public or privately owned facility ranging from a hotel meeting room to a public square in the middle of the city

Host and Organizer of Special Event

- ❑ The term 'host and organizer' usually refers to those who initiate a special event
- ❑ While organizers may arrange and organize special events according to the needs and requirements of a host, special event hosts can be an individual, a group of people or an organization who would like to arrange a special event
- ❑ Event organizers can be event management companies or event organizers that provide services in organizing an event

Components of Special Events (2/2)

Event Participants

- ❑ Event participants or attendees, visitors or guests are the most important component in any special event and are the main target audience and reason why it has been held in the first place
- ❑ All in all, to be a special event, number of attendees can range from several people like weddings to over 70 millions people of people like World Expo 2010 at Shanghai

Social and Economic Impact (1/3)

Special events can create a positive social and economic impact that can benefit the community in terms of employment, revenue, cultural preservation as well as community development

Social Impact

(1/2)

- ❑ Social impact can be regarded as any consequence to societies, communities or individuals that alter their lifestyle or conditions of living
 - *Improve Social Interaction*

All special events whether small or large can enhance social interaction among people participating in the event
 - *Develop Community Cohesion*

Special events also develop and increase cohesion within community members. When special events are held in a community social interaction is encouraged by volunteering to help or by joining in on the day

Social and Economic Impact (2/3)

Social Impact

(2/2)

- *Improve Community Identity and Pride*

A tourism attraction promoted to gain recognition for an area or town based on its local special event, can expand social impact in the sense that it creates pride within the community.

- *Entertainment Variety*

Another benefit for society includes providing a variety of entertainment options for residents of the host region. By joining a special event, participants can find new experiences and enjoyment

- Even though special events can create positive impact, they can also hurt societies or communities, mostly in the case a special event is badly planned or managed; *overcrowding, traffic congestion, noise pollution and access restrictions* for example

Social and Economic Impact (3/3)

Economic Impact

- ❑ Direct or primary impact is a new economic gain that comes to the host region directly attributed to the special event
- ❑ While indirect or secondary impact is income or economic gain re-invested within the region
 - *Revenue from Visitor and Organizer Spending*
Special event income comes from tourist spending, organizer and sponsor expenditure
 - *Employment Opportunities*
Special events create job opportunities in the area
 - *Infrastructure and Facilities*
Hosting special event can induce significant amount of investment in infrastructure and other facilities, which will be beneficial to the community and economy

Roles and Importance of Event Management Companies (EMCs) (1/10)

The clear, solid vision of organizing special event will not happen without an event management company. Event Management Company or sometimes-called event organizer is a professional who provides services in organizing an event from conceptualize and planning process to complete the event.

Event Planning

(1/2)

- ❑ Before making any plans, precise aims and objectives have to be defined at the beginning, as they are guidelines for planning and controlling other activities
 - *Operational Planning*

In this process, the number of potential total attendees is estimated to plan other components that will be provided. The next task is to manage resources, time, staff and equipment for the event

Roles and Importance of Event Management Companies (EMCs) (2/10)

Event Planning

(2/2)

- *Financial Planning*

First, cost of operating an event has to be estimated with some costs varying depending on attendee numbers. Then a desirable profit will be set while considering a competitive price

- *Marketing Planning*

Marketing an event is key tools that can make people want to attend. A marketing plan has to cope with two issues, marketing budget and timing in operating the campaign.

- ❑ For event planning, these three scopes of planning should be handled simultaneously since they are interrelated
- ❑ Another necessary element that will help EMCs create an attractive event is to be creative
- ❑ Creativity is important because attendees are looking to attend a special event that is new, exciting and different from the last event

Roles and Importance of Event Management Companies (EMCs) (3/10)

- ❑ In planning special events, details and the level of importance stressed upon each element, marketing, logistics, ticketing, safety& security and registration, usually depends on many factors which one of them is the number of attendees
- ❑ Planning special events are main aspects of planning special events
- ❑ Many other issues have to be planned and sorted out prior to the events

Roles and Importance of Event Management Companies (EMCs) (4/10)

Preparing and Operating Event (1/3)

❑ In general, preparation and operation of events includes:

- *Finding a Venue*

Although it might be the starting point in preparation, other operating functions like logistics, organizing food and beverage, equipment and people, should be considered alongside finding the venue

- *Logistic and Supply Function*

Managing logistics and supply functions for an event involves planning, designing and controlling movement of all the resources to the area where required. The complexity of this process increases according to the size of an event.

Roles and Importance of Event Management Companies (EMCs) (5/10)

Preparing and Operating Event (2/3)

- *Human Resource Management*

Managing human resources may include wide-ranging activities, involving long-term strategic development of the event organization. EMCs and event organizers have to assess the labor market, skills required and a possible integration process before performing human resource management tasks.

Nevertheless, to adopt an appropriate human resource management plan and implementation, all the processes, starting from staff recruiting to designing human resource policies, have to be consistent with the purpose and objective of the event.

Roles and Importance of Event Management Companies (EMCs) (6/10)

Preparing and Operating Event (3/3)

- ❑ Even though event management seems to be a job that requires mainly of administrative work, there are other skills needed to complete the event
- ❑ Many other skills are needed such as technical skill, management skill, strategic thinking and negotiation skill

Roles and Importance of Event Management Companies (EMCs) (7/10)

Marketing Event

(1/3)

- ❑ Another key function of an event organizer is to market the event starting from defining the target market, designing communication strategy and developing a marketing plan:

- *Target Market*

The first step in marketing an event is to identify the potential target market, the people who will be attending a particular event. Target market information-especially the experiences they seek is more important in the recent days. Lifestyles, personal core values, preferences and interests are what should be known to design an experience from the special event that attractive to the target market.

Roles and Importance of Event Management Companies (EMCs) (8/10)

Marketing Event

(2/3)

- *Communication Strategy*

Issues for event organizers to discuss include activities that will attract the target market, buying habits and the benefits visitors will gain from attending. However, marketing concerns might differ depending on the type of event.

Apart from communication to market the event, another aspect of communication in special events should include a medium for attendees to communicate among each other and to others. There should be a platform that allows attendees to share their experiences and increase involvement with other attendees as well as with the event.

The medium which by far is the most effective and has become widely accepted is online mediums.

Roles and Importance of Event Management Companies (EMCs) (9/10)

Marketing Event

(3/3)

■ *Action Plan Vs Real Show*

In developing a good marketing plan, an event organizer or marketer has to revise event objectives from time to time and conduct an environment analysis on competitive events, stakeholder and circumstance ranging from local conditions to the global economy. Organizers should be flexible and prepared for changes in the events' detail which can occur anytime until the event is finished, prior or during the event.

The next step is to prepare a summary of event components, a list of particular product or service mixes the event might need to attract different segments of the target market.

Roles and Importance of Event Management Companies (EMCs) (10/10)

Evaluating Events

- ❑ Once the event is completed, the evaluation process should be done shortly thereafter, usually no more than one month after the event
- ❑ To get proper feedback, various sources of information can be employed for event evaluation
- ❑ To evaluate the event, there are two key evaluation issues;
 - *Did the event meet its objectives?*
 - *What can be improved next time?*
- ❑ By evaluating the event, an event organizer can identify problems and learn what and how to improve the next time

Chapter 8

MICE Event Management

Project Management and its Importance (1/2)

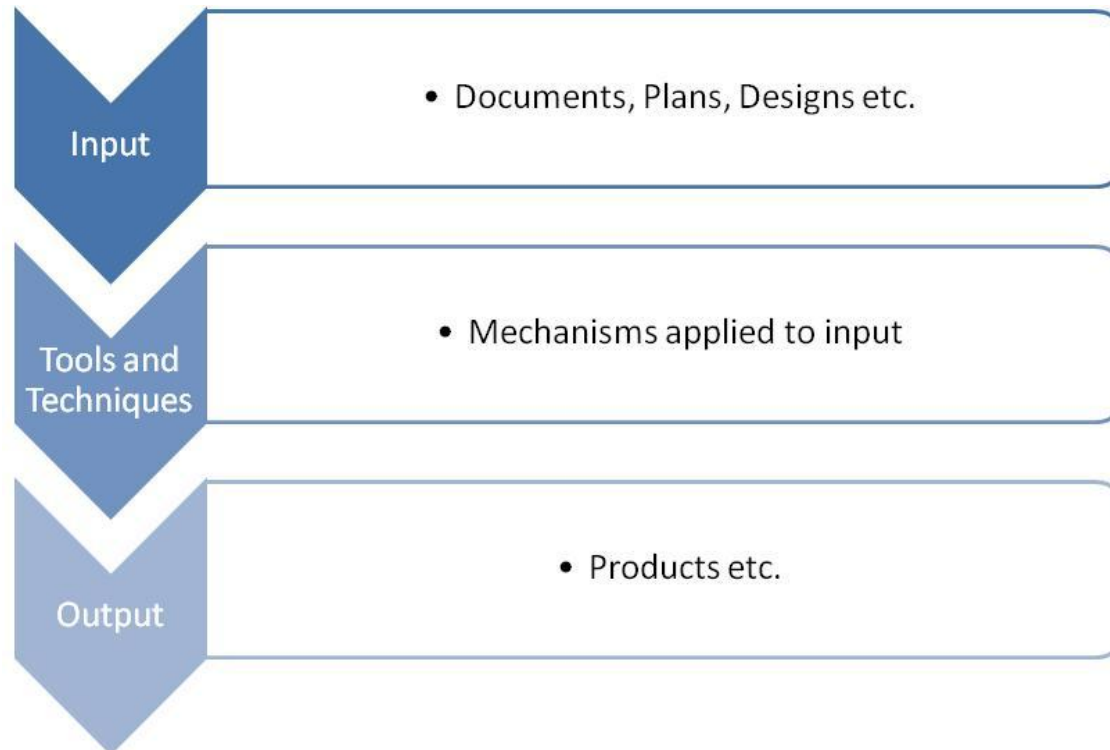
- ❑ Multiple considerations must be planned and managed prior, during and after the events with levels of complication that go into each step possibly amplified when it comes to convention and exhibition planning;
 - Contact stakeholders from a multitude of perspectives
 - Conduct market research on attendee demographics and demands
 - Research rules and regulations related to the country hosting the event
 - Site visits and choosing venues and accommodations
 - Travel arrangements for attendees
- ❑ Project management is central to MICE event management as the concept of a project is that it must be temporary or has a definite beginning and ending period to create a unique product or outcome

Project Management and its Importance (2/2)

- ❑ Project management is a methodology that can be used to frame each phase in managing events with activities that must be planned and executed in a timely manner
- ❑ The Project Management Body of Knowledge Framework (PMBOK) of the American National Standards Institute (ANSI), one of the most accepted frameworks for project management, will be used to elaborate project management in the context of MICE event management

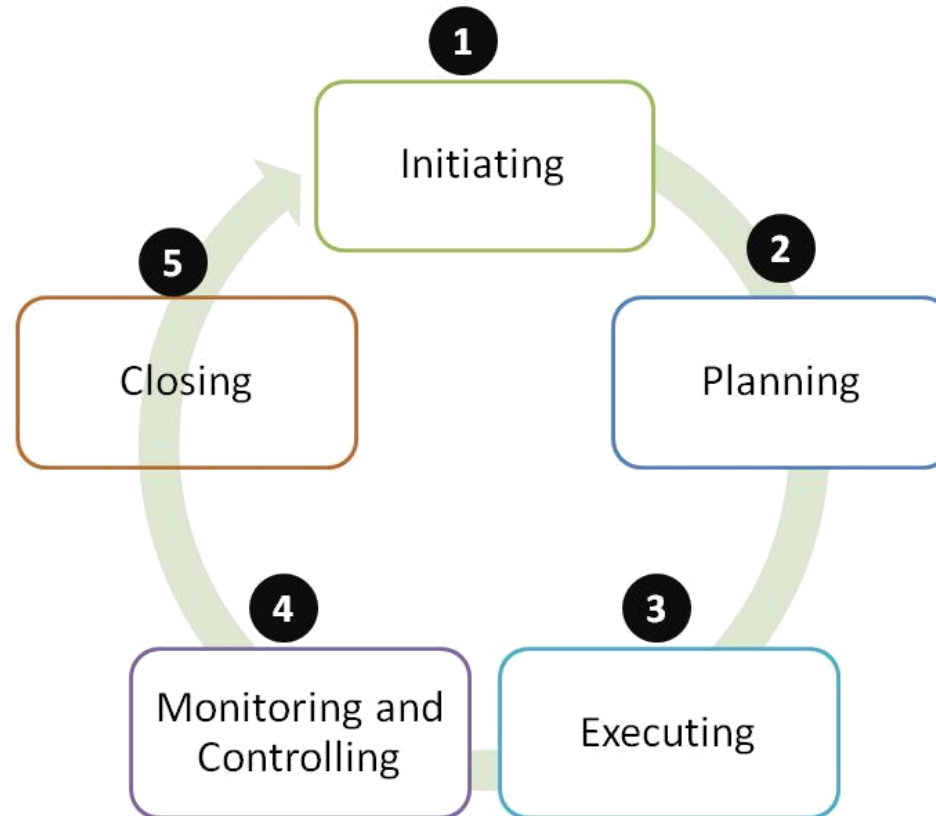
MICE Event Management with the PMBOK Framework (1/23)

- ❑ Project Management Body of Knowledge Framework (PMBOK) of the American National Standards Institute (ANSI) has written that their guide is generally a process-based framework that requires three important components to achieve desirable results



MICE Event Management with the PMBOK Framework (2/23)

- ❑ In turn, these three components can be classified into five project management steps:



MICE Event Management with the PMBOK Framework (3/23)

1

Project Initiation

(1/3)

1.1 Initial contact with clients

- ❑ Initial contact with potential clients can be through various methods with different lead-time depending on the characteristics of an event
 - 1.1.1 In organizing corporate meetings and incentive travel programs, organizers will use much less time to communicate with clients compared to conventions and exhibitions
 - 1.1.2 For conventions, Professional Convention Organizers (PCO) usually starts contacting clients or international associations three to five years prior to the actual convention date
 - 1.1.3 Professional Exhibition Organizers (PEO) must initiate contacts with their clients to three to five years prior to an exhibition

MICE Event Management with the PMBOK Framework (4/23)

1

Project Initiation

(2/3)

1.2 Pre-event meetings (1/2)

- ❑ After contacting clients, organizers must clarify goals & objectives, size of the events and other requirements with the clients
- ❑ These meetings can also be a good opportunity for a client to provide organizers with a Request for Proposal (RFP)

1.2.1 A corporate meeting and incentive travels RFP usually require:

- Organizer information
- Event profile: name, duration and itinerary
- Additional requirements: staffing requirements, meet & greet requirements, transportation, on-site event requirements, off-site event requirements and theme & décor requirements
- Proposal profile: proposal format to be submitted, important dates and timeline: published date, due date, proposal presentation date and decision date
- Planner content: experience with similar type of event, number of events, years of operation, insurance coverage and other references

MICE Event Management with the PMBOK Framework (5/23)

1

Project Initiation

(3/3)

1.2 Pre-event meetings (2/2)

- 1.2.2 In organizing conventions, a core PCO who works closely and directly with a client is the one to submit proposals. In the event that the exact location for a convention has not been finalized, a core PCO and its client will work together to shortlist possible locations with request for proposals sent to locations selected.
- 1.2.3 A professional exhibition organizer (PEO) with the core role in putting together an exhibition will start with a primary analysis of the potential market assessing existing gaps among buyers and sellers within a particular industry. This communication with exhibitors and buyers will usually take place anywhere from three to five years prior in advance. Once a PEO is certain an exhibition is feasible, they will send out request for proposals (RFPs) to both general service and specialty service contractors.

MICE Event Management with the PMBOK Framework (6/23)

2

Project Planning

(1/8)

- ❑ Project planning success depends on the amount and quality of information gathered at project initiation

2.1 Event scope

- Initializing the project serves as an opportunity for organizations to gather information regarding number of attendees, total area required, number of hotel rooms needed and transportation services required which is then used to estimate a project's scope planning
- Scope planning is vital and should be closely monitored at all times as any minor change prior to an event can potentially alter operations and harm the initial budget and resources allocation

2.1.1 *Scope planning* is the first step and creates a plan of how event scope will be defined, verified, controlled and how the Work Breakdown Structure (WBS) will be defined and created.

2.1.2 *Scope defining* is a statement of what is expected of a particular project to be executed.

MICE Event Management with the PMBOK Framework (7/23)

2

Project Planning

(2/8)

2.1.2 Scope defining (Con't)

After defining project scope, merely a statement of intention by a supplier for a client, the next step an organizer to prepare the following:

- List all the tools and resources, procedures, time and money needed to complete the task
- Seek input from professionals with experience in the type of event being organized
- Create various plans to help organizers effectively and efficiently achieve their goals
- List factors that can limit the size of the events such as budget or of space availability at the desired destination
- List all assumptions organizers imposed on the plan; potential risks and uncertainties that may occur

2.1.3 Work breakdown structure (WBS) involves breaking down the entire event into smaller activities, which serves as a checklist to ensure the completion and quality of each task

MICE Event Management with the PMBOK Framework (8/23)

2

Project Planning

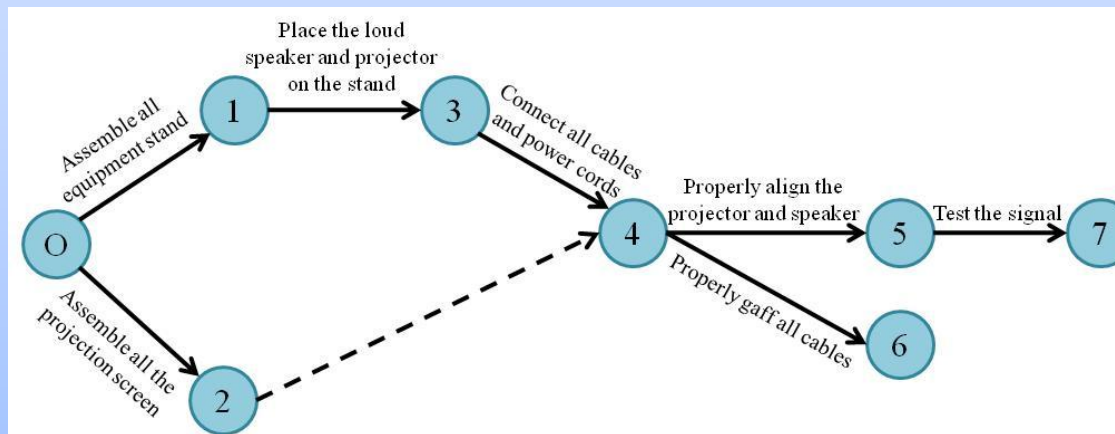
(3/8)

2.1.3 Work breakdown structure (WBS) – Con't

Loud speaker and projector setup

1. Assemble all equipment stands
2. Assemble the projection screen
3. Place the loudspeakers and projector on the stand
4. Connect all cables and power cords
5. Properly align the projector and speaker
6. Properly gaff all cables
7. Test the signal

Bullet work breakdown structure – organizers can list out all subtasks that combined can complete the setup of speaker and projector



Critical path chart work breakdown structure – Every node marks the beginning and the end of each activity, while each task is identified on the arrow

MICE Event Management with the PMBOK Framework (9/23)

2

Project Planning

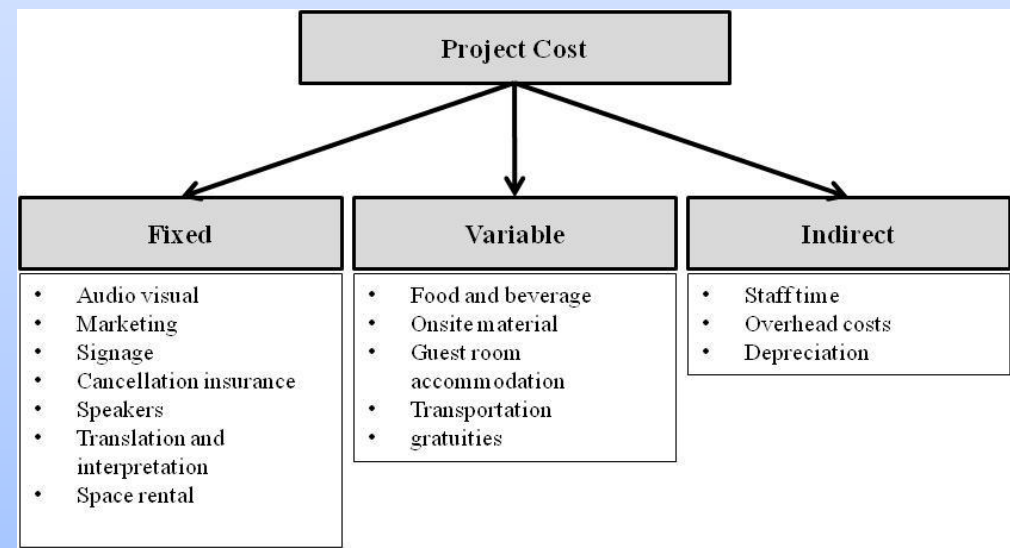
(4/8)

2.1.4 *Scope verification* is the process needed to confirm with clients the correctness and completeness of the plan and will vary in completion depending on internal procedures followed by each organizer

2.1.5 *Scope control* allows an organizer to monitor actual progress of each task in comparison to what has been planned

2.2 Cost (1/2)

- Project scope in hand and known client expectations, organizers must compose a cost plan that incorporates all expected costs and expenditures
- There are three types of project costs according to *Meetings and Conventions: A Planning Guide*



MICE Event Management with the PMBOK Framework (10/23)

2

Project Planning

(5/8)

2.2 Cost (2/2)

Event name:		Date:
Revenue	Actual cost-to-date	Budget cost-to-date
Allocation/ grants/ contracts	\$ 13,000	13,000
Function fees	1,000	1,200
Registration fees	9,000	8,000
Merchandising	4,600	4,500
Advertising	150	-
Sponsorships	3,875	3,000
Total Revenue	18,625	16,700
Expenses		
Program development	23,200	22,000
Administrative	15,600	16,000
Personnel	5,200	4,000
Registration	-	1,000
Food and beverage	1,100	1,400
Speakers	2,800	1,000
Transportation	-	-
Total Expense	47,900	45,400
Net Income	(29,275)	(28,700)

- This statement is a very useful tool that organizers can use to track the spending of each item throughout the project timeline
- This means that it can be leveraged for cost monitoring and control during the project control phase

Sample of revenue and expense statement

MICE Event Management with the PMBOK Framework (11/23)

2

Project Planning

(6/8)

2.3 Staffing

- First, Organizers need to single out tasks and designate each of them an appropriate due date
- Then, organizers can identify the human resources and competencies needed for each task to achieve on time completion

2.4 Quality

- A quality plan directly dictates service characteristics that will add up to overall client satisfaction at an event and are usually interconnected with staffing plans

2.5 Communication

- This plan spells out communication among related parties to ensure every activity is performed by the due date and at the promised quality
- It must also include every communication method in case of unforeseen events

MICE Event Management with the PMBOK Framework (12/23)

2

Project Planning

(7/8)

2.6 Risk Management

- Risks and uncertainties including natural disasters, political turmoil & riots or as simple as undesirable weather conditions can have a major impact on an event
- A risk management plan is created for organizers to follow in case of any unexpected event to tackle the situation while continuing to as promised
- Steps in composing risk management plan are:
 - Risk identification
 - Qualitative and quantitative risk analysis
 - Risk response planning
 - Risk monitoring and controlling

2.7 Resources Acquisition

- Core organizers, organizers with direct contact with a client, cannot perform all the tasks alone and usually assign some or most tasks to external service providers or externally seek resources that cannot be found in house
- External resources and services required include human capital, equipment, accommodation and logistics

MICE Event Management with the PMBOK Framework (13/23)

2

Project Planning

(8/8)

2.8 Schedule

- Each type of attendee has unique conditions when participating in an event
- These can include different timing of arrivals for VIPs, guest speakers and other attendees or overlapping timing when each exhibitor can ship in exhibits

MICE Event Management with the PMBOK Framework (14/23)

3

Project Execution

(1/2)

- ❑ The success of this phase, project execution, is highly dependent on planning accuracy and completeness
- ❑ During execution, continuous modification of an initial plan will occur based on changing client requests and the unfolding of unexpected events or conditions

3.1 Information Distribution

- Information distribution is concerned with communication among organizers, clients, staff and service providers and is intended to update project progress, identify potential issues that may occur with each activity in a given time and align expectations & desired outcomes with related parties

3.2 Project Administration and Modification

- During project execution, factors may change at any time requiring organizers to be ready to adjust an initial plan to cope with the actual situation

MICE Event Management with the PMBOK Framework (15/23)

3

Project Execution

(2/2)

3.3 Executing resources acquisition

- Organizers need to have a fundamental understanding of the resources acquisition process so that they can monitor and evaluate each procuring activity
- During project execution, organizers should consistently monitor and control this task until the event date to ensure they deliver a quality event that meets client expectations and budget

MICE Event Management with the PMBOK Framework (16/23)

4

Project Monitoring and Control (1/5)

- ❑ Project Management Body Knowledge developed by American National Standards Institute (ANSI) has defined project monitoring and controlling as:
“A project management function that involves comparing actual performance with planned performance and taking appropriate corrective actions (or directing others to take this action) that will yield the desired outcome in the project when significant differences exist”
- ❑ It is important for organizers to closely monitor progress and carefully exercise control once the first activity begins

4.1 Risk monitoring & controlling (1/3)

- In the planning phase, identifying risk factors is typically based solely on past experience and available information, although, new risk factors and other challenges may become apparent as the project progresses
- A risk response plan that contains initiatives and solutions for a particular ‘emergency’ should be applied to reduce the impact of this unforeseen weather condition

MICE Event Management with the PMBOK Framework (17/23)

4

Project Monitoring and Control (2/5)

4.1 Risk monitoring & controlling (2/3)

- Another important risk monitoring and controlling feature is to arrange frequent risk meetings among project teams and other stakeholders to keep track of possible risk factors and point them out before they arise
- *Project Management Methodology* by Project Enterprise Program Management Office of Department of Information System has divided risk meetings into three parts:
 - ✓ ***Risk identification meetings*** aim to review and update risks, previously identified in the planning phase, as the extent to which they have developed
 - ✓ ***Executive review meetings*** aim to summarize risks and their probability of happening, possible solutions for each one and an update on project status
 - ✓ ***Project status meetings*** should be held on a regular basis to update and report project risks and status. Together with this meeting, contingency plans need to be prepared to ensure an ongoing operation even when issues arise

MICE Event Management with the PMBOK Framework (18/23)

4

Project Monitoring and Control (3/5)

4.1 Risk monitoring & controlling (3/3)

- Status reports should portray every activity completed, ongoing and pending due to setbacks
 - ✓ Current project status in that an organizer can state that 50% of the project is now completed
 - ✓ Significant accomplishments such as the procurement of logistic service providers or accommodation arrangements for attendees
 - ✓ Scheduled activities to be started in specified timeline
 - ✓ Issues arising
 - ✓ Recovery plan for delayed activities

4.2 Scope

- Scope changes have an impact on project elements such as cost, resources, budget allocation and project schedule
- After changes are set, activities and timeframe need to be modified to cope with scope adjustments

MICE Event Management with the PMBOK Framework (19/23)

4

Project Monitoring and Control (4/5)

4.3 Schedule

- Schedule control is the hardest to manage and the most crucial to event success
- If an exhibition has been mismanaged and delayed, it will cause significant damage to all those involved such as escalated costs for organizers to reorganize or to compensate those attendees

4.4 Quality

- Quality of each activity being performed must be carefully monitored and controlled to ensure its compliance with standards agreed to by clients and organizers

4.5 Contract Administration

- Organizers should examine whether the service rendered by an external service provider is in line with what was agreed to in the contract
- At all times, staff responsible for procuring and compliance assurance should work to inspect the quality of services before making any payment

MICE Event Management with the PMBOK Framework (20/23)

4

Project Monitoring and Control (5/5)

4.6 Cost

- Any change in the events' plans, activities and timeframe can affect both the budget and costs
- Therefore, once organizers have monitored factors that can induce changes in the overall plan, they need to control costs from escalating via:
 - Determine changes in the estimated budget
 - Manage actual changes and take necessary corrective action
 - Inform appropriate stakeholders to authorize changes

MICE Event Management with the PMBOK Framework (21/23)

5

Project Closing

(1/3)

- ❑ Completed programs and activities for a MICE event mark the beginning of the project-closing phase
- ❑ Closing does not mean organizers are entirely finished, as it contains another set of activities that must be done after delivering what clients wanted and will vary between each type of MICE event

Administrative closure

Administrative closure has to do with preparing documentation as to the products or process delivered to a customer asking for approval, recognizing these deliverables have been provided and redistribution of project assets that were rented.

5.1 Post evaluation

- In evaluating organized MICE events, organizers must create evaluation tools and matrices to evaluate all stakeholders involved in delivering an event and will include hotels, venues, logistics service providers, audio & visual service providers, exhibitors, on-site staffs

MICE Event Management with the PMBOK Framework (22/23)

5

Project Closing

(2/3)

5.2 Post-event meetings

- This meeting should be held after the event finishes and attended by every party performing activities solely to summarize the results of all activities and conclude achievements and issues that arose during the event

5.3 Measuring return on investment (ROI)

- Measuring ROI for non-profit associations is to compare results with initial investment
- In case the actual outcome did not meet expected outcome, organizers must be able to identify factors that went wrong and the extent of their impact

5.4 Post-event report

- Results of the PEIR and post-event meeting are synthesized to compose a post-event report pointing out every achievement and lessons learned from project initiation to the very end

5.5 Database preparation

- Every document, planning information, meeting information, other technical information related to the event since the initiation until it finishes, should be properly organized and arranged into a database

MICE Event Management with the PMBOK Framework (23/23)

5

Project Closing

(3/3)

5.6 Other activities

- Other related activities can be preparing thank you notes for sponsors, guest speakers, VIP guests and volunteers
- Moreover, organizers can host functions to celebrate the success of the event among staff as well as use this opportunity to present rewards for distinguished staff and top performers

Chapter 9

Venue Management

- ❑ As every MICE event is hosted in a 'venue', it is clear MICE events and venues are inseparable
- ❑ Despite the distinction in terms of settings and size for each MICE event, similarities shared by all MICE events are:
 - They bring in groups of people with similar interests to pre-arranged facilities
 - Attendee needs will be met by amenities available pre-arranged facilities or venues

Types of Venues (1/7)

- ❑ According to the *APEX Industry glossary* published by The Convention Industry Council, a venue is
 1. Site or destination of meeting, event or show
 2. Location of performance such as hall, ballroom or auditorium
- ❑ Different types of venues can be categorized according to four main intended purposes:
 1. Hotels & Resorts
 2. Convention Centers
 3. Multi-purpose Facilities
 4. Other Venues

Types of Venues (2/7)

1

Hotels & Resorts

(1/2)

- ❑ Over the past 10 to 20 years, hotels and resorts have positioned themselves as venues for MICE events apart from merely providing accommodations to MICE and leisure travelers

Convention Centers	Hotels & Resorts
Advantages	
<ul style="list-style-type: none">• Designed especially to serve the purpose• Usually operated by professionals• Equipped to host any kind of MICE event• Easier to move exhibits in-out• Cheaper booth construction• Adequate parking spaces	<ul style="list-style-type: none">• Accommodation rooms• Cheaper facilities rental (off-peak season)• Higher attendee capture rate• Usually higher quality catering service• Better overall atmosphere
Disadvantages	
<ul style="list-style-type: none">• No accommodation rooms• Layouts difficult to organize in old centers• Space may be unavailable	<ul style="list-style-type: none">• Facilities not especially for MICE event• May lack certain amenities• Exhibits may be difficult to manage• Tedious security measures on floor• Limited parking spaces

Types of Venues (3/7)

1

Hotels & Resorts

(2/2)

- ❑ For exhibition managers, a major advantage in hosting exhibitions in hotels includes having complete control over the event since every function is under one roof
- ❑ Having everyone in the same facility, walking in the same hallways and dining in same restaurants, hotels can create an atmosphere conducive to networking
- ❑ For some exhibition organizers with small to medium-sized exhibitions, hotels are usually cost-effective and easy-to-manage options since they do not have to transport attendees from one place to another
- ❑ One limitation is the size of the function rooms that may force events to be held in separate rooms

Types of Venues (4/7)

2

Convention/Exhibition Centers

- ❑ Convention/exhibition centers are designed especially to host MICE events and combine every necessary amenity
- ❑ Convention centers previously used primarily to host exhibitions are now used for smaller-scale meetings as well with empty spaces arranged and segregated into smaller meeting room areas



(Atlantic City Convention Hall [Photograph]. Atlantic County, New Jersey; Library of Congress, Prints & Photographs Division, NJ,1-ATCI,18-11.)

Types of Venues (5/7)

3

Multi-purpose Facilities

- ❑ Multi-purpose facilities are the newest concept in MICE event venues with their focus on customization and personalization of layouts and configurations for each MICE event
- ❑ Multi-purpose facilities are intended to host many small or large functions simultaneously, while keeping each one private and independent from the others and as they can host under one roof, it is easier to manage continuous flow of attendees

Types of Venues (6/7)

4

Other Venues

(1/2)

- Apart from venues mentioned, other venues serve different purposes and are used for specific MICE events

- ***Sports Facilities/ Arena***

Sports facilities, as the name suggests, are facilities intended to host both indoor (swimming, boxing) and outdoor (baseball, football, motorsports) sporting events. Such spacious facilities can be perfect locations to host certain MICE events with of a certain scale and type including concerts even though they often lack lighting and audio systems.



Rajamangala National Stadium, Bangkok, Thailand

Types of Venues (7/7)

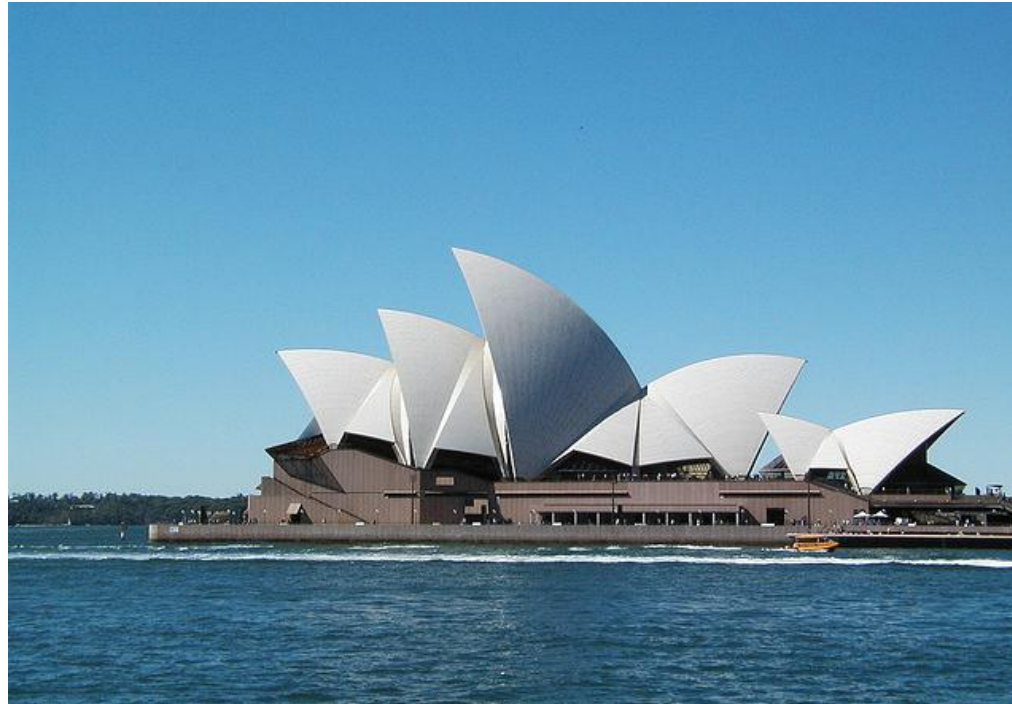
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Other Venues

(2/2)

- ***Music Venues/ Theatres***

This type of facility is designed especially for concerts or live performances.



Sydney Opera House, Sydney, Australia

International Venues (1/6)

1

Messe Frankfurt/Frankfurt Trade Fair (Germany)



(Christian Schmitt. (2007). *Messe Frankfurt*
[Photograph]. Frankfurt, Germany

- ❑ Messe Frankfurt is one of the largest exhibition halls globally equipped with indoor exhibition space of 578,000 square meters
- ❑ The exhibition hall can be separated into 10 exhibition rooms which can also be used for meetings and conventions

International Venues (2/6)

2

Las Vegas Convention Center (The United States)



(IJammin . (2009) . *Las Vegas Convention Center*
[Photograph] . Las Vegas, Nevada

- ❑ Las Vegas Convention Center is among one of the largest convention and exhibition centers in the world
- ❑ Las Vegas Convention Center has been renovating and expanding its facilities that now it has over 975,000 square meters of available space

International Venues (3/6)

3

Singapore Expo (Singapore)



(Nattu. (2008). *Singapore EXPO* [Photograph].
Singapore

- ❑ Singapore Expo is the biggest convention and exhibition center in Singapore with over 100,000 square meters of available indoor space
- ❑ The space can be segregated into 10 separate spaces
- ❑ Singapore Expo is considered to be one of the most equipped convention and exhibition centers in Asia

International Venues (4/6)

4

Hong Kong Convention and Exhibition Center (Hong Kong)



(Edwin. (2007). *Hong Kong Convention and Exhibition Centre* [Photograph]. Hong Kong

- ❑ Hong Kong Convention and Exhibition Center is one of the two main convention and exhibition centers in Hong Kong
- ❑ This center is designed and built to be a multi-purpose facility to host variety of MICE events since Hong Kong is among the top MICE locations in Asia
- ❑ Hong Kong Convention and Exhibition Center equips with an indoor space of 91,500 square meters which can be separated into 12 individual spaces

International Venues (5/6)

5

Abu Dhabi National Exhibition Centre (The United Arab Emirates)



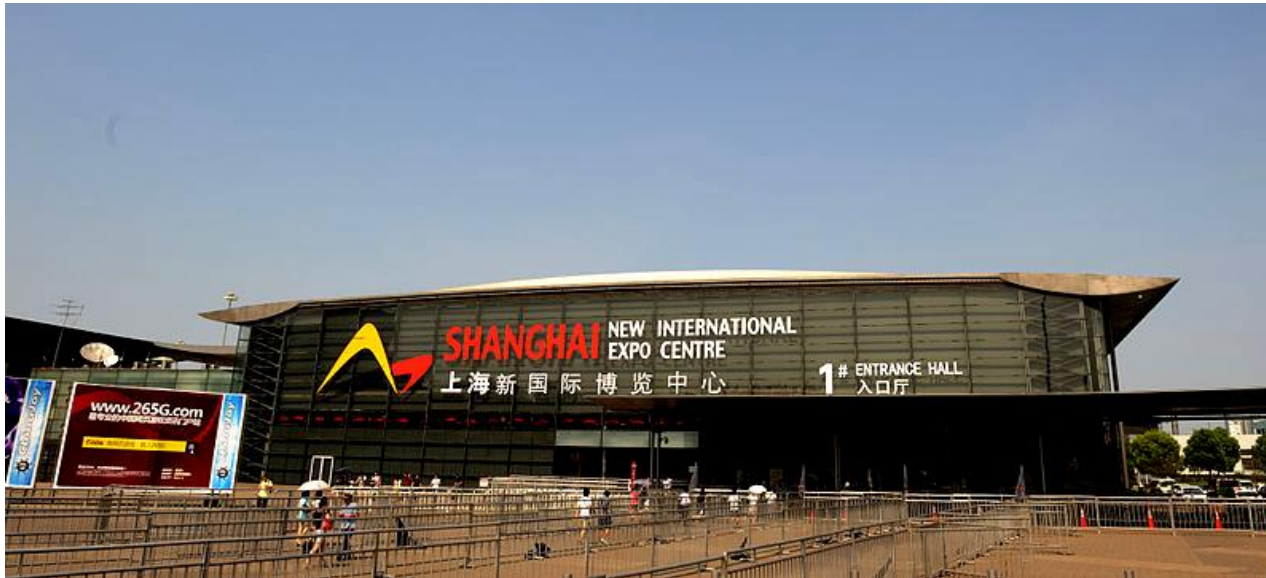
(Anthony DeCosta. (2007). *Exhibition Center* [Photograph]. Abu Dhabi, the United Arab Emirates

- ❑ Abu Dhabi National Exhibition centre or ADNEC has been operated since February, 2007
- ❑ It is the biggest exhibition center in the Middle East with indoor space of 73,000 square meters

International Venues (6/6)

6

Shanghai New International Expo Center (China)



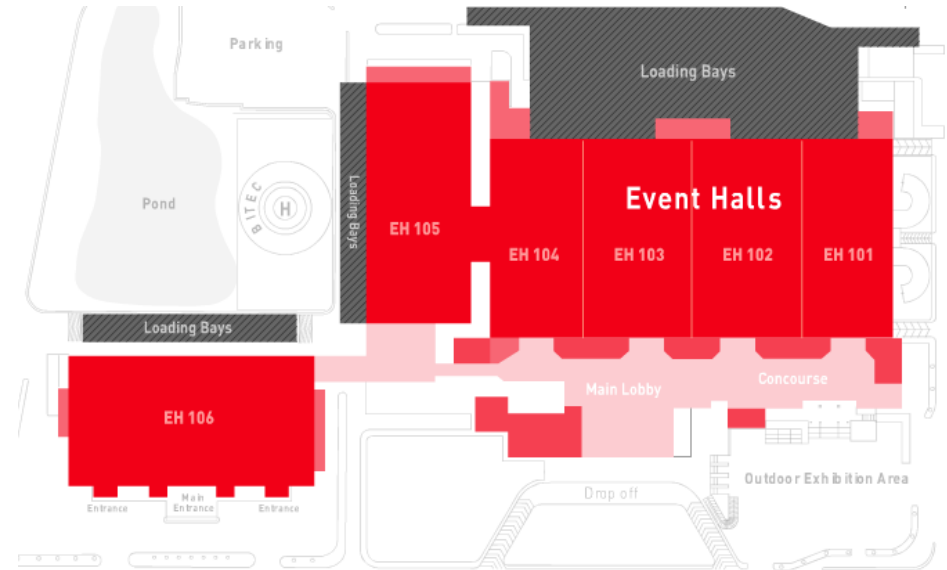
(Pyzhou. (2011). *Shanghai New International Expo Centre* [Photograph] . Shanghai, China

- ❑ SNIEC has been one of the most successful exhibition centers worldwide
- ❑ SNIEC is equipped with indoor space of over 200,000 square meters

Venues in Thailand (1/7)

1

Bangkok International Trade and Exhibition Center (BITEC)

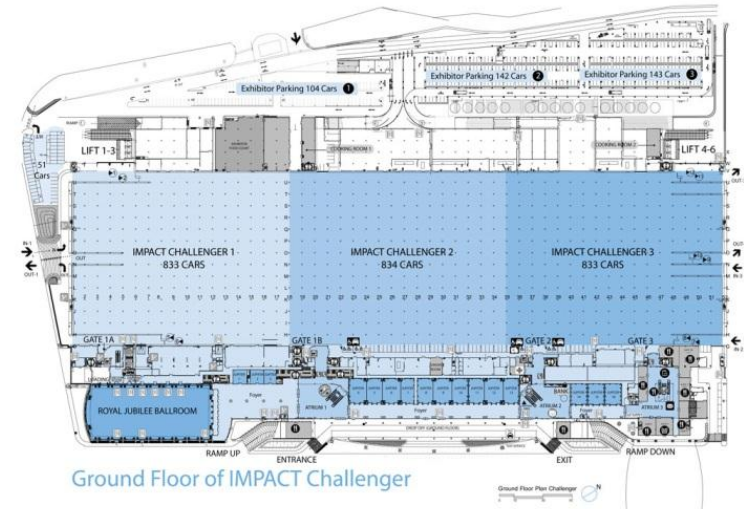


- ❑ Bangkok International Trade and Exhibition Center or BITEC is a convention and exhibition hall with 50,400 square meters of available space
- ❑ It is a good example of multi-purpose facility with multi-story grounds that can be segregated into six separate rooms adjustable in size according to event requirements making it versatile and able to host many MICE events simultaneously

Venues in Thailand (2/7)

2

Impact Arena



- ❑ Impact Arena is a multi-use facility that combines several buildings in a complex that can be used to host individual events independently or combined for one single event
- ❑ Impact Arenais currently one of the largest convention and exhibition centers in Asia with total available space at 140,000 square meters
- ❑ The beauty of this hall is that it can be separated into several smaller function rooms or combined as a single large space

Venues in Thailand (3/7)

3

Queen Sirikij National Convention Center



- ❑ Queen Sirikij Convention Center was the first convention and exhibition center in Thailand
- ❑ With 25,000 square meters available floor space located in the heart of Bangkok, it has been used to host both international and local MICE events

Venues in Thailand (4/7)

4

Royal Paragon Hall Exhibition and Convention Center



- ❑ Royal Paragon Hall Exhibition and Convention Center sits on the fifth floor of Siam Paragon department store located in the heart of Bangkok
- ❑ Its location offers maximum convenience with a tradeoff that is unable to host large events
- ❑ Royal Paragon Hall Exhibition and Convention Center has three separate exhibition spaces that can alter a layout to a certain degree to fit specific requirements

Venues in Thailand (5/7)

5

Pattaya Exhibition and Convention Hall (PEACH)



- ❑ Pattaya Exhibition and Convention Hall or PEACH is one of the most spacious and high-standard facilities
- ❑ PEACH is different from other halls in Thailand with its modern designs and facilities located at the cliff making which can offer an amazing view
- ❑ It is equipped with indoor space of 4,851 square meters with 4 surrounding hotels to accommodate attendees
- ❑ PEACH can host all types of MICE events and special events

Venues in Thailand (6/7)

6

Bangkok Convention Centre at Central World

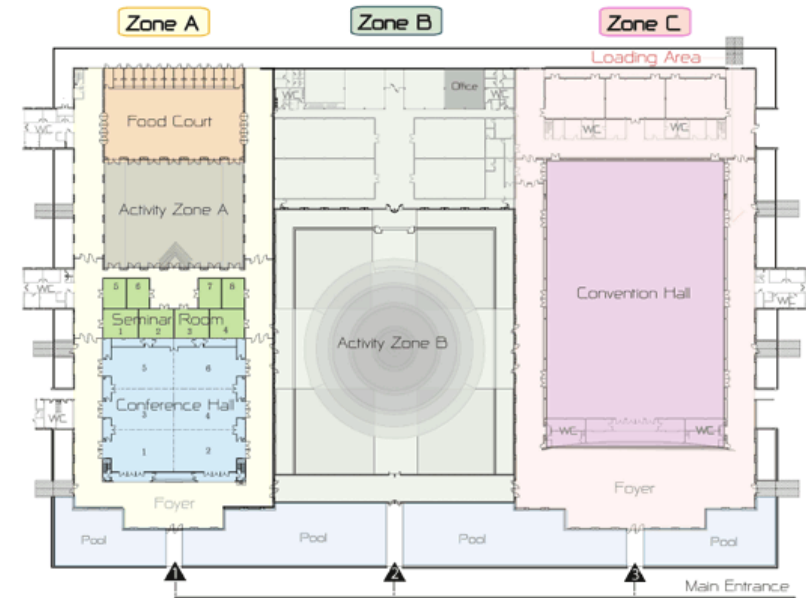


- ❑ Bangkok Convention Centre is located at the heart of Bangkok on the 21st and 22nd floor of Centara Grand hotel at Central World department store
- ❑ It can accommodate many types of MICE events and special events whether they are meetings, conventions, seminars and many more
- ❑ Bangkok Convention Centre has over 5,400 square meters of indoor space and extra-high ceiling of 13.5 meters from the ground

Venues in Thailand (7/7)

7

The 60th Anniversary of His Majesty the King's Accession to the Throne International Convention Center – ICC Hat Yai



- ❑ Built to host exhibitions, both international and domestic conventions, its total space is 15,000 square meters
- ❑ Located in the province of Hat Yai, Southern Thailand, the center has been widely used to host many events on a regional scale

Compositions of Venues Inducing Venue Selection Decision (1/17)

- ❑ Venues must meet with event qualifications based on but not excluding the number of attendees, size of the event, types of attendees
- ❑ Therefore, it would not be an understatement to say that the venue is vital to the success of any MICE event
- ❑ Organizers will dedicate significant time to make many site inspections to choose the most suitable venue

Venue Size

Venue Location

Venue Layout

Venue Infrastructure

Transportation Access

Compositions of Venues Inducing Venue Selection Decision (2/17)

Venue Size

- ❑ Hall size is a key determinant that can sway a decision
- ❑ With estimated number of attendees expected, organizers must look for venues that can accommodate the headcount
- ❑ With exhibitions, hall size must be appropriate to the number of booths and leave space open to accommodate sellers and buyers

- ❑ Parking is as important as the size of the hall when it comes to why organizers choose venues
- ❑ Parking spaces are necessary and should be available in an amount proportionate with the venue size
- ❑ If venues are conveniently connected to public transportation, parking may have a lower level of importance

Compositions of Venues Inducing Venue Selection Decision (3/17)

Venue Location

- ❑ Location is another factor that determines the size and capacity of venues
- ❑ Usually, large venues are located in suburban areas since areas mid-town are limited

Venues in urban areas	Venues in suburban areas
Advantages	
<ul style="list-style-type: none">• Take less time to reach• Convenient to reach the venues• Close to where attendees stay	<ul style="list-style-type: none">• Less traffic congestion• Adequate parking• Spacious halls to host large events
Disadvantages	
<ul style="list-style-type: none">• Can cause traffic congestion in the area• Rush hours may cause inconvenience• Limited space to host large events	<ul style="list-style-type: none">• Takes long time to commute• Inconvenient if no public transportation• Transportation may be costly

- ❑ Location is not a sole factor that draws a line as to appropriateness with every event, as each type of event requires a different location

Compositions of Venues Inducing Venue Selection Decision (4/17)

Venue Layout

(1/4)

- ❑ Floor plans usually vary depending on event type as other specific considerations such as entries & exits along with barriers & utility ports

Hall Space

- Hall size is a key determinant of whether a venue will be chosen by organizers
- Venue operators must have all the information about every square-meter within the venue, as organizers need to know the actual area that can be used in terms of square meters or feet

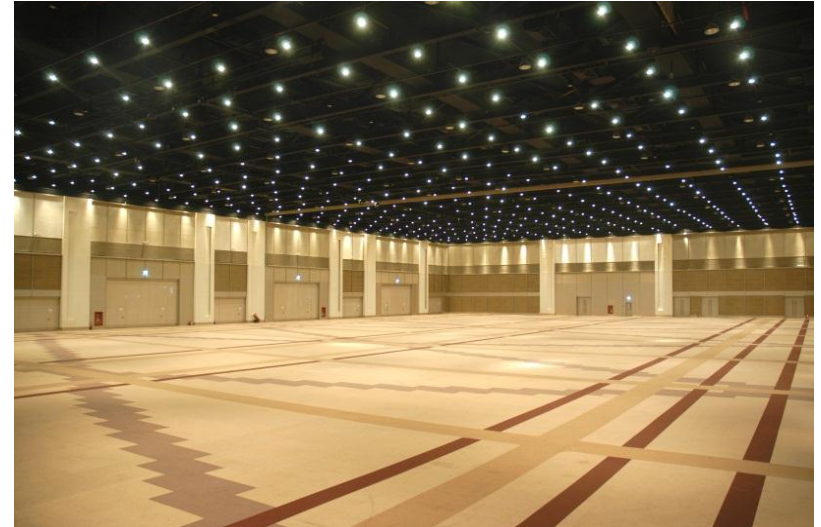
Compositions of Venues Inducing Venue Selection Decision (5/17)

Venue Layout

(2/4)

Ceiling Height

- Ceiling height is an essential consideration when it comes to exhibitions to accommodate tall booths as well as ease construction and dismantling
- Venues such as hotels are suitable to host exhibitions that do not require high overhead spaces, but convention and exhibitions centers may be more appropriate to host large sophisticated exhibitions due to their flexible designs that can provide maximum convenience



Compositions of Venues Inducing Venue Selection Decision (6/17)

Venue Layout

(3/4)

Number of Entries and Exits

- Entrance and exit numbers will determine management of attendee traffic flow
- Halls with shared single entry and exit can help organizers control the overall atmosphere of the event but can easily be the cause of congestion
- On the other hand, halls with multiple entries and exits can ease overcrowding

Emergency Exits

- Even though this is not a main factor that can hinder or help a final decision, venue operators should design appropriate emergency exits according to the size of the venues and local laws

Compositions of Venues Inducing Venue Selection Decision (7/17)

Venue Layout

(4/4)

Location and Size of Restrooms

- Even if restrooms are not a main decision influencer, venue operators should plan the location of restrooms with convenience proximity to event spaces
- Apart from restroom locations, the number available should also be proportionate to venue capacities

Compositions of Venues Inducing Venue Selection Decision (8/17)

Venue Infrastructure

(1/9)

- ❑ Infrastructure considerations vary depending on the types of event and the level of importance placed on each item by an organizer
- ❑ Main infrastructures that should be provided and managed include:

Lighting System

- A lighting system is a key component of any events as it can enhance the attractiveness
- Different events seek different lighting to create different atmospheres

Audio and Video Equipment (1/2)

- Requirements regarding audio and video equipment become more complex when it comes to conventions and exhibitions
- Conventions usually have more attendees

Compositions of Venues Inducing Venue Selection Decision (9/17)

Venue Infrastructure

(2/9)

Audio and Video Equipment (2/2)

- Much the same as with having an adequate lighting system, an audio and video system is vital as it can enhance the overall atmosphere of an event

Acoustic System (1/2)

- Acoustic system is another factor that can influence the decision of organizers especially in hosting meetings and conventions
- Two factors affect the quality of acoustic system within venues, interior designs and material used for noise absorption

Compositions of Venues Inducing Venue Selection Decision (10/17)

Venue Infrastructure

(3/9)

Acoustic System (2/2)

- Rooms or halls without proper acoustic system can cause reverberation or an echoing of sounds after that sound was made
- Venue operators, at first, should clearly identify the main purpose that each hall is expected to perform prior to designing an acoustic system

Compositions of Venues Inducing Venue Selection Decision (11/17)

Venue Infrastructure

(4/9)

Internet Connections

- The need for an internet connection has become an inseparable part of daily life
- Therefore, venues must provide internet connections through Wi-Fi (Wireless Fidelity)
- Even though Wi-Fi services may not be the most important factor that influences the decision to choose a venue, it is a simple and essential service to have

Compositions of Venues Inducing Venue Selection Decision (12/17)

Venue Infrastructure

(5/9)

Radio-Frequency Identification System (RFID) (1/2)

- RFID system is now heavily used in meetings and conventions
- It is widely used as a tool for delegates' identification and registration. Venues that have RFID systems intact can offer additional services, such as:
 - Access control: RFID readers at every entrance to instantly and automatically identify personnel with RFID-enabled badges as to areas through which they can pass. It is very effective in zoning the event floor creating privacy and safety for VIPs, attendees and organizers

Compositions of Venues Inducing Venue Selection Decision (13/17)

Venue Infrastructure

(6/9)

Radio-Frequency Identification System (RFID) (2/2)

- VIPs can be instantly identified with RFID readers; therefore, ushers can approach and offer services especially for them without taking time in personally identifying each delegate.
- Document receipts can be easily tracked through registration with RFID tags.

Compositions of Venues Inducing Venue Selection Decision (14/17)

Venue Infrastructure

(7/9)

Supporting Facilities

- Other supporting facilities are secondary considerations that organizers take into account when selecting venues
- These facilities are essential as they it can complement organizer plans and services provided to attendees

Loading Area

- For large events especially exhibitions, sufficient loading areas is a huge plus for organizers when choosing a venue
- Standardized loading docks must have the exact height as the containers to simplify the process of moving containers in and out with forklifts

Compositions of Venues Inducing Venue Selection Decision (15/17)

Venue Infrastructure

(8/9)

Interpretation system

- Imagine an international convention with attendees coming from different countries, interpretation system can ensure their understanding simultaneously when the program is running
- Simultaneous interpretation usually requires experts who can interpret content from the source language to the target languages as fast as possible leaving the context unchanged



Compositions of Venues Inducing Venue Selection Decision (16/17)

Venue Infrastructure

(9/9)

Safety and Security System

- Safety and security issue is another important factor when organizers choose hosting venues
- Venues with appropriate and effective safety and security measures is important for MICE events especially for ones with important figures attending since these people usually require utmost protection

Waste Management System

- Waste, water management and garbage management systems can add value to services venues can provide as well as support green meeting initiatives

Compositions of Venues Inducing Venue Selection Decision (17/17)

Transportation Access

- ❑ A venue located downtown or in urban areas may have little concern with linkage to transportation routes as convenience and coverage by transportation systems especially public transportation in urban areas is usually well-developed
- ❑ Countries with better transportation accessibility, therefore, can be at an advantage over less developed countries
- ❑ Another inevitable consideration is parking space with effective parking management tools and systems to ensure full utilization of available spaces in an organized manner even with large number of attendees

Venue Management (1/10)

- ❑ Looking at venue management as a business, return for venue operators is the fees charged for services provided

Maintenance

Marketing and Public Relations

Box Office and Registration

Human Resources

Development

Safety and security

Compliance

Insurance

Venue Management (2/10)

Maintenance

- ❑ Maintenance should be regarded as one of the most important aspects of venue management to ensure a venue is kept at its best conditions to host MICE events of any kinds
- ❑ Maintenance of venues includes maintaining cleanliness, conditions of facilities, renovating layouts and designs & renovating buildings
- ❑ Venues make up of many facilities and equipment that must be maintained to prolong usefulness and preserve performance
- ❑ Layouts and interior designs of venues must also be renovated as appropriate. Venue operators can schedule this process from time to time to control time and cost
- ❑ Layouts and interior design have an impact on organizer decisions, as discussed earlier; therefore, venue operators should keep them modern and up-to-date

Venue Management (3/10)

Marketing and Public Relations

- ❑ Marketing products and services are essential every business owner. Likewise, venue operators must market their venues to target audiences who, in this case, are organizers
- ❑ Venue operators can use price incentives, additional services as methods to attract organizers to host MICE events at their venues
- ❑ Primarily, venue operators can promote venues through local CVBs
- ❑ Trade and road shows provide an opportunity for venues to show case themselves and what they can offer to potential clients and as such, they must try to present themselves in a unique and attractive manner

Venue Management (4/10)

Box Office and Registration

- ❑ MICE events come in many forms, some are without entrance fees while some require entrance tickets to be purchased
- ❑ Some events may require registration for attendees to receive a personal badge
- ❑ Venue operators must take into consideration these possible options and make certain they can provide facilities to support each activity
- ❑ Fortunately, technology has become an important part of registration and ticketing services due to its ability to save time, cost and promote convenience



Venue Management (5/10)

Human Resources

- ❑ Human resources is all about finding the right people at the right time and putting them in the right spot to avoid unnecessary costs
- ❑ Some tasks are also more cost-effective to outsource

Development

(1/2)

- ❑ As dynamic as the MICE industry is, venues as a key component contributing to the success of MICE events should keep track of any changes and development within the industry reflected in organizer and attendee requirements
- ❑ Apparent trends include an increase in technology requirements like Wi-Fi coverage, RFID, new registration systems, waste management and energy conservation

Venue Management (6/10)

Development

(2/2)

- ❑ For venue operators, keeping up with these continuous and ever-changing trends is a challenge

Promoting sustainability as venue operators

- Location selection with sustainable considerations as a criteria for new venues
- Consider switching to sustainable utilities sources such as solar cell panels
- Construction materials and designs with minimal damage to the environment
- Zoning and add green areas
- Waste and garbage management systems that protect environment



Sydney Convention and Exhibition Centre was accredited by Silver Certified from Earthcheck which is one of the forefront organizations certifying sustainable management in tourism industry

Venue Management (7/10)

Safety and security (1/2)

- ❑ Safety and security is an important factor that organizers take into consideration when choosing venues
- ❑ Especially after the most outrageous terrorist attack 9/11, safety and security and emergency tackling plans have become even more important especially for MICE events attended by many important figures
- ❑ Emergency response plans vary depending on the type of MICE events, size, number of attendees and location of the venue

Venue Management (8/10)

Safety and security (2/2)

- ❑ However, emergency response plan normally include these aspects:
 - Possible unexpected events
 - Direct supervisors authorized to handle each issue
 - Responsibility of each supervisor under each circumstance
 - Emergency contact point & location
 - Transportation access in case of emergency
 - Evacuation plan
 - Communication plan under emergency state

Venue Management (9/10)

Compliance

- ❑ Laws and regulations in every country usually contain sections that impose standards on buildings and spaces around them
- ❑ In Thailand, the law enforcing buildings regulations is the Building Control Act regulating issues such as the strength and quality of material used to construct buildings, areas within buildings, width of walkways, surrounding spaces and security and safety issues like sufficient ventilation, utilities, fire prevention, fire extinction system and fire exits
- ❑ Apart from laws enforced directly on buildings, venue operators must also act according to other civil and commercial codes directly related to their business
- ❑ These laws include tax & duty laws and labor protection acts

Venue Management (10/10)

Insurance

- ❑ To ensure the smoothness of the event is through insuring over other possible risks
- ❑ In most cases, venues usually insure against these risks:
 - *Cancellations*: With insurance, venues operator can hedge themselves against these risk. Venues will be compensated for cancellations upon previously agreed reasons of cancellations.
 - *Attendees' welfare*: In case of accidents within venues on attendees, venue operators are usually liable to those damages on the attendees.
 - *Buildings*: In case of unexpected incidents that cause damages on any part of the building, insurance can be an effective tool to compensate for the damages.
- ❑ Insurance is not mandatory for any venue operators, though having insurance can ensure venues over numerous risks

Chapter 10

MICE Industry Logistics

Logistics and Transportations

- ❑ **Logistics** can be defined as *management* of the flow of goods or people from a point of origin to a point of destination
- ❑ This flow is managed while taking into consideration two factors - time and cost

- ❑ **Transportation** is simply a movement of people or goods from one location to another

- ❑ There are three main components in transportation, ***infrastructure, vehicles and operations***
- ❑ Transport infrastructure is a fixed installation required for transportations
- ❑ Vehicles are instruments that utilize transport infrastructures
- ❑ Operations are how these vehicles operate

Modes of Transportation (1/7)

- ❑ Choosing a mode of transportation has become more complicated and requiring effective planning
- ❑ The three main modes of transportation, *air, land and sea* each have advantages and disadvantages making it impossible to point out which one is the best

Air Transport

(1/2)

- ❑ Considering time as the most crucial factor, air transport will definitely be the most effective mode of transport in transporting people and items from one place to another
- ❑ There are two main air transportation usages, passengers and freight
- ❑ Most commercial airlines service passengers who wish to travel from one location to another
- ❑ The other usage of air transportation is freight airlines that specialize in transporting goods, mail, cargo and other tangible items

Modes of Transportation (2/7)

Air Transport

(2/2)

- ❑ With air transportation, users usually have to bear more cost when compared to other modes of transportation
- ❑ Apart from costs, the size of items to be transported is also limited those that can fit inside a plane
- ❑ For commercial aircraft, plenty of time is typically spent before, during and after flights

Modes of Transportation (3/7)

Land Transport

(1/3)

- ❑ Land transportation can be divided into two modes

Rail Transport (1/2)

- Rail transport can transport both people (passengers) and goods (freight). Passenger trains are used to transport people inter-city and intra-city transit
- Inter-city service typically entails higher speeds with longer distance between cities
- Intra-city transit entails lower speed, shorter routes and more stops along the way
- Regardless of whether rail travel is between cities or within a single city, it can save significant travelling time and lessen pollution

Modes of Transportation (4/7)

Land Transport

(2/3)

Rail Transport (2/2)

- The other type of rail transportation is freight trains used to transports cargos and goods
- Freight trains offer an efficient way to move goods due to its lower price and loading capacity
- A major drawback with freight trains is that the network does not always allow for door-to-door delivery

Modes of Transportation (5/7)

Land Transport

(3/3)

Road Transport

- Road transportation utilizes networks of highways and roads to transport people and goods from point A to point B
- With modern highways that connect every city and important location within a country, transportation of people and goods is fast and more convenient as it can provide door-to-door delivery
- Unlike rail transportation, road transportation does not require stations, ports or terminals to be able to operate making road transportation very flexible
- However, road transportation is less efficient than the railway when load capacity or distance to cost is compared

Modes of Transportation (6/7)

Water Transport

(1/2)

- ❑ The slowest method, yet one of the most popular, especially for cross-continental transportation, is by water and is probably the most suitable for moving goods over long distance
- ❑ However, it may not be the most popular method to transport people except for recreational purposes
- ❑ Modern freight ships can be categorized according to their purpose;
 - *Bulk carriers* – transport bulk cargo items
 - *Container ships* – carry and transport truck-sized containers
 - *Tankers* – transport goods in liquid form
 - Reefer' ships have a temperature-controlled compartment for perishable commodities
 - RORO ships, roll-on/roll-off ships, are specifically designed to carry cargo with wheels such as automobiles

Modes of Transportation (7/7)

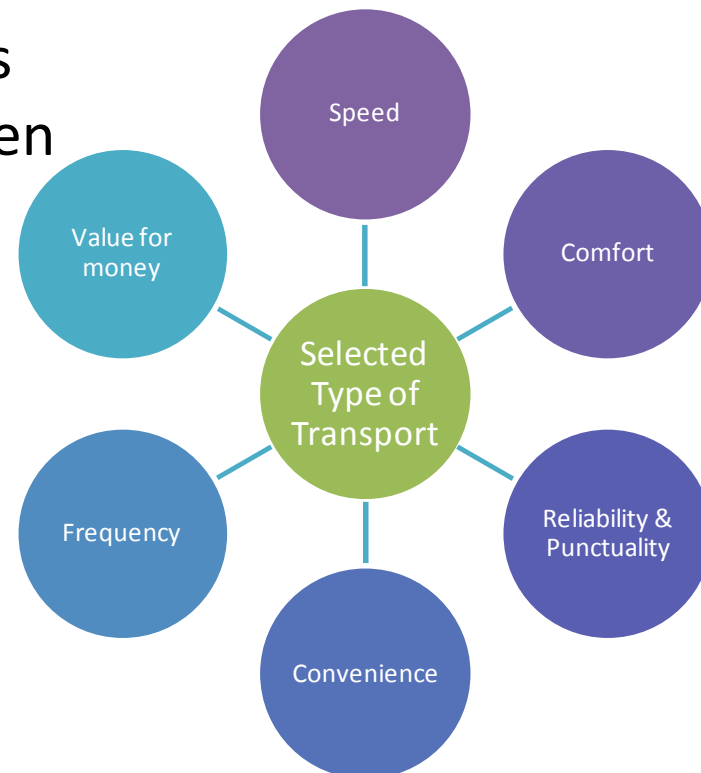
Water Transport

(2/2)

- ❑ With so many varieties of ship, logistic management companies need to select the most appropriate one for the products to be transported
- ❑ Not only ships, but also route or shipping lanes have been developed to maximize efficiency and economy of scale that can drive the cost per unit down and has made water transport the bridge between other modes of transport in multi-modal transportation
- ❑ One important disadvantage is that it depends on ports to have access to a certain location
- ❑ Another limitation lies in operating speed

MICE Industry Logistics (1/5)

- ❑ To ensure the success of the event, transportation methods and arrangements must be well planned
- ❑ MICE events have specific requirements and precisions in terms of logistics and transportation
- ❑ Six specific requirements organizers need to take into consideration when planning and selecting modes of transportation;



Business Travel by Rob Davidson (1994)

MICE Industry Logistics (2/5)

1

Speed

- ❑ The faster the journey and the shorter the time spent on transportation, the better it is for business travelers
- ❑ However, better benefits come with greater cost
- ❑ It is necessary for organizers to balance between the two to get delegates to the destination in an appropriate amount of time at a reasonable cost

2

Comfort

- ❑ The opportunity to sit comfortably and relax with minimum distractions are qualities for which people traveling for business purposes, even to attend MICE events, are willing to pay extra
- ❑ On the other hand, this factor may not be of much importance when it comes to transporting goods, as organizers simply need to ensure their condition is maintained at all times

MICE Industry Logistics (3/5)

3

Reliability and Punctuality

- ❑ As time is one of the most vital matters for business travelers and to MICE attendees, reliability and punctuality of any transport services must be ensured to mitigate risk
- ❑ Organizers and exhibitors also need to stress reliability and punctuality qualities in the services rendered by transportation service providers
- ❑ To ensure everything goes according to plan, organizers should take into consideration not only the time required for transportation but also time required for clearing goods through customs

4

Convenience

- ❑ Convenience is linked with many business travelers' need for speed and is not limited to location or public transport networks, it can be incorporated into the services designed to save time or prevent frustration
- ❑ For transporting goods and equipment, convenience may be less important when compared to reliability and speed

MICE Industry Logistics (4/5)

5

Frequency

- ❑ Another factor closely related to convenience is frequency
- ❑ An airline company with frequent flights schedules for each route will allow MICE attendees to tailor their itinerary according to their schedule
- ❑ For transporting goods and equipment for MICE events, most cargo airlines and shipping companies operate with regular intervals and schedules that are typically fixed
- ❑ This means that an organizer must decide on the mode of transport to use based on the scheduled delivery time and then work backward from there

6

Value for money

- ❑ Value for money is one of the most important factors for business travelers and MICE organizers
- ❑ A transport operator who can offer superior services with a competitive price will have a distinct advantage

MICE Industry Logistics (5/5)

- ❑ When considering the mode of transportation for MICE attendees traveling from abroad, air transport should be the most preferable choice because it is the fastest way for attendees to get to the destination
- ❑ However, once they reach the airport, they might require transportation to their hotel or to the venue
- ❑ Exhibitions often require complicated logistics planning since they involve transportation of both people and exhibits
- ❑ Organizing any successful exhibition relies on well-planned logistics in three phases: *build-up*, *exhibit* and *dismantling*
- ❑ However, before anyone can create a flawless logistics plan, time & budget constraints as well as space limitations need to be analyzed and dealt with in the planning stage

Related Stakeholders in Logistics and Transportation (1/7)

Ports and Stations

- Some types of transportation cannot take place without the existence of ports
 - *Airports* are locations where aircraft take off and land. Most international airports also offer space for aircraft to go through maintenance.
 - *Seaports* are locations where ships dock to transfer goods and resupply all needed resources. Port location is selected to optimize access between land and water for commercial usage, especially for large container ships due to their need for deep water.

Related Stakeholders in Logistics and Transportation (2/7)

Port Authority of Thailand (PAT)

- The Port Authority of Thailand (PAT) is a state-owned enterprise responsible for regulating ports in Thailand
- Laem Chabang and Bangkok, Thailand's two largest ports are under PAT governance in collaboration with other public companies

Airports of Thailand (AOT)

- The Airports of Thailand is a state-owned enterprise responsible for regulating and operating airports in Thailand

Immigration Bureau

- The Immigration Bureau is responsible for granting visas to non-Thai nationals who wish to come to Thailand
- The connection to MICE industry lies in the leniency and simplicity of this process

Related Stakeholders in Logistics and Transportation (3/7)

Customs

- The Customs Department is responsible for collecting tariffs for imports & exports passing through the borders of Thailand
- As every exhibit going in or out of Thailand must pass the customs department, the customs department can be regarded as a gatekeeper allowing goods and equipment in and out of the country

Food and Drug Administration

- Food and Drug Administration ensure the quality of food, drugs, medical devices, chemicals and cosmetics available in the country
- Rules and regulations set by Food and Drug Administration also play a role in the exhibition industry as some rules may apply to the quality of exhibition goods entering the country

Related Stakeholders in Logistics and Transportation (4/7)

Thailand Industrial Standard Institute (TISI)

- Its main role is to undertake standardization with a commitment to promote and develop industry
- TISI also participates in the development of international and regional standards with other standard setting bodies such as the International Organization for Standardization (ISO), the International Electrotechnical Commission (IEC) and the ASEAN Consultative Committee for Standards and Quality (ACCSQ)
- In exhibitions, products that are shipped into the countries may be under the inspection and authority of TISI to evaluate and ensure their quality meets national standards
- Therefore, organizers may need to declare and take into consideration beforehand TISI rules and regulations to avoid potential complications once the goods arrive in country

Related Stakeholders in Logistics and Transportation (5/7)

Office of Agriculture Regulations

- The Office of Agriculture Regulations operates under the Thai Department of Agriculture
- Their role includes monitoring and controlling import & exports along with the manufacturing & sale of agricultural products

Office of the National Broadcasting and Telecommunications Commission (NBTC)

- NBTC are responsible for a vast array of broadcasting and telecommunications products and related services
- Therefore, MICE organizers must study the rules and regulations set forth by NBTC in case an exhibitor plans to bring equipment related to broadcasting and telecommunication into the kingdom

Related Stakeholders in Logistics and Transportation (6/7)

Excise Department

- The Excise Department, like Customs, collects taxes on items entering or sold within the borders of Thailand
- The difference is that these taxes are on special types of product imposed with higher taxes and include liquor, cigarettes, gasoline, cosmetics, automobile and boats

Airlines

- Airlines are companies commercially operate aircrafts for transporting passengers and goods
- Passenger airlines are those operated aircrafts for the purpose of transporting people to various destinations
- On the other hand, freight airlines are aircrafts operators specialized in handling and delivering of tangibles

Related Stakeholders in Logistics and Transportation (7/7)

Shipping Companies

- A shipping company is specialized in transporting goods on ships

Freight Forwarders

- Freight forwarders are companies that organize shipments of goods for individuals or corporations and will make contracts with airlines and shipping companies to facilitate the transport of goods
- They act as an intermediary standing between those who need goods delivered and companies that can deliver those goods

Chapter 11

Service Providers

- ❑ For MICE event organizers to compete and maintain their competitiveness, it is essential for them to provide impeccable and unforgettable services to MICE travelers
- ❑ Direct stakeholders include Travel Management Companies (TMCs), Destination Management Companies (DMCs), Professional Conference Organizers (PCO), Professional Exhibition Organizers (PEOs) and Convention and Visitors Bureaus (CVB)
- ❑ Indirect stakeholders include insurance, advertising, logistics, catering and other general service contractors
- ❑ Other parties include governmental organizations such as Thailand Convention and Exhibition Bureau (TCEB), Thailand Incentive and Convention Association (TICA) and Thai Exhibition Association (TEA)

Roles and responsibilities of key stakeholders (1/3)

Travel Management Company (TMC)

- ❑ A TMC represents companies that wish to host corporate meetings or other types of business travel
- ❑ With their core business in providing business travel plans and corporate meeting arrangements, TMC are usually able to collaborate and negotiation more effectively with their network providers and deliver the best services for their clients

Destination Management Company (DMC)

- ❑ A DMC is typically involved in the corporate meetings and incentive travel industry and are usually experts in the location they represent
- ❑ Their services include venue selection, ticketing, transportation arrangements, accommodation planning, travel plans and other services and acts as an intermediary between a client and service providers in shaping corporate meetings or incentive travel programs

Roles and responsibilities of key stakeholders (2/3)

Incentive Organization / Incentive House

- ❑ Incentive organizations or incentive houses, they work closely with a client in shaping a program that can motivate and enhance efficiency
- ❑ Incentive houses can be categorized into two groups: *full-service incentive organizations* and *fulfillment service organizations*

Professional Convention Organizer (PCO)

- ❑ Professional convention organizers organize convention for interested companies grouped as a core PCO or a local PCO
- ❑ Core PCO directly work with an association wishing to organize the convention
- ❑ In turn, a core PCO will often sub-contract many tasks in organizing a convention to local PCOs and other service providers
- ❑ Therefore, their main role is an administrative one that monitors and steers actions in the right direction
- ❑ Local PCO are usually contacted by a core PCO to work on their behalf in organizing conventions from a beginning logistics plan and through venue sourcing and other related tasks that must be done for a convention to occur

Roles and responsibilities of key stakeholders (3/3)

Professional Exhibition Organizer (PEO)

- ❑ A Professional Exhibition Organizers (PEO) organizes or facilitates exhibitions as an association itself or as an entrepreneur
- ❑ An association PEO's main purpose is not profit but is to create business opportunities and information dissemination platforms for exhibition attendees
- ❑ On the other hand, an entrepreneur PEOs' main objective is to generate profit through sales of exhibition space and tickets to attendees

Convention and Visitors Bureau (CVB)

- ❑ Convention and Visitors Bureau (CVB) is usually an organization centralizing support for its regional MICE industry to act as a regional MICE industry facilitator
- ❑ CVBs are responsible to provide maximum convenience for attendees and support & increase local organizer capabilities

Roles and responsibilities of other service providers (1/7)

Venue Management Company

- ❑ A venue management company manages venues (private or public) for MICE events including everything from maintaining the cleanliness to renovations when needed
- ❑ Their roles also include bidding for MICE events to host at the venues they represent

General Service Contractor

- ❑ DMCs, PCOs and PEOs usually do not perform every task in organizing MICE events either because a lack of expertise, personnel or excessive costs
- ❑ General Service Contractor, especially in exhibitions, perform every task possible such as floor planning, preparing and administrating the construction and dismantle of booths, arranging logistics for exhibits as well as preparing appropriate number of personnel to work on-site

Roles and responsibilities of other service providers (2/7)

Creative Design and Advertising Company

- ❑ They are responsible for tasks such as creating the overall theme of an event and applying it to every component including promotional materials and banners
- ❑ Exhibitions require advertising to create awareness with both the exhibitor and attendee target audiences

Insurance Company

- ❑ Every MICE event involves lives and valuable objects being put at risk
- ❑ Damages from any unanticipated event that might occur say fire, theft or earthquake can lead to massive monetary loss when an organizer must compensate for such damages as well as other opportunity costs such as loss of business opportunities for attendees or even death
- ❑ Therefore, to mitigate these risks, organizers usually go to insurance companies to insure that in case of any unexpected incidents happens

Roles and responsibilities of other service providers (3/7)

Equipment Rental Company

- ❑ MICE events often consists of a myriad of details that should not be overlooked as they often provide that final touch that can both compliment and complete an event
- ❑ This also applies to the wide array of equipment needed at an event including speakers, stage props, lighting & audio control, matching curtains & carpet and specific furniture

Cleaning Company

- ❑ At the end of each day of or at the end of each event, the space utilized needs to be tidied up and ready for the next day or the next event

Security Company

- ❑ MICE events often involve large numbers of people as well as valuable belongings and exhibits calling for appropriate security measures at the venue to avoid theft, damage or risk to attendee lives and belongings

Roles and responsibilities of other service providers (4/7)

Translators

- ❑ Many MICE events are international which includes attendees and guest speakers from all over the world
- ❑ Translators are required at many MICE events to ensure a full understanding of all information gets to attendees from every nation
- ❑ Interpreter in MICE events, especially conventions, include simultaneous interpreters who are experts who can interpret content from the source language to the target languages as fast as possible leaving the context unchanged

Catering Company

- ❑ Catering services are an essential factor to complete a MICE event
- ❑ Catering companies can manage serving large numbers of snacks, meals and beverages efficiently and at a standardized quality

Roles and responsibilities of other service providers (5/7)

Tour Guides

- ❑ Tour guides are most essential in the incentive travel sector
- ❑ With their specific knowledge about the local area, they can provide services to MICE travelers by taking them to local attractions and by providing necessary assistance along with cultural and historical information

Logistics Company

- ❑ Organizers usually require external specialized service providers that can provide logistic services with a high level of expertise
- ❑ Logistics includes transporting exhibits to be used in exhibitions from their origin countries to the destinations and transporting attendees from one place to another
- ❑ This must also be managed under time and budget constraints, restrictions and tedious customs and immigration processes

Roles and responsibilities of other service providers (6/7)

Professional Event Registration Company

- ❑ MICE events commonly involve substantial numbers of people attending from across the globe
- ❑ To minimize complications in the registration process for attendees and VIP guests, organizers often employ an external provider to handle registration as they can provide an efficient service based on expertise, software and technology designed to support registration in an organized and simplify manner

Commercial Bank

- ❑ Services performed by commercial banks that serve the MICE industry are currency exchange service and letter of credit (LC)
- ❑ In addition, commercial banks can act as facilitators for any transactions made in the MICE events among buyers, sellers and attendees

Roles and responsibilities of other service providers (7/7)

Credit Card Company

- ❑ Online transactions have been receiving greater popularity and often used regularly in the recent days
- ❑ Professional registration companies together with credit card companies are usually collaborate to provide this option of payment for attendees
- ❑ Transaction on-site, especially in exhibitions, can also be done using credit card apart from wiring the money internationally which credit card companies in collaboration with exhibitors can facilitate this service for attendees

Roles and Responsibilities of Supporting Governmental Organizations

(1/9)

Thailand Convention and Exhibition Bureau (TCEB)

- ❑ Its main role is to provide support for Thailand's MICE industry, which encompasses many aspects:
 - Set policies and measures to promote Thailand's MICE industry
 - Market & promote Thailand's MICE industry, organizers and service providers internationally
 - Provide monetary incentives to bring in more MICE events
 - Act as the center of information and guidance related to MICE industry
 - Support organizations and associations wishing to bid for MICE events
 - Develop and train MICE personnel to enhance their capability and competitiveness

Roles and Responsibilities of Supporting Governmental Organizations (2/9)

Thailand Incentive and Convention Association (TICA)

- ❑ Main purpose is to promote and support Thailand as a desired destination for MICE attendees and organizers
- ❑ To achieve this goal, TICA focuses its efforts on many activities:
 - Attend renowned trade shows and road shows to promote Thailand's MICE industry
 - Develop member directory comprised of hotels, DMCs, PCOs, PEOs, contractors, venues
 - Develop other promotional materials for Thailand's MICE industry

Roles and Responsibilities of Supporting Governmental Organizations

(3/9)

Thai Exhibition Association (TEA)

- ❑ TEA supports and develops the capability of their members as well as Thailand's exhibition industry through:
 - Being a center of knowledge and information about industry trends
 - Collaborating and expanding networks with international associations to increase the potential Thailand will be chosen as a destination for exhibitions
 - Arranging training sessions for their members to enhance the development and competitiveness of Thailand's exhibition industry in the global arena

Tourism Authority of Thailand (TAT)

- ❑ Its main roles are to support, promote and develop tourist attractions in Thailand and create awareness among international tourists
- ❑ Through marketing and promotional campaigns, awareness created among tourists can also be leveraged by the MICE industry especially for the corporate meetings and incentive travel sectors

Roles and Responsibilities of Supporting Governmental Organizations

(4/9)

Ministry of Tourism and Sport

- ❑ Ministry of Tourism and Sport directly promotes and supports tourism, sport and recreation sectors of Thailand
- ❑ Their policy also guides the way the MICE industry is directed and promoted keeping in mind the close link usually found between the MICE industry and tourism

Thailand Board of Investment (BOI)

- ❑ Its main role is to promote more investment in Thailand usually through tax incentives to attract international companies and investors to do business in Thailand
- ❑ Corporate meetings and other MICE events can serve as a means to demonstrate to international corporations the business platform in Thailand as well as incentives that can be attractive for long-term investment plans

Roles and Responsibilities of Supporting Governmental Organizations

(5/9)

The Customs Department

- ❑ It is an import & export tax collector and a promoter of international trade and exports of Thailand
- ❑ The Customs Department and MICE industry link mostly through THE exhibition industry when exhibits are transported into Thailand or when Thai exhibits are transported out of the country

Department of Public Works and Towns & Country Planning

- ❑ Its role entails setting of policies as well as rules and regulations related to city planning, urban design, public works, building & construction controls and land administrative & control
- ❑ The relationship of this organization and MICE industry lies in the restrictions imposed on venues constructed for MICE events that venues must comply with if they wish to remain open

Roles and Responsibilities of Supporting Governmental Organizations

(6/9)

Ministry of Foreign Affairs

- ❑ Ministry of Foreign Affairs directly governs the macro policies of international relationships and promotes relationships and cooperation with other countries
- ❑ Their role encompasses visa issuance as well as managing and governing the process before granting entrance into Thailand
- ❑ The connection to the MICE industry lies in the leniency and simplicity of this process since it is one factor that affects the decision of attendees and organizers to choose a MICE destination

Port Authority of Thailand

- ❑ It is responsible for improving logistic routes and issuing and enforcing rules & regulations related to goods that enter the country
- ❑ The Port Authority of Thailand has a direct influence on the industry specifically the exhibition sector since many exhibits are being transported by sea

Roles and Responsibilities of Supporting Governmental Organizations

(7/9)

Thai International Airways

- ❑ Thai International Airways promotes the MICE industry through collaboration with other organizations bidding for MICE events in providing special prices and packages for MICE travelers

Airport of Thailand Public Company

- ❑ Its role and responsibilities include improving and managing air logistic routes, develop and improve services within airports and other operations that can affect a first impression about Thailand
- ❑ Its roles also cover handling and managing exhibits and equipment to be used for MICE events in case they are transported by plane

Roles and Responsibilities of Supporting Governmental Organizations

(8/9)

Department of International Trade Promotion (DITP)

- ❑ Department of International Trade Promotion or DITP is to promote exports, expand new markets for Thai manufacturing goods & services and to add value to exported goods & services of Thailand
- ❑ Therefore, it has a close relationship with the MICE industry especially an exhibition sector
- ❑ DITP has often hosted exhibitions for various industries aiming to promote and create opportunity for Thai manufacturers and service providers

Immigration Bureau

- ❑ Immigration bureau located at sea ports, airports and at every borders of Thailand
- ❑ Its roles and responsibilities include screening and permitting any individual, even though that person holds a Thai nationality, entering the Kingdom of Thailand
- ❑ The convenience and professional service through offering a fast and accurate service at immigration can increase the satisfaction and promote Thailand as a MICE destination

Roles and Responsibilities of Supporting Governmental Organizations

(9/9)

Bangkok Metropolitan Administration

- ❑ Bangkok Metropolitan Administration acts as a local government of Bangkok via formulating and implementing policies, rules and regulations for every aspect
- ❑ Proper investments and policies can enhance the competitiveness of Bangkok to support MICE events especially large ones such as conventions and exhibitions

Municipal Office

- ❑ Municipal offices and travel and tourism representatives in local areas can collaborate to facilitate MICE events and attendees in order to provide the maximum convenience as well as exceptional experiences
- ❑ This can be done through setting rules and regulations, facilitating logistics arrangements, safety and security measures or maintaining city's attractions

Chapter 12

MICE Industry Standards

- ❑ As with many other industries, standards and guidelines are help those involved, either on the supply or demand side, to know what best practices are and how best to follow them
- ❑ Standards in place or being put into place are there to provide MICE industry professionals with a set of standards to control and ensure quality performance by and for industry stakeholders
- ❑ Being accredited, especially to be among the first, can increase a firm's competitive edge in a sector
- ❑ Increasingly, many international organizations and associations are developing standards and guidelines for the MICE industry

International Organization for Standardization (ISO)

(1/9)

BS 8901 (ISO 20121)

- ❑ BS 8901 is the first standard intended to guide a management in implementing sustainable development in the field of event organization
- ❑ BS 8901 covers three parts:



- *Planning* involves developing policy for sustainability, identify and engage with stakeholders and identify key sustainability issues
- *Implementation* has to do with the development and adoption of key management systems
- Lastly, *monitoring & control* involves implementation of control protocols for performance measurement against pre-determined targets, correcting & tackling nonconformance, review and feedback preparation

International Organization for Standardization (ISO)

(2/9)

ISO 50001: Energy Management Systems (1/3)

- ❑ ISO 50001:2011 provides the most robust framework for optimizing energy efficiency in public and private sector organizations
- ❑ The objective of ISO 50001 is to assist organizations to establish systems and processes for improving their energy performance, which will lead to reduction in energy cost, greenhouse gas emissions and other environmental impact
- ❑ The implementation of an *energy management system* (EnMS) specified by ISO contains five parts:

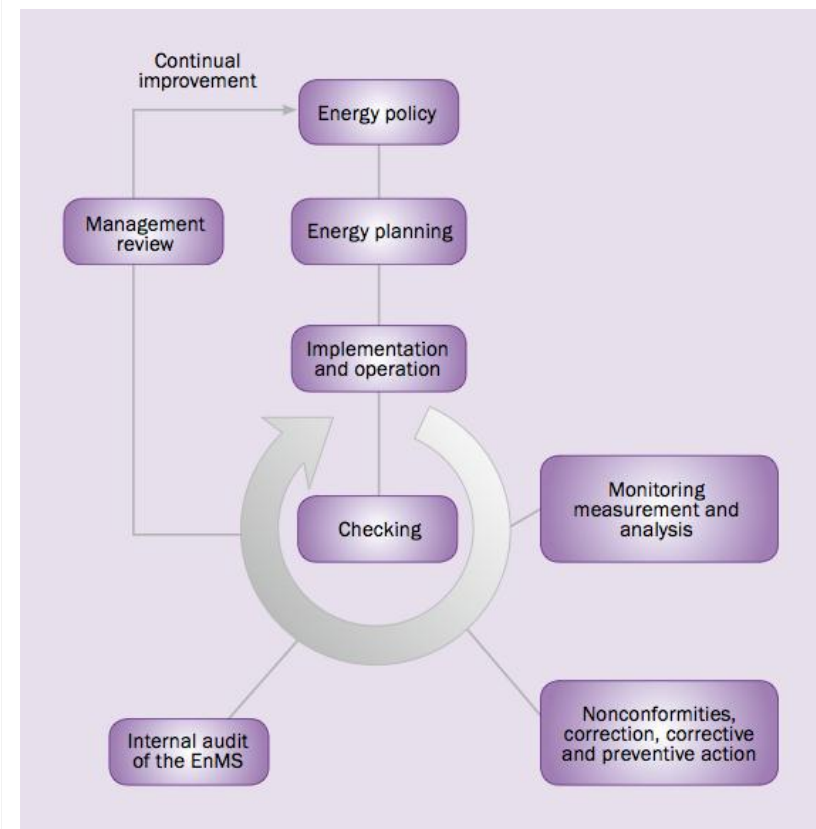
1) Policy

2) Planning

3) Implementation and Operation

4) Checking Performance

5) Review of the Energy Management System



Source: International Organization of Standardization (ISO), 2011

International Organization for Standardization (ISO)

(3/9)

ISO 50001: Energy Management Systems (2/3)

1) Policy

- The energy policy that an organization establishes has to state its commitment for achieving improved energy performance
- The policy has to define scope and boundaries of the planned energy management system, appropriate to its energy use

2) Planning

- ISO 50001 requires an organization to establish energy planning that address an energy profile, energy baseline, energy performance indicators, legal & other requirements, objectives, targets and action plans

3) Implementation and Operation

- Responsibilities of the organization in this process are to ensure the conformity in energy policy, procedures or energy management system (EnMS) requirements and to provide needed training associated with the control of its significant energy uses and the operation of its energy management system

International Organization for Standardization (ISO)

(4/9)

ISO 50001: Energy Management Systems (3/3)

4) Checking Performance

- To check EnMS performance within an organization, monitoring measurement and analysis of the energy profile, significant energy use and effectiveness of the action plans are required

5) Review of the Energy Management System

- Top management, defined in ISO 50001 as a person or group of people who direct or control an organization at the highest level, has to review performance its energy management system
- The process includes previous management review, energy policy, energy performance, evaluation of legal compliance, energy objectives & targets achievement, audit results and recommendations for improvement, to ensure consistent suitability, adequacy and effectiveness

International Organization for Standardization (ISO)

(5/9)

ISO 22000: Food Safety Management System (1/2)

- ❑ ISO 22000 is a globally accepted standard for food safety management (FSMS) launched by International Organization of Standardization
- ❑ It is designed with a tailor-made approach that provides flexibility for all organizations in the food chain and other related services in the food chain to operate in compliance with set standards
- ❑ ISO 22000 has combined four key elements
 - 1) *The Hazard Analysis & Critical Control Points (HACCP) Principles***
 - The HACCP principles along with its application steps identify and assess all hazards that might be expected to occur in the food chain
 - 2) *Prerequisite Programs***
 - ISO 22000 also requires an organization to establish prerequisite programs (PRPs), the basic conditions and activities necessary to maintain a hygienic environment

International Organization for Standardization (ISO)

(6/9)

ISO 22000: Food Safety Management System (2/2)

3) *Interactive Communication*

- Clear communication along the food chain, both upstream and down stream and within the organization is required by ISO 22000 to ensure all relevant food safety hazards are identified and adequately controlled at each step along the food chain

4) *System Management*

- ISO 22000 require an organization to design, establish, operate and update food-safety management systems (FSFM) within the framework of a structured management system
- A food-safety management system (FSFM) includes four components:
 - Management responsibilities
 - Resource management
 - Safe product planning and realization
 - Validation, verification and improvement food safety management
- ISO 22000 not only benefits the food industry but also other industries like MICE industry where the safety of food provided to attendee is a concern

International Organization for Standardization (ISO)

(7/9)

ISO 25639: Exhibitions, Shows, Fairs and Conventions (1/2)

- ❑ Launched in 2008, ISO 25639 is the first International Standard for exhibitions, fairs and conventions and is expected to bring greater transparency and consistency to the exhibition industry
- ❑ ISO 25639 consists of two parts
 - ❑ The first part, ISO 25639-1, addresses terminology and definitions frequently used in the industry
 - ❑ While the second part, ISO 25639-2, provides standard measurement for statistical purpose related to exhibition

ISO 25639-1 Part 1: Vocabulary

- The first part contains a list of terms along with their definitions often used in exhibition and are meant to be used as universal definitions that will allow for objective comparisons as well as a clear visualization when used
- The glossary also aims to promote professionalism and raise standards in the exhibition industry and to serve as a guideline for stakeholders in the industry when publishing statistical data related to exhibition industry

International Organization for Standardization (ISO) (8/9)

ISO 25639: Exhibitions, Shows, Fairs and Conventions (2/2)

ISO 25639-2 Part 2: Measurement Procedures for Statistical Purposes

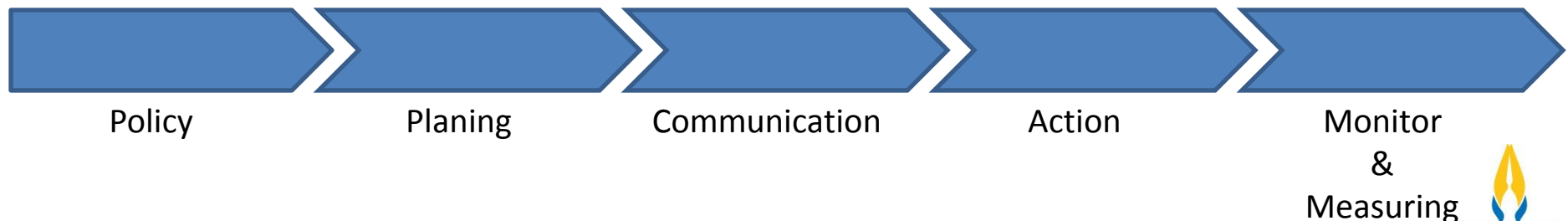
- Part 2 provides standard measurement procedures for the terms commonly used in exhibition industry and defined in Part 1 and is intended to ensure and promote consistency in statistical interpretation
- With ISO 25639, stakeholders within the industry will be able to communicate employing the same definitions and statistical referencing

International Organization for Standardization (ISO)

(9/9)

ISO 14000: Environment Management System

- ❑ ISO 14000 is in alignment with sustainability and the green concept
- ❑ ISO 14000 is about environmental management systems for business. The first step requires top management to set proper policy for environmental conservation within the firm
- ❑ The planning phase requires a business to identify environmental issues caused by the company
- ❑ This information as well as policy set earlier is used to form an environmental management plan that clearly spells out all tasks and projects, responsible parties and time needed to complete tasks
- ❑ Then, the company is required to put the plan into action
- ❑ After putting a plan in place, the next step is monitoring and measuring



National-level Standards and Guidelines

(1/11)

TISI 22300 MICE Security Management Standard (MSMS) (1/2)

- ❑ MICE Security Management Standard (MSMS) or TISI 22300, was developed by the Thailand Convention and Exhibition Bureau (TCEB) and Thailand Industrial Standards Institute (TISI) to guarantee international level security within the industry
- ❑ Under MSMS program, organizations within the MICE industry such as venue providers, exhibitors and other service providers wishing to be certified by this standard have to implement five key elements:
 - 1) Establish an organization security policy that covers threats & risk for its security operation, intentions to prevent & control unsafe incidents and determine to enhance security & risk management within the organization
 - 2) Develop a plan for security management, prevent & control risk, as well as respond to emergency situations
 - 3) Implement and operate resources, roles and responsibilities for training, communication documentation control, operational control and preparedness & response

National-level Standards and Guidelines

(2/11)

TISI 22300 MICE Security Management Standard (MSMS) (2/2)

- 4) Revise and improve operations through system assessments and internal audits
- 5) Evaluate policy, planning, implementation and efficiency of the overall process



National-level Standards and Guidelines

(3/11)

Green Meetings Guideline (1/6)

- ❑ Corporate, associates and other players in the industry are beginning to realize the importance of sustainable development
- ❑ Furthermore, many associations and governmental bodies are also starting to set sustainability standards to define how they can align their business with this concept effectively

Concept (1/3)

- ❑ The most common reference to a definition of sustainable development is from *Our Common Future*, has defined sustainable development as follows:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it two key concepts:

- *The concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and*
- *The idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs*

National-level Standards and Guidelines

(4/11)

Green Meetings Guideline (2/6)

Concept (2/3)

- ❑ Furthermore, several points must be clearly identified for proper definition of sustainable development according to ISO
 1. *The process is providing an enduring, balanced approach to economic activity, environmental responsibility and social progress*
 2. *Sustainable development is about integrating the goals of a high quality of life, health and prosperity with social justice and maintaining the earth's capacity to support life in all its diversity*
- ❑ Generally, the concept of sustainability development is composed of three pillars;
 - People** – Apart from fair wages and complying with labor laws, a company needs to take into account employee welfare and health as well as creating a pleasant working environment
 - Planet** – It is important to consider the impact of spending natural resources together with a time-frame be it short-, mid- or long-term
 - Profit** – The easiest to gauge, is monetary profit from its operation

National-level Standards and Guidelines

(5/11)

Green Meetings Guideline (3/6)

Concept (3/3)

- ❑ The concept of 3 P's has been further expanded to make it more applicable in shaping management schemes, called the '*triple bottom line*'
- ❑ In management of any business, incorporating sustainability requires it to balance three objectives:
 - **Economic activities (*Profit*)**: value creation, profitability, efficiency, quality of goods and services and innovation
 - **Social progress (*People*)**: use of human resources, workplace healthiness and safety, culture enhancement, diversity management, education and training
 - **Environmental responsibility (*Planet*)**: eco-efficiency, waste control, water usage, energy usage and recycling
- ❑ The concept of sustainable development has spread across every industry, as well as in the MICE industry in what many call 'Green Meetings'
- ❑ The Convention Industry Council has defined green meetings as "a meeting that incorporates environmental considerations to minimize its negative impact on the environment"

National-level Standards and Guidelines

(6/11)

Green Meetings Guideline (4/6)

Green Meeting Guideline by TCEB (1/3)

- ❑ The Green Meetings Guideline provides a guideline for planning and organizing meetings and events in such a way as to eliminate, reduce or recycle waste along with other environmental concern
- ❑ This guideline aims to enhance the environmental consciousness of event planners as well as demonstrate the advantages of conducting environmentally aware events
- ❑ This guideline covers elements related to stakeholders in the MICE industry include:

Convention/ Exhibition Venues

- The guideline gives recommendations on three issues: valuable resource usage, waste & pollution reduction and chemical reduction for convention & exhibition venues

Accommodation

- Guidelines include valuable resource usage, waste & pollution reduction and chemical reduction

National-level Standards and Guidelines

(7/11)

Green Meetings Guideline (5/6)

Green Meeting Guideline by TCEB (2/3)

Transportation for Delegates, Exhibition Visitors, Tourists and Equipments

- Guidelines in this topic are mainly focused on energy consumption and pollution reduction by encouraging visitors to use public transport

Food and Beverage

- Guideline to reduce waste and pollution as well as chemical reduction in food and beverages served and consumed in meetings and events

Convention and Exhibition Production

- Several guidelines are recommended for convention and exhibition production regarding waste and pollution reduction, chemical reduction and valuable resource usage

Communication and Public Relations

- Promoting events through electronic media channels is encouraged to reduce waste and pollution along with designing an environmental friendly medium

National-level Standards and Guidelines

(8/11)

Green Meetings Guideline (6/6)

Green Meeting Guideline by TCEB (3/3)

Tokens and Souvenirs

- Environment preservation in designing and manufacturing tokens and souvenirs used in MICE event are recommended through eco-design, green procurement and avoiding ingredients from plants or animal facing extinction

General Office Procedure

- The guideline is focused on increasing the potential within the employee by defining environmental promotion policy, changing employee behavior, promoting green procurement and making agreements on environmental issue

National-level Standards and Guidelines

(9/11)

Quality Tourism Services

- ❑ The QTS scheme is accredited to product and service providers
- ❑ Certified product and service providers have to pass strict annual assessments that show the capability to produce high standard products and services including:
 - Providing clearly displayed prices
 - Displaying clear information
 - Ensuring attentive customer service

The Singapore Service STAR (STB)

- ❑ Singapore Service STAR was developed to recognize and promote businesses that deliver good services by setting standards in the tourism industry
- ❑ Singapore Service STAR accredited scheme covers business in retail, food & beverage and nightlife
- ❑ The service standards in tourism industry can benefit service providers within the tourism industry as well as in the MICE industry since these standards can ensure high quality and professional service of the country a main concern in choosing a MICE destination

National-level Standards and Guidelines

(10/11)

European Training Certificate – Access for All in the Tourism Sector (ETCAATS)

- ❑ ETCAATS has two main aims which are to (1) *develop online learning course in accessible tourism* and (2) *to develop roadmap for an EU certification system for the area of accessible tourism*
- ❑ **Accessible tourism** (also known as “Access Tourism”, “Universal Tourism”, “Inclusive Tourism” and in some countries such as in Japan “Barrier-free Tourism”) is tourism and travel that is accessible to all people, with disabilities or not, including those with mobility, hearing, sight, cognitive, or intellectual and psychosocial disabilities, older persons and those with temporary disabilities

National-level Standards and Guidelines

(11/11)

T-QUAL Accreditations (Australia)

- ❑ T-QUAL is an Australian government's quality benchmark for tourism industry which licenses quality assurances schemes to large tourism organizations, business operators and other related service providers
- ❑ T-QUAL endorsed programs include:
 - ***Australian Tourism Accreditation Program*** certifies operators that met specific quality criteria in terms of their commitment towards providing customer satisfaction
 - ***AAA Tourism's Star Rating Scheme*** accredits accommodation operators via evaluating their facilities, services, cleanliness, quality and condition
 - ***Eco Certification*** certifies operators that commit to balancing business needs, environmental preservations and social & cultural sustainability
 - ***EarthCheck Certified*** aims to help travel and tourism industry operates with higher efficiency while maximizing guests experiences and minimizing environmental damages
 - ***Savour Australia Plate Rating Scheme*** ensures and recognizes excellence, professionalism and sustainability in restaurants and catering sector

Standards and Guidelines

(1/14)

APEX/ ASTM Environmentally Sustainable Meeting Standard

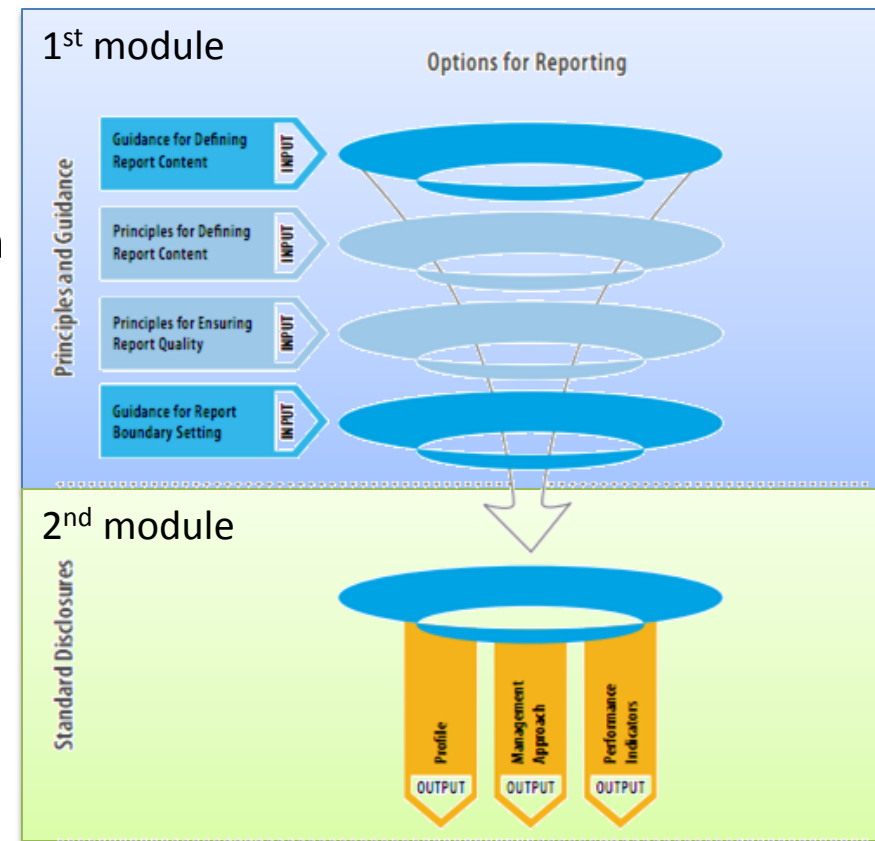
- ❑ This green meeting standard offers a checklist for both planners and suppliers to follow provide a consistent and uniform measurement for environmental performance
- ❑ APEX/ASTM standards provide a minimum best practice that, as mentioned, serves as a checklist for those who voluntarily choose to follow
- ❑ This standard requires cooperative effort from both planners and suppliers
- ❑ Standards evaluate green performances from nine distinct areas:
 1. Accommodation
 2. Audio visual
 3. Communication
 4. Exhibits
 5. Food & beverage
 6. On-site office
 7. Destination
 8. Meeting venue
 9. Transportation

Standards and Guidelines

(2/14)

GRI Sustainability Reporting Guidelines (1/4)

- ❑ This guideline was developed to promote economic sustainability and to be an internationally accepted standard for organizations of all size, type, sector and region
- ❑ It is by far the most widely used sustainability-reporting framework
- ❑ A *sustainability-reporting framework* is “a practice of measuring, disclosing and being accountable to internal and external stakeholders for an organization’s performance towards goals of sustainable development”
- ❑ This GRI guideline can generally be divided into two modules
 - 1) Principle (*Standard*)
 - 2) Guidance (*Disclosures*)



Standards and Guidelines

(3/14)

GRI Sustainability Reporting Guidelines (2/4)

❑ The first module of framework

Principles and Guidance

Guidance for Defining Report Content

Input

Principle for Defining Report Content

Input

Principle for Defining Report Quality

Input

Guidance for Report Boundaries Setting

Input

❑ Prior to disclosing any data, three of reporting aspect should be attended;

Step 1: Defining report content

- To ensures balanced and reasonable disclosure
- Contents should have these qualities:
 - **Content**: important and able to influence stakeholder decisions
 - **Inclusiveness**: content responds to what stakeholders expect
 - **Sustainability**: present performance in a wider context of sustainability
 - **Completeness**: reflect organization's economic, social and environmental significance

Standards and Guidelines

(4/14)

GRI Sustainability Reporting Guidelines (3/4)

Step 2: Defining data quality

- To ensure the quality of information as well as the way it is presented
- Decisions related to processing and choosing data to be disclosed should align with these principles:
 - **Balance**: information should reflect both positive and negative impacts of its performance
 - **Comparability**: information should be selected, compiled and consistent. It should be able to indicate changes in performance overtime
 - **Accuracy**: information must be sufficiently accurate and detailed for stakeholders to assess performance
 - **Timeliness**: reporting must occur in a timely manner
 - **Clarity**: information should be made available in such a way that is understandable and accessible by stakeholders
 - **Reliability**: information should be gathered, compiled, analyzed and disclosed in such a way that when subjected to examination the quality of the information remains clear

Standards and Guidelines

(5/14)

GRI Sustainability Reporting Guidelines (4/4)

Step 3: Setting reporting boundaries

- Performances to be included in the report should be from components both upstream and downstream upon which the reporting organization exercises control or significant influence

- **The second module of framework** is the standards of disclosures that specify the base content in final sustainability report

1. Strategy and profile

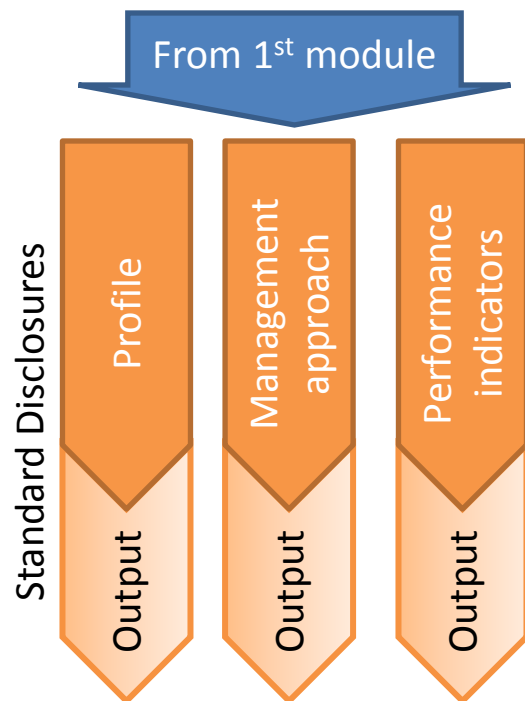
- The overall context for understanding performance

2. Management approach

- How the organization handles each topic and should include policy, level of commitment, responsible party for particular matter and milestones

3. Performance indicators

- indicators that provide comparable information related to the economic, environmental and social performance of the organization



Standards and Guidelines

(6/14)

Destination Marketing Accreditation Program (DMAP) (1/3)

- ❑ Destination Marketing Accreditation Program (DMAP) is developed to evaluate the performance of Destination Marketing Organizations (DMOs) or Convention and Visitor Bureaus (CVBs)
- ❑ The purpose of this standard is to create global standard for operational excellence and consistency
- ❑ To receive DMAP accreditation, a CVB has to comply with 54 mandatory standards and 33 voluntary standards in seven areas including:

1) Governance

- DMAP requirements in '*governance*' include; establish a functioning governing body as well as articles of incorporation, bylaws and operating policies, publish vision and mission statements, establish a strategic plan with long term strategies

2) Finance

- DMAP requirements in '*finance*' include; establish a policy for controlling its financial operation along with maintaining insurance coverage to cover potential estimated liabilities

Standards and Guidelines

(7/14)

Destination Marketing Accreditation Program (DMAP) (2/3)

3) Human Resources

- DMAP requirements in '*human resources*' includes maintaining a Human Resources Manual that complies with all government labor and employment laws, conducting periodic performance appraisals for all staff, providing appropriate channels for employees to report and document prohibited activities

4) Technology

- DMAP requirements in '*technology*' includes providing and following e-mail and internet usage policy as well as an information technology/network security policy and externally conducting and storing data backups

5) Marketing and 6) Visitor Services

- To meet marketing and visitor service DMAP criteria, CVBs have to maintain a marketing plan and a comprehensive website that allows visitors to find necessary information, generate reports on advertising, offer meetings and convention services for planner and provide staff training to meet the needs of individual and group markets

Standards and Guidelines

(8/14)

Destination Marketing Accreditation Program (DMAP) (3/3)

7) Destination Development

- DMAP also identifies roles of CVBs in destination development by participating in periodic destination-development assessment ranging from infrastructure needs, demonstrating a need for ongoing product enhancement for the destination as well as a commitment to research and conducts research in visitor and inquiry tracking

Standards and Guidelines

(9/14)

Certified Meeting Professionals (CMP)

- ❑ Certified Meeting Professional (CMP) is a program to certify professionals in the MICE meetings industry
- ❑ It is intended to enhance knowledge as well as professionalism in performance
- ❑ It also promotes professional status and credibility among industry practitioners and ultimately can create conformity in standard of practices

Exhibition Management Degree (EMD)

- ❑ This degree aims to train exhibition professionals to meet future demands
- ❑ The EMD program is divided into four modules

1

basics in exhibition management I

2

basics in exhibition management II

3

Advanced study in exhibition management I

4

Advanced study in exhibition management II

which consist of classes such as marketing management, project management, congress and special events management, risk management and service partners in MICE industry

Standards and Guidelines

(10/14)

Standards Guiding Sustainable Event Management (1/2)

- ❑ The inter-relationships among three standards related to sustainable event management



- ❑ Three standards have been widely accepted when implementing sustainable MICE event management
- ❑ First is BS 8901 or ISO 20121, which points a management system towards sustainable development

Standards and Guidelines

(11/14)

Standards Guiding Sustainable Event Management (2/2)

- ❑ Another is the GRI sustainable reporting guideline that serves as a general framework in reporting the performance of any organization implementing and promoting sustainability management
- ❑ Lastly, APEX/ ASTM sustainable meeting management represents a checklist for planners and suppliers within meetings industry in organizing green meetings

Standards and Guidelines

(12/14)

Planner Perspectives: How to embrace the change? (1/3)

- ❑ The most important entity that must react and integrate green initiatives into their operations is meeting planners
- ❑ Sustainability approach, according to MCI institute takes into account the 5R's –

rethink

reduce

reuse

recycle

report

that must be integrated into every facet of planning, operating and reporting when organizing an event

- ❑ The first step in implementing sustainability management has to do with proper strategic planning, as it always the first crucial step for an event
- ❑ Therefore, before planners can offer a successful sustainable meeting, both a vision and mission must be identified related to organizing green meetings
- ❑ A commitment statement, objectives and implementation plan must cascade down from the vision and mission

Standards and Guidelines

(13/14)

Planner Perspectives: How to embrace the change? (2/3)

- ❑ Possible KPIs and goals for sustainable events could include; *reduced carbon footprint, water saved, recycling amounts, waste reduction and carbon emission offsets*
- ❑ The level of engagement or commitment by professional planners should balance between business value, budgets and commitment with a primary commitment to comply with green meeting standards where planners can also enjoy short-term profit from doing so
- ❑ Strategically implementing sustainability concept into each event also involves cooperation from stakeholders
- ❑ Organizers must identify issues and concern of each stakeholder in shifting to sustainability meeting management

Standards and Guidelines

(14/14)

Planner Perspectives: How to embrace the change? (3/3)

- ❑ Supply chain management is another concern prior to adopting sustainable meetings initiatives
- ❑ Engagement and continuous communication must occur with every entity along the supply chain.
- ❑ In the MPI training course, supply chain management needed to tackle green initiatives and to maintain good relationship with them requires 4 P's:
 - **Partnership** or to create partnership with potential service providers who meet standards set
 - **Policy** as a planner needs to set a clear code of conduct for each supplier
 - **Procurement** includes an assessment of all possible partnerships that can be created and select whoever best meets organizer requirements
 - **Performance management** is the final process of planning that requires planners to come up with a set of guidelines for all parties, on-site audit procedures, evaluation criteria and how to report results that should then be communicated clearly with all the parties involved avoid potential problems

Chapter 13

MICE Ethics

- ❑ A negative impact is inevitable from any industry regardless of how beneficial it may be to the economy and society
- ❑ It is the same with the MICE industry in that numerous benefits to society and the economy come hand in hand with various concerns, perhaps even drawbacks
- ❑ Any MICE event can cause pollution, excessive energy consumption, increase in trash and intensify traffic conditions
- ❑ However, these consequences can be controlled and minimized if event organizers and attendees follow rules and regulations as well as perform their tasks with care and in an ethical manner

Negative Impact

(1/4)

Resource Usage (1/2)

- ❑ In MICE events, massive amount of resources are being used and wasted which are Impossible to avoid
- ❑ This issue has grown to be one of the major concerns of stakeholders in MICE industry as to seeking for new initiatives and strategies that resources can be utilized more efficiently to least impact on the environment

Energy

- Realizing excessive usage of energy and the concept of global warming, many organizations are attempting to reduce energy consumption by coming up with initiatives for more efficient energy use
- In what is widely called “Green Meetings.”

Water

- While traditionally, wastewater goes through drains and sewages and back to its initial source, a green concern is that this wastewater should be collected and purified to certain level before being returned to its initial source to reduce environmental damage to the surrounding communities

Negative Impact

(2/4)

Resource Usage (2/2)

Paper

- MICE events also require an extensive use of papers and other supplies
- Disposable utensils that seem to provide higher level of convenience can also add up to piles of wastes after the event
- It is a duty of organizers to seek for options that has the least impact on the environment given the budget constraint

Chemicals

- Chemicals are usually main components of typical cleaning agents
- Inorganic fertilizers are also used around venues landscaping
- These synthetic fertilizers can damage the condition of the soils and also the atmosphere in the surrounding communities

Negative Impact

(3/4)

Air Pollution

- ❑ Air pollution associated with an event range from dust to emission of greenhouse gases
- ❑ In transporting attendees, it can bring about air and noise pollutions
- ❑ With larger numbers, lack of a well-thought out and followed transportation management, a venue can turn into a relentless congestion of traffic
- ❑ To alleviate and minimize the impact that traffic congestions might have in the host destination, event organizers must carry out proper planning to manage transportation and logistics



Lack of effective transportation and logistics planning and management can cause traffic congestion in the area

Negative Impact

(4/4)

Waste Management



Piles of waste are left behind after every MICE event can upset local communities without proper waste management

- ❑ The concern arises of how to manage waste before, during and after an event to minimize its impact
- ❑ Organizers and venue operators must weigh the pros and cons of different methods to manage waste for the benefit of the local community
- ❑ One of the methods, which is by far is the most popular and cost effective, is to separate trash and waste to recycle them
- ❑ Apart from waste separation, organizers can also reduce waste by using recyclable materials & products along with employing technology such as e-documents to avoid excess printing

Ethics

(1/6)

- ❑ Work ethics are a set of guideline that should be followed by everyone in the organization since they serve as predetermined boundaries to justify actions as to what is right or wrong

Work Ethically

- ❑ The concept of work ethics is sensitive and complex as interpretation and prioritization are at an individual's discretion
- ❑ Work ethics refers to a principle that guides the right way to perform a task and how to maintain their reputation and that of their profession within an industry
- ❑ The importance of working ethically is:
 - It leads to a continuous willingness to perform tasks as well as build a reputation
 - It helps everyone to perform tasks effectively and professionally since the results of ethical work reflect the true state of an employee's effectiveness that without any hidden motives to distort the results
 - Following work ethic criteria creates preferable norms and a work culture as well as enhancing the organization's reputation.

Ethics

(2/6)

MICE Industry Code of Ethics and Code of Conduct (1/2)

- ❑ The general ideas as to preferable codes can be summarized in *seven core areas*
 - 1. Practicing in the MICE industry**
 - Provide a guideline for conduct and behavior and includes how to work and perform tasks morally, honestly, ethically with respect to laws and regulations
 - 2. Negotiating**
 - Negotiation should be carried out with fairness, respect to the rights of others and in good faith
 - 3. Rejecting bribery and other incentives**
 - As taking bribes in the form of money, gifts and services or other incentives harms an organization
 - 4. Maintaining credibility and reputation**
 - A code of ethics and a code of conduct are to build and maintain the reputation of organizations in an industry by establishing guidelines preventing behaviors that can impair the credibility and reputation of an organization and/or its industry

Ethics

(3/6)

MICE Industry Code of Ethics and Code of Conduct (2/2)

5. *Avoiding conflict of interests*

- Events that require many parties to organize may have conflicts of interest among parties

6. *Fairness*

- In every action should be done with fairness and a lack of discrimination of any kind

7. *Environmental*

- Every facet of an event should be attentive to the level of environmental damages that it can cause and should bring about initiatives and actions that can minimize the impact

Ethics

(4/6)

Preferred Attitudes working in MICE Industry (1/2)

- ❑ summary of preferred attitudes for those who work in the MICE industry are as follows:
 - 1. *Service-oriented***
 - The MICE industry requires those within the industry to share a service-minded attitude to provide quality services to meet client expectations
 - 2. *Strive to Learn***
 - It is best for those who work within the industry to strive for new knowledge, update themselves as to these continuous changes and improve their skill sets through self-learning or training to cope with this fast-moving industry landscape and to advance in their career
 - 3. *Self and Social Responsibility***
 - As for those who work in the MICE industry, responsibility over their own actions is a key factor that should prevent mistakes from happening again

Ethics

(5/6)

Preferred Attitudes working in MICE Industry (2/2)

4. Hard Work

- For the MICE industry, organizing MICE events can be tedious, time consuming and requires an eye for detail. Morale and motivation is needed to keep up under time and budget constraints along with a positive attitude and a drive to work hard

Ethics

(6/6)

Consumer Rights and Consumer Protection

- ❑ Many times, a lack of knowledge regarding local laws can be problematic and lead to traveler being taken advantage of while in country
- ❑ With this in mind, many countries are enforcing consumer rights and consumer protection laws
- ❑ Especially for MICE and business travelers, consumer rights protection includes but is not limited to
 - Rights to be compensated for reserved products and services cancelled
 - Rights to cancel any reservation
 - Right to claim any product or service as advertised or disclosed by sellers or service providers
 - Right to be notified of contract expiration dates
 - Right to safety and security measures

Case Studies

(1/3)

Zero-dollar Tour

Questions

What is the cause of this practice?

How can it be stopped?

Will ethics prevent it happening again?

What can be done to rebuild Thailand's image in China?

Management Incentives and Economic Slowdown

Questions

If you were the company hired to organize their incentive trip, what would you do?
Will you proceed and organize the trip for the top management knowing the A is in the red?

Case Studies

(3/3)

Catering Good Food

Questions

What should she do?

What should she have done?

Who is responsible for the increase in cost?