TOURISM AND HOSPITALITY STUDIES

Meetings, Incentives, Conventions and Exhibitions (MICE)

護 照

PASSPORT
Manual on Elective I – Meetings, Incentives, Conventions and Exhibitions (MICE)
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Centre for Food Safety, Food and Environmental Hygiene Department
Introduction

A set of curriculum support package of tourism and hospitality learning and teaching materials is being developed by the Personal, Social and Humanities Education Section of Curriculum Development Institute, Education Bureau for the implementation of the senior secondary Tourism and Hospitality Studies curriculum in schools. The curriculum support package is comprised of eight manuals, and they are developed to broaden students’ knowledge of the eight different units of the Tourism and Hospitality Studies curriculum.

The content of this manual – Meetings, Incentives, Conventions and Exhibitions (MICE), should enhance students’ understanding of the dynamic nature of the tourism and hospitality industry. In addition, the manual includes activities to deepen students’ understanding and help them to apply theories and concepts. Furthermore, students should be able to develop enquiry, problem-solving and decision-making skills through these activities.

All comments and suggestions related to this curriculum support package may be sent to:

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Hong Kong

April 2009
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1. **EVENT TOURISM**

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<th>Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Understand the relationship between events and tourism</td>
</tr>
<tr>
<td>□ Define different types of events</td>
</tr>
</tbody>
</table>

Event tourism is the systematic planning, development and marketing of events as:

- □ Tourist attractions
- □ Catalysts for other developments
- □ Image builders

Event tourism strategies should also focus on a market segment consisting of those who travel to events, or who can be motivated to attend events while away from home.

### 1.1. What are Events?

Events are:

- □ Organized occasions such as meetings, conventions, exhibitions, special events, gala dinners etc.
- □ Often composed of several different-yet-related functions
- □ A unique blend of management, programming, setting and people

### 1.1.1. Types of Event

There are many different types of events. We can group them into three different categories, based on their form or content:

- □ **Cultural events** are activities that contribute to social and cultural life
- □ **Sporting events** are tests of sporting skill through competition for the purpose of spectator entertainment and enjoyment.
- □ **Business events** are meetings, incentive travel, conferences and exhibitions
Activity 1.1

Fill in the form with three Hong Kong-specific examples. You also have to back up your answer by supplying detailed information on the content of each event.

<table>
<thead>
<tr>
<th>Event</th>
<th>Examples:</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural</td>
<td>1.</td>
<td></td>
</tr>
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<td></td>
<td>2.</td>
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<td></td>
<td>3.</td>
<td></td>
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<tr>
<td>Sports</td>
<td>1.</td>
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<td></td>
<td>2.</td>
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<tr>
<td>BUSINESS</td>
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</table>

Activity 1.2

Visit the sixth WTO ministerial conference website at http://www.wto.org/english/theWTO_e/minist_e/min05_e/min05_e.htm and learn more about one big business event. (See also Photo 1)

Photo 1 A typical large MICE event – the WTO 6th Conference

2. THE MICE BUSINESS

**Learning Objectives:**
- understand the type of business MICE represents
- understand the need for MICE
- understand how MICE relates to the tourism and hospitality industry
- find out about the players within the MICE sector

The term MICE (Meetings, Incentives, Conventions and Exhibitions) represents a sector of tourism which includes business events and activities.

Travellers attending MICE activities have a purpose beyond leisure tourism, and are in fact business travellers. These business travellers are connected to different sectors of the tourism and hospitality industry through their MICE activities. (See Figure 1.) Think of business travellers who travel to a city to attend an exhibition. They will need food, drinks, shopping, entertainment, transport, accommodation and more.

![Figure 1 Nature of MICE](image)
**Activity 2.1**

*Based on Figure 1, fill in the cells with what you would need if you were attending a MICE activity.*

---

### 2.1. Reasons for MICE

People who attend MICE activities are mainly there for:

- □ Stimulation – Getting new ideas
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Networking – Meeting with others: colleagues, customers, buyers and people who share the same interests
- Continuing their education – Learning new skills and furthering their education
- Product update – Finding out about new products that are available
- Spread new information – Transmitting new concepts and ideas
- Strategic planning – Collective brainstorming for the future

The heart of MICE is communication!

2.2. Key Players of the Sector

2.2.1. Clients

These are the decision makers who hold these activities. Clients are mainly:

- **Associations** – Non-profit professional, trade or industry organizations formed by their members
- **Corporations** – Companies, entrepreneurial or business organizations
- **Event planners** – Professional agents hired by organizations to plan their business activities

2.2.2. Suppliers

These are the organizations and enterprises which provide services to MICE activities. Major suppliers include:

- **National Trade Organization** – The organization that promotes trade for the country. e.g. Hong Kong Trade Development Council
- **Convention and Visitors Bureau (CVB)** – The organization or government department that promotes MICE activities to attendees and clients while regulating and supporting MICE clients and other suppliers. Some countries, such as the United States, not only have CVBs at a national level but on provincial and municipal (city) levels. Some states only have tourism boards to handle CVB responsibilities. Hong Kong is one example.
- **Airlines** – Provides transportation services for attendees of MICE activities, such as Cathay Pacific
- **Cruise lines** – Provides transportation services, accommodation and venues for attendees of MICE activities
Meetings, Incentives, Conventions and Exhibitions (MICE)

Venues – Provides spaces where MICE activities can be held, such as:
- Convention and Exhibition Centres, built specifically for MICE activities
- Hotel Ballrooms, Conference Rooms or Meeting Rooms
- Alternatives venues include universities, castles and heritage homes

Restaurants – Provides food and beverage for MICE activities and at times can even be used as venues

Accommodations – Hotels, motels and hostels where housing is provided for attendees during MICE activities

Professional Convention Organizers (PCO), also known as Professional Congress or Conference Organizers in some countries, help international conventions clients take care of the professional planning, organizing and management of conventions, including bank account set-up, delivery and site selection

Destination Management Companies – Takes care of MICE clients when they reach their destination cities

Entertainment – Includes performers, venues and performance, which can be part of the programme of MICE activities

Technical specialists – Supports MICE activities by providing professional technology or equipment set-up and operating services, e.g. audio/visual or lighting

Intermediaries – Agencies working as middlemen to book various services, e.g. tour or travel agencies

2.2.3. Other Players

Government organizations – Public organizations, agencies and departments at different levels that provide funding and ideas for various MICE activities:
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Federal (national)
- State (provincial)
- Local (municipal)

□ **Convention industry associations** – Organizations whose members are from the industry, including clients and suppliers, for example:
  - ICCA – International Convention and Congress Association
  - PCMA – Professional Conference Management Association
  - MPI – Meeting Professional Institute

□ **Commercial sponsors** – Companies who provide funding or resources for the MICE activities in return for promoting their brand and products
Activity 2.2

Using the case of the Hong Kong Book Fair (http://hkbookfair.hktdc.com/), list the key players in each sector.

<table>
<thead>
<tr>
<th>Sectors</th>
<th>Who are they?</th>
<th>What are they doing?</th>
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<tbody>
<tr>
<td>Client</td>
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<td>Supplier</td>
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<tr>
<td>Other Player</td>
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</table>
3. HISTORICAL PERSPECTIVE

**Learning Objectives:**

- Understand the history of MICE
- Look at the development of MICE in different countries
- Take a preview of today’s industry

**Activity 3.1**

Before the class, search dictionaries, encyclopaedias or the Internet with the keywords “conference,” or “meeting,” “incentive,” exhibition” and “convention.” Find out about their backgrounds, stories, definitions and histories.

TIP: If you are using the Internet, besides the search engines Yahoo! or Google, you can also try Wikipedia.

**3.1. History**

Meetings in ancient times were discussions of communal interests. Cities acted as focal points. Rome, for example, had its Roman Forum and Comitium. In Latin, *conferentia* means “to bring together” while *auditorius* means “a place to listen.”

**3.1.1. Development over the Past Century**

The industrialization of the late 19th to early 20th century increased the need for business meetings. There were also meetings on political, religious and recreational issues. *Associations* also began to include annual meetings.

In Europe, the history of conventions began with the Congress of Vienna in 1814-15. There was very little convention activity in the 20th century until the 1950s due to the influence of the two World Wars. The conventions industry began in the 1950s because of:

- An expansion in government organizations
- A growth in multinational corporations and agencies
- Developments in association interests, professional and pressure groups
Changes in sales techniques, including the use of product launches and sales promotion meetings

Need for in-company management training, continuing professional development and attendance at *ad hoc* or scheduled meetings;

Development of subject specialization, with conferences enabling an expert to pass on information to a large number of peripherally involved colleagues

In 1902, the first formal incentive travel programme was set up by the National Cash Register (NCR), a U.S. company. By the 1960s, long-distance incentive trips overseas came into view. Nowadays, incentives evolved into events, commonly held overseas, specially designed to attract people to achieve a specific goal. Sometimes, training activities would also be included. Because of the expense involved, incentive activity is tied to economic cycles. Companies who generate a lot of revenue during good times can organize longer trips at more expensive resort hotels with higher-priced meals.

### 3.1.2. The MICE Industry Today

Countries and cities (municipalities) emphasize heavy investment in infrastructure development to support industry development. National and local convention bureaus were set up to actively promote their countries and cities as travel destinations. There are also improved industry representation and co-ordination with the set-up of organizations such as the Professional Conference Management Association (PCMA), Meeting Professionals International (MPI) and more.

In the United States, Detroit established the first *convention bureau*, a government authority to promote and manage conventions, in 1896. This was followed by many other cities in the early 1900s after witnessing the benefits convention brought to the city. The International Association of Convention Bureau (IACB) was established in 1914. IACB was then reformed to become the International Association of Convention and Visitor Bureau (IACVB) in 1974. From 2004, the IACVB turned into the Destination Marketing Association International. The number of convention bureaus in 1920 was 28. Today, there are almost 600 convention and visitor bureaus in 25 countries.

### 3.2. Fast-Growing Segment

Europe and North America still play the leading role in the world convention and exhibition market in terms of number of events, but the convention and exhibition industry in Asia has shown stronger-than-average growth since the 1960s. The number of conventions in Asia-Pacific increased 124% from 1980 to 1996. The industry accounts for more than 39% of business trips and takes in 48% of business travellers.
4. SECTOR OVERVIEW—MEETINGS

**Learning Objectives:**

- Understand the meaning of each sector of MICE
- Explain what meetings are
- Identify the types of meetings

In general, MICE events are events and activities that involve attendees who share a common interest and gather in a place. The place for the gathering needs to be a venue arranged before hand. The venue will provide space and facilities necessary to satisfy the needs of those who attend the gathering. We can further explain the gatherings by their different formats:

- **M** = Meetings (Corporate)
- **I** = Incentives
- **C** = Conventions (Association)
- **E** = Exhibitions

### 4.1. Meetings

Meetings bring people together in one place for the purposes of sharing information and discussing and solving problems. Meeting attendance can range from ten to thousands of people. During a meeting, there will usually be food and beverage served. Meeting times vary depending on the meeting type.

Most of the time, meetings refer to corporate meetings which are held by companies in the following ways:

- **Board meetings** – Meetings of the board of the directors of a corporation, usually held annually
- **Management Meetings** – The managers from different regions of a corporation meet when necessary to make decisions for the corporation
- **Shareholder Meetings** – Investors who own a share in a company meet quarterly
- **Training Seminars** – A company conducts these to train employees when needed
- **Meetings with partners, suppliers and clients** – A gathering to discuss business deals, usually held with little prior notice
Meetings, Incentives, Conventions and Exhibitions (MICE)

- **Product launches** – Usually a meeting with clients, the public, and journalists and reporters when new products are announced on the market
- **Strategic planning** – Managers meeting with employees to discuss the future of the company
- **Retreats** – The entire company staff spends a day or two together to participate in team-building activities, training seminars and strategic planning sessions

**Activity 4.1**

Visit Hong Kong Tourism Board website (www.discoverhongkong.com) and find out from the MICE event calendar about what meetings have been scheduled to be held in Hong Kong for the coming year.
5. SECTOR OVERVIEW – INCENTIVES

Learning Objectives:

- Explain what incentives are
- Get an overview of incentives development
- Understand the factors behind incentive travel decisions

Incentive travel is a management tool for rewarding and motivating sales representatives, dealers, distributors, production workers, support staff, and in some cases, customers. The company rewards sales representatives who reach sales targets by sending them on trips. Usually, the incentive trip will last three days, with hotel stays, tour packages and planned activities such as dinners, parties and games. The incentive travel market is mature in the U.S. and Europe, and is developing in Asia; especially in Singapore and Japan.

5.1. Factors Behind Incentive Travel Decisions

- Incentive budget economy – How strong is the economy in the country in which the sponsoring group is headquartered?
- Buying power – Strength of the exchange rate in the countries being considered as the destination for the trip
- Political climate – Terrorist alert levels after the 911 incident
- Value – How do facilities and services compare with other choices of destination
- Uniqueness of experience – Takes into consideration whether these participants have experienced this type of trip before

Activity 5.1

Check out the Hong Kong Tourism Board (HKTB) website (http://www.mehongkong.com/eng/mice/html/meeting_incentives/mi-incentive-activities.html) to find out what activities can be included in an incentive trip to Hong Kong.

TIP 1: Click on the Incentive – Inspired Team-Building Activities to look for different activities and services in Hong Kong

TIP 2: Click on the Unique Theme Parties page to see some sample activities.
6. SECTOR OVERVIEW – CONVENTIONS

<table>
<thead>
<tr>
<th>Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Explain what conventions are</td>
</tr>
<tr>
<td>□ Observe an example of a convention</td>
</tr>
<tr>
<td>□ Understand the difference between meetings and conventions</td>
</tr>
</tbody>
</table>

Similar to meetings, conventions are gatherings of people with common objectives, organized to exchange ideas, views and information of common interest to the group. An organization, usually an association, will organize a convention each year with a theme related to the organization’s topic. Those interested in registering for the convention can pay the association a fee for all the sessions, discussions, food and beverage, dinners, and site visits.

The major differences between a meetings and conventions is that a convention:

□ Is a large event often lasting for several days and involving a social programme
□ Is organized by **associations:**
  o Professional and trade associations, e.g. the Dentist Association
  o Voluntary associations and societies
  o Charities
  o Political parties
□ Usually conducted once a year
□ Generates income for the association
□ A long time is spent on selecting the site of the convention
Conventions are also known as conferences or congresses. Because conventions are usually held by an association, they can be organized into different levels: international, national, regional, etc. See Table 1 for an example of a programme.

Table 1 Programme for the 2007 WHMH Congress (Courtesy of WFMH & NLPRA)
**Activity 6.1**

Fill in the following table to compare the difference between meetings and conventions:

<table>
<thead>
<tr>
<th></th>
<th>Conventions</th>
<th>Meetings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Can you find out the background information or history about the event?</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>Who will be the contact person?</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>How long does it take to plan this event?</td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>How often does this event occur?</td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>Who decides where to have this event?</td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>Do attendees choose to attend this event?</td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>Who is paying the fee for the event?</td>
<td></td>
</tr>
<tr>
<td>8.</td>
<td>Are there any restrictions on site location?</td>
<td></td>
</tr>
<tr>
<td>9.</td>
<td>How many people attend this event usually?</td>
<td></td>
</tr>
<tr>
<td>10.</td>
<td>How many of this event will a city hold in a year?</td>
<td></td>
</tr>
<tr>
<td>11.</td>
<td>How long does this event usually last for?</td>
<td></td>
</tr>
<tr>
<td>12.</td>
<td>What kind of hotels do the attendees tend to stay in?</td>
<td></td>
</tr>
<tr>
<td>13.</td>
<td>What kind of venues or facilities does this event need?</td>
<td></td>
</tr>
</tbody>
</table>
7. SECTOR OVERVIEW – EXHIBITIONS

**Learning Objectives:**

- Explain what exhibitions are
- Identify the purpose of exhibitions

Exhibitions are activities organized to show new products, services and information to people who have an interest in them, such as potential customers or buyers. The company showing their new products, the **exhibitor**, typically rents an area from the organizer and sets up a **booth** to meet with potential buyers. The **buyers** or the public need an invitation or a ticket to be allowed into the exhibition.

![Figure 2 A sample floor plan for a fair](image)

- **Purpose:**
  - Get sales leads
  - Build a network for influential contacts
  - Gather new information on the competition
  - Build the company’s image
- **Industry Associations:**
  - International Association for Exhibition Management (IAEM)
  - Centre for Exhibition Industry Research (CEIR)
  - Hong Kong, HKECIA - [www.exhibitions.org.hk](http://www.exhibitions.org.hk)

Depending on the size and type, exhibitions may also be called:
Meetings, Incentives, Conventions and Exhibitions (MICE)

- For the public:
  - Show – e.g. Aerospace Show 2008
  - Fair – e.g. Comic Fair
  - Exposition or expo – e.g. Food Expo, World Expo 2010 at Shanghai

- Open only to business buyers:
  - Trade show
  - Trade fair
  - Trade expo

Activity 7.1

Recount the experience a show or fair you attended recently by answering the following questions.

1. What was the show?
2. When was it?
3. Where was it?
4. How much was the ticket?
5. How many days did the show last for?
6. How many people did the show attract?
7. How many exhibitors were there?
8. Why were you participating?
9. Did you buy anything?
10. Will you join the same show next year?
11. Were there any activities besides booths?
8. INDUSTRY BENEFITS

Learning Objectives:

- Explain why meetings, incentives, conventions and exhibitions are an important part of the tourism and hospitality industry
- Understand what impacts MICE can bring to a destination
- Look at the importance of MICE to Hong Kong

8.1. Value of MICE

Many cities would like to develop MICE because of the benefits MICE bring to a city.

- **Higher expenditures** – A business traveller usually spends on more than the average tourist, as they stay in better hotels and dine at fine restaurants since they are meeting with business clients.

- **Demand period occurs on low seasons** – Many destinations have different travel seasons. Because the business traveller travels to a destination with the main purpose of attending a MICE event, the MICE event does not have to be scheduled during the peak season when most tourists tend to travel. The business traveller can help the city by taking up some of the empty hotel rooms available during off seasons.

- **Stable arrangement well in advance** – Usually the planning of a MICE event takes one to two years in advance, and even three to five years for international events due to the number of participants at the event. The event planners also need to book well before the event in order to select their preferred rooms and venues. Repeat events also require a stable method of booking. If the book fair goes well this year, the planner will book similar halls and rooms the year after.

- **Large scale** – Most MICE events may have a large number of attendees. An international convention usually requires 500 hotel rooms per night and big conference rooms in the day. An exhibition, either local or international, expects to have over thousands of attendees and requires several large exhibition halls.

- **Standardized services** – All attendees for the same MICE event will have very similar requirements as to service standards while similar MICE events would usually have similar programmes and thus standardized services are required

- **Enhance secondary businesses** – Many suppliers are needed for MICE events. Booth set-up companies and decoration experts are necessary for the exhibition. Entertainment agencies are needed for incentive travel parties.
Meetings, Incentives, Conventions and Exhibitions (MICE)

- **Improve host city image** – The city which holds the international MICE event can give travellers a professional image.
- **Indifference to lack of tourism attractions** – Business travellers travel primarily for the purpose of attending a MICE event, not for the attractions of a destination. Even if a city does not have unique attractions, it can still be chosen to hold an event due to other reasons, such as ease of access.
- **With no particular fixed destination, there is a free field for competition** – Many MICE events are not fixed on a host city or country. As long as a city has adequate MICE venues and facilities, it is possible for the city to be selected to hold the event.
- **Using facilities for other purposes** – Other than traditional venues such as exhibition centres or conference halls, MICE events can make use of existing facilities that may originally have other purposes, e.g. universities.

### Importance of MICE to Hong Kong

- From 1999 to 2002, the number of convention and exhibition attendees jumped by 211%.
- Business/Meetings as the major purpose of visit - 25% in 2004
- Number of Overseas visitors:
  - Conventions & Exhibitions: 779,000
  - Corporate Meetings & Incentives: 829,000
- Number of Events in 2006:
  - Conventions: 218
  - Exhibitions: 78
- Intended Per Capita Spending: HK$10,349
- Average Length of Stay: 4.7 days

### Economic Impact

1. **Expenditure**: HK$26.4 billion to Hong Kong’s economy in 2006
   - Direct expenditure (expenditure specifically by exhibition organizers, exhibitors and visitors)
     - HK$13.2 billion
       - 62% from visitor spending
       - 38% from spending by event organizers & exhibitors
   - International visitors were responsible for HK$8.2 billion
   - Most visitor spent cash on food, accommodation and shopping (HK$7 billion).
   - Indirect expenditures (when exhibition suppliers purchase goods and services from elsewhere)
     - HK$7.9 billion
   - Induced expenditures (spending in the local economy by those employed in and supplying the industry)
     - HK$5.3 billion
2. Fiscal impact: HK$970 million Tax
   □ This tax estimate is based on HK$26.4 billion
   □ Profits tax of HK$510 million
   □ Salaries tax of HK$280 million
   □ Hotel tax of HK$130 million
   □ Airport tax of HK$50 million
   □ The industry accounts for 1.8% of Hong Kong’s GDP

3. Employment: Equivalent to 58,500 full-time jobs across related industries
   □ Only 2,100 full-time jobs were directly provided by event organizers and venue providers
   □ 56,400 full-time jobs in support sectors
   □ Services provided to events and visitors, included retail, transport, food and beverage, hotel, exhibition stand design and construction, freight forwarding, and advertising
   □ The sectors benefiting most were food and beverage, hotel and retail (76% of the jobs).
   □ 24% were spread across other sectors: Stand construction, advertising and logistics / freight services

(Source: HKECIA 2007)

Figure 3 Quick Facts

Activity 8.1
Visit the Hong Kong Tourism Board PartnerNet (http://partnernet.hktb.com/pnweb/jsp/comm/index.jsp?charset=en&pageCont ent=/jsp/doc/docMain.jsp&cat_id=5264&menu_cat_id=2) to find information on the average spending and length of stay of leisure tourists to Hong Kong, compare the statistics with the Quick Facts above to discuss the value of MICE to Hong Kong.

Activity 8.2
Brainstorm the possible benefits that MICE can bring to Hong Kong. Then draw a mind map to link them together. The mind map may start with the arrival of the tourist. Add to it and keep expanding to further levels. You may end up with a map with many levels, allowing you to see the complex effects and interrelationships.
Meetings, Incentives, Conventions and Exhibitions (MICE)

Transport
- Taxi
- MTR
- Flights

Traveler arrive HK

Stay

Eat
9. INDUSTRY SECTORS INVOLVED – HOTEL

Learning Objectives:

- Describe how the different sectors of the tourism industry are involved in hosting MICE
- Identify the roles of different types of hotels
- Look at the contribution of MICE to hotels

Where attendees spend money?

![Figure 4 Where attendees spend money?](image)

Hotels are the main suppliers of MICE and are the main beneficiaries as well. Business travellers who attend MICE events spend over 65% of their money on hotels for rooms and hotel dining while 15% is spent on other restaurants outside the hotel. Around 10% is spent on shopping and another 10% on local transportation.
9.1. Roles of Hotels

One of the most common sites for a MICE event is a hotel. Hotels can provide facilities, space and function rooms for MICE activities; accommodations, the housing of the business travellers who attend the MICE event; and food and beverage services at the event, as well as meals for travellers who stay in the hotel. Typical hotels have accommodation rooms, restaurants, ballrooms, meeting rooms, swimming pools, a business centre and more. In relation to MICE activities, a hotel plays different roles depending on its facilities and the size of the MICE event:

1. Accommodation and meals
   □ When all the activities of the convention are held elsewhere
2. Accommodation, meals, seminar rooms for supplementary sessions
   □ When the major convention is held elsewhere
3. Facilities for associated receptions, banquets and support events
   □ When some of the convention activities are held elsewhere and delegates stay in other hotels
4. Inclusive residential conferences and meetings
   □ All the activities related to the convention are held and delegates stay at the same hotel

9.1.1. Facilities

The facilities in a hotel vary in size and set-up, ranging from a small meeting room for 10 people to a large theatre for thousands. Different types of facilities can be suitable for the different functions of a MICE event.
Activity 9.1

Match the activities on the left with the suitable facilities on the right.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Facility of a hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meeting</td>
<td>• meeting room</td>
</tr>
<tr>
<td>Incentive</td>
<td>• ballroom</td>
</tr>
<tr>
<td>Convention</td>
<td>• exhibition hall</td>
</tr>
<tr>
<td>Exhibition</td>
<td>• conference room</td>
</tr>
<tr>
<td></td>
<td>• theatre</td>
</tr>
<tr>
<td></td>
<td>• accommodation</td>
</tr>
<tr>
<td></td>
<td>• reception area</td>
</tr>
</tbody>
</table>

Can a hotel provide all of the above facilities?

9.1.2. Accommodation

When providing housing for business travellers to stay during the MICE event, the hotel will have the following services for the delegates, the business travellers who attend the MICE event; and entourage, persons who travel with the delegates, usually the spouse, children, personal assistants, secretaries etc.

1. When delegates and their entourages stay in the same hotel where the convention activities are held:
   - Large hotels can take advantage by housing all related activities (in the case of a convention), including all accommodation and food and beverage services
2. When delegates and their entourages stay in other hotels where the convention activities are held, the hotel which holds the main activity should:
   - Provide a range of choices
   - Keep in close contact with other hotels and the main convention venue

3. When delegates and their entourages stay in the hotel while all the convention-related activities are held in other venues such as a convention and exhibition centre:
   - The hotel and main event venue must keep in close contact

### 9.1.3. Types of Hotel

Certainly, different types of hotel are suitable for different types of MICE activities. In general, hotels can be grouped into five types, based on the hotel facilities:

<table>
<thead>
<tr>
<th>Types of hotel</th>
<th>Location</th>
<th>Distinctive features</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large city business hotels (250-600 rooms)</td>
<td>☐ Central location</td>
<td>☐ High standard of business services</td>
<td>The Grand Hyatt Hong Kong</td>
</tr>
<tr>
<td></td>
<td>☐ Commercial business districts nearby</td>
<td>☐ Large ballroom</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Good access with public transport</td>
<td>☐ Spacious lobby</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Parking</td>
<td>☐ Room service</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ High standard of business services</td>
<td>☐ Leisure/fitness centre</td>
<td></td>
</tr>
<tr>
<td>Medium-sized suburban/motor hotels (150-250 rooms)</td>
<td>☐ Near major junctions</td>
<td>☐ Meeting rooms for 25-100 max</td>
<td>The Royal Park Hotel</td>
</tr>
<tr>
<td></td>
<td>☐ Access to highway routes and downtown</td>
<td>☐ Work stations in guest rooms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Easy access and parking</td>
<td>☐ Small gym</td>
<td></td>
</tr>
<tr>
<td>Large resort hotels and integrated resorts (300-1,200 rooms)</td>
<td>☐ Nearby attractions</td>
<td>☐ Large ballroom(s)</td>
<td>The Gold Coast Resort</td>
</tr>
<tr>
<td></td>
<td>☐ Spacious</td>
<td>☐ Extensive meeting and function rooms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Pools and recreation facilities</td>
<td>☐ Golf course</td>
<td></td>
</tr>
<tr>
<td>Airport hotel (250-400 rooms)</td>
<td>☐ Linked to or near an airport terminal</td>
<td>☐ May have purpose-built theatre</td>
<td>The Regal Airport Hotel</td>
</tr>
<tr>
<td></td>
<td>☐ Easy access to city and regional transport and highways</td>
<td>☐ Usually provides a range of medium-sized and small function rooms</td>
<td></td>
</tr>
<tr>
<td></td>
<td>☐ Signposted</td>
<td>☐ Health and fitness suite</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Extensive glazing and soundproofing</td>
<td></td>
</tr>
<tr>
<td>Country hotels, Boutique resorts (80-120 rooms)</td>
<td>☐ Remote locations</td>
<td>☐ Small meeting rooms and suites</td>
<td>Lan Kwai Fong Hotel</td>
</tr>
<tr>
<td></td>
<td>☐ Spacious grounds</td>
<td>☐ High-quality service</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Health and fitness suite</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>☐ Golf course</td>
<td></td>
</tr>
</tbody>
</table>
9.1.4. Large Properties vs. Small Properties

Hotels of different sizes are suitable for different types of MICE activities.

- **Large properties**
  - can cater to a wider range of MICE activities, from small corporate meetings of 30 to international association conventions of 1,000
  - tend to host international MICE activities

- **Smaller properties**
  - can take advantage of nearby convention and exhibition centres by hosting all food and beverage functions such as banquets and housing supplementary sessions such as small talks
  - tend to hold local MICE activities such as local corporate meetings and small local shows
**Activity 9.2:**

Complete the table below to specify which type of hotel is suitable for what kind of MICE events.

<table>
<thead>
<tr>
<th>Types of hotel</th>
<th>Suitable for this MICE activity because:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large city business hotels</td>
<td>M I C E</td>
</tr>
<tr>
<td>Medium-sized suburban/motor hotels</td>
<td>M I C E</td>
</tr>
<tr>
<td>Large resort hotels and integrated resorts</td>
<td>M I C E</td>
</tr>
<tr>
<td>Airport hotel</td>
<td>M I C E</td>
</tr>
<tr>
<td>Country hotels, Boutique resorts</td>
<td>M I C E</td>
</tr>
</tbody>
</table>
9.2. Food and Beverage

Other than supplying meals such as breakfasts, lunches, afternoon teas and dinner banquets for different sessions included in a MICE event programme, a hotel can also provide delegates and entourages with food and beverages through its restaurants, cafes and coffee shops, as well as through room service.

9.3. Hotel Contribution

MICE activities contribute the following to the hotel sector:

□ MICE accounts for up to 65% of total sales in major hotels
□ MICE attendees tend to use other hotels services, such as restaurants
□ Spouses and entourages bring in additional business
□ MICE events allow a hotel to forecast advance bookings and can help fill gaps during low seasons
□ MICE customers have an excellent chance of becoming repeat guests

The cost of the hotel will in turn affect the attendance of a MICE event. Particularly for incentive trips, many activities take place in a hotel or resort and the company is responsible for the cost of a few nights’ accommodation. For international conventions and exhibitions, the cost of staying a few nights is part of the total travel cost.
10. INDUSTRY SECTOR INVOLVED – TRANSPORTATION

**Learning Objectives:**

- Describe transportation management in relation to MICE
- Outline the roles of different types of transportation

Transportation management covers routing, vehicle use, staff requirements, maps, signage and preparation. The cost of transportation will also have an impact on the number of attendees. For incentive trips, transportation management is crucial, as most trips will involve large group travel. Group air tickets and ground coach bus tickets are also frequently used.

10.1. International

Major international transportation methods include flights, cruise ships and trains.

For MICE events that involve international attendees, transportation plays a major role in determining the success of an event. Cities located near major air or land transport hubs have the advantage of being able to draw in more attendees. While travellers can fly directly from New York to Hong Kong on a direct flight using Cathay Pacific, they will need to tack on a ferry trip to reach Macau. In such cases, Hong Kong is more convenient due to its sophisticated and well-developed transportation network.
Meetings, Incentives, Conventions and Exhibitions (MICE)

Quick Fact:
Hong Kong is
* Easily accessible worldwide with almost 1,900 flights a week connecting with the rest of the world.
* Allows visa-free entry from citizens of over 170 nations
* The gateway to Asia and China

10.2. Local

Once the travellers arrive at the airport, they can be connected via the local transport system. This includes transportation:

- from the airport to the hotel
- from the hotel to MICE event venues
- from venues to various site visit spots
- from the hotel to the different attractions
- from the hotel to the client’s office
- from the hotel to the central business district
- from the hotel to the airport

Cities offering different vehicles of public transportation enhance the travel experience and increase traveller expense. Local public transports include:

- Water – cruise ships, ferries
- Land – limousines, taxis, buses, shuttle buses, trains, trams, cable cars

Map 1 is a local transportation map that shows you the different ways to reach the airport from any location in Hong Kong.

Activity 10.1

List the ways in which you can travel to the airport from the Hong Kong Convention and Exhibition Centre in Wanchai. Map 1 will give you ideas.
Map 1 Public transport to HK international airport

(Source: http://www.td.gov.hk/transport_in_hong_kong/access_to_hong_kong_international_airport/index.htm)
11. INDUSTRY SECTOR INVOLVED – ATTRACTIONS AND SUPPORTING INFRASTRUCTURE

**Learning Objectives:**

- Illustrate how attractions can be linked to MICE events
- Obtain an overview of the various attractions in Hong Kong
- Explain the importance of supporting infrastructure to planners and attendees

11.1. Attractions

Although the main purpose for business travellers is to attend a MICE event, they would usually prefer to visit some of the local attractions. Most of the time, a *post-conference tour* is organized after the convention for international attendees to visit the attractions in and near the host city. For incentive travels, visiting local attractions might even be the objective of the trip. The MICE attendees are also good potential future visitors to these attractions. Therefore, when deciding whether or not to attend the MICE event, business travellers may also keep local attractions in mind.

An official travel agent will usually be contracted to organize the post-event tour. This travel agent also takes care of the travel arrangements of the attendees, if necessary, by providing a local guide.
Meetings, Incentives, Conventions and Exhibitions (MICE)

Map 2 Attractions in Hong Kong

Activity 11.1:

Based on the map of attractions above, plan a one-day post-conference tour for the attendees to experience Hong Kong. You can:
1. Draw the route on the map by linking different attractions
2. List out the number that represents the different attractions
3. Plan out the time required for each point of interest

11.2. Supporting Infrastructures

Advances in technology have made trade show and exhibition management easier and more productive. Providing infrastructure for information and
communication technologies (ICTs) depends on the development and planning of the city.

11.3. Technology Infrastructure

Bandwidth is the amount of information that can pass through a communications line. As it relates to the Web, bandwidth typically comes in two options: dial-up and broadband. Dial-up is insufficient for handling on-line needs at MICE events. High-speed broadband is therefore required to meet the on-site needs of:

- registration networking – to support the on-line registration system
- attendee e-mail kiosks – a centre for attendees to access their e-mail
- attendee messaging centre
- office and press room communications centres
- speaker Internet access for presentations
- live Web conferencing for sessions – streaming audio and video via the Web
12. ROLES OF THE PUBLIC SECTOR – MICE INFRASTRUCTURE

**Learning Objectives:**

- outline the role of the public sector in developing MICE infrastructure
- look at how and why the public sector invests in and develops infrastructure
- observe a Hong Kong sample case

Usually, venues for MICE events can be grouped into three types:

1. **Purpose built**
   - Built specifically for the purpose of holding MICE events
   - Convention centres, conference hotels and exhibition halls

2. **Multi-purpose premises**
   - Hotels, motels, lodges, function centres and resorts

3. **Others**
   - Function halls in stadiums, arenas, show grounds or even museums

![Figure 5 Relationship between the size of a city and the types of venues it invests in](image)

The larger the city, the greater the need for purpose-built facilities. Smaller cities often have multi-purpose facilities to cater to different types of MICE events.

Because of the economic impact of MICE meetings, the public sector plays an important role, investing significant public funding in the set-up and development of facilities and infrastructure. Countries in Asia, including
Singapore, Indonesia, Thailand, Philippines and Japan, have recently developed venues with public funds.

12.1. Public Investment in Venues

Various positive impacts are considered when investing public money on building new venues, which can:

- Provide a catalyst for the regeneration of a run-down city
- Revitalize traditional resorts
- Support the area’s role as a focus for business, trade, technology and research
- Allow the city to emphasize its independence and maturity as a MICE destination

12.1.1. Nature of Public Funded Premises

- Vast amounts of capital required – World-class convention and exhibition centres involve high design fees, high-quality construction materials and high-tech specifications for the set-up of a large building
- Long process required – It may take over 10 years of public and private consultation, planning and construction
- Funded by local, provincial or even national governments
- Considered as drivers of economic growth and development
- "Not a must"; a non-traditional government enterprise
- Controversial – Arguments can be made for funding other programs due to the large capital investment involved
- Political liabilities – The political party who supports the development of this venue must take responsibility in the event of public opposition to the idea or construction delays
- Lose money – In most cases, these venues do not generate a profit
- Direct revenues may not meet operating costs
- Supporters are usually concert and large event promoters and hotel managers
Hong Kong case study: How the government supported the development of a convention venue to enhance MICE development, in line with its goal of turning the city into the “Event Capital of Asia” and the “Asia Trade-Fair Capital.”

<table>
<thead>
<tr>
<th>Action</th>
<th>Details</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1985</strong></td>
<td>The Hong Kong government assigns the Hong Kong Trade Development Council to develop a new convention centre</td>
<td>A 7.7-acre plot on Victoria Harbour</td>
</tr>
<tr>
<td>1988</td>
<td>The Hong Kong government awards the contract to Polytown Company Ltd.</td>
<td>A subsidiary of New World Development Company Ltd.</td>
</tr>
<tr>
<td><strong>1992</strong></td>
<td>HKCEC exceeds expectations</td>
<td>Business trends indicate the need for such a centre</td>
</tr>
<tr>
<td><strong>1997</strong></td>
<td>Development moves quickly</td>
<td>15 acres of land reclaimed</td>
</tr>
</tbody>
</table>

Photo 12  HKCEC with expansion in progress
Meetings, Incentives, Conventions and Exhibitions (MICE)

2001  Unmet needs discovered, HKCEC to reach saturation in 2007

2005  Hong Kong government endorses the Trade Development Council's proposal in September, 2004

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>Unmet needs discovered, HKCEC to reach saturation in 2007</td>
<td>The Legislative Council endorses a new proposal followed a consultancy study commissioned by Economic services Bureau in 1998 to rebuild and expand the atrium link of HKCEC and create an additional 19,400 square metres of space</td>
</tr>
<tr>
<td>2005</td>
<td>Hong Kong government endorses the Trade Development Council's proposal in September, 2004</td>
<td>Build a new exhibition centre (Asia-World Expo) and an expansion at the HKCEC</td>
</tr>
</tbody>
</table>

Build a new exhibition centre (Asia-World Expo) and an expansion at the HKCEC

To rebuild and expand the atrium link of HKCEC and create an additional 19,400 square metres of space

Boost the total dedicated exhibition space of 42% and total rentable space of 30%

Table 3 Development Timetable of Convention and Exhibition Venues in Hong Kong

Photo 13  HKCEC’s expansion construction

Activity 12.1:

- Find an example of a MICE venue
- Tell the class:
  - What functions/MICE activities can be held at this venue?
  - Why did you choose this venue?
- Find some background material about this venue and show it to the class
13. ROLES OF PUBLIC SECTOR – DMO

**Learning Objectives:**

- outline the role of the public sector in developing the MICE industry
- identify the roles of different levels of public agencies in promoting, co-ordinating and managing different MICE events
- understand the difference between CVB and DMO

13.1. Event Strategies

Sometimes, the government requires the tourism board or tourism commission to develop event tourism and MICE tourism.

![Figure 6 Roles and Strategic Choices of the public sector for event and MICE tourism](image)

Government support at all levels has been vital to the expansion of event tourism. Sometimes, governments not only invest in forming specialist bodies to manage event tourism development, but also fund, subsidize or support the building of infrastructure, such as convention and exhibition centres. Many governments also support event tourism through policy and legislation, such as by setting up a special counter at the immigration port to process MICE attendees.
Event tourism promotional efforts depend on the size of the destination. Administrative involvement at smaller destinations (towns and regions) may be limited to tourism promotional bodies, local government and local chambers of commerce. Larger destinations (cities, regions, countries) may have an expanded range of organizations, such as:

- convention and visitor bureaus
- tourism commissions/agencies
- government departments involved in event-organizing companies

### 13.2. The Creation of Event Tourism Organizational Structure

**Major event agencies**

- Are typically regionally or nationally based
- Have roles that vary depending on charter
- Seek to attract large-scale events through the **bidding** process (for example, the WTO conference in 2005 or the ITU in 2006)
- Are responsible for creating new events and developing existing events
- Facilitate development of event tourism at the target destination.

**Government tourism organizations**

**Specialist event agencies**

![Event tourism organizational structure](image)

Usually, the government has three different levels of organizations to take care of the various duties.

### 13.2.1. **Major event agencies:**

- Are typically regionally or nationally based
- Have roles that vary depending on charter
- Seek to attract large-scale events through the **bidding** process (for example, the WTO conference in 2005 or the ITU in 2006)
- Are responsible for creating new events and developing existing events
- Facilitate development of event tourism at the target destination.

**Event Bidding**

Event bidding is the process of attracting *mobile* events, which move regularly between different destinations. Some sporting events and many business
Meetings, Incentives, Conventions and Exhibitions (MICE)

events (for example, association/corporate conferences) fall into this category. Event tourism organizations (national or region-based major event agencies and CVB) were specifically established for the purpose of attracting new events to a travel destination via the bidding process. Bodies of this nature need to be able to identify events of this type - a task CVB undertakes by sending representatives to other regions and overseas, and by directly communicating with MICE planners.

Organizers of these mobile events will set up a formal invitation for bids. Cities interested in hosting the mobile event will submit a formal bid through the event organization. A formal bid is a persuasive case for why an event should be conducted at the candidate destination. The following are two recent events that were successfully moved to Hong Kong through the bidding process:

- The Asian Aerospace International Expo and Congress in September 2007

Activity 13.1:

Browse the Trade Development Council Website (http://www.hktrader.net/200206/200101/200101s3.htm and http://info.hktdc.com/shippers/vol25_5/vol25_5_AirCargo01.htm). Then research the role that the TDC, as an event tourism organization, played in helping Hong Kong successfully bid for four recent events.

<table>
<thead>
<tr>
<th>Roles</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

13.2.2. Government tourism organizations

- exist at the local, regional and national level
- are responsible for developing and implementing a comprehensive destination event tourism strategy.
provide a range of services designed to support and develop the sector, such as promotional assistance, grants, the maintenance of event calendars, and advice and assistance in a variety of areas

13.2.3. Specialist event agencies
- government-sponsored bodies acting to develop and support specific events within a destination
- for example, the Convention and Visitor Bureau acts to promote the development of destinations as locations for meetings, incentives, exhibitions, conventions and special events.

13.3. DMO (Destination Marketing Organization)

13.3.1. CVB or NTO = DMO
Definition: Convention and visitor bureaus are not-for-profit organizations charged with representing a specific destination and helping the long-term development of communities through a travel and tourism strategy. Convention and visitor bureaus are usually member organizations that bring together businesses relying on tourism and business meetings for revenue.

13.3.2. Role & Services
- Provide unbiased representation of destination facilities
- Are government or quasi-government organizations
  - Funded by governments, taxes and membership dues
- Have sales and marketing representatives for
  - Hotels
  - Attractions
  - Convention centres
- Offer unbiased information about a destination’s services and facilities
- Save visitors time and energy, as they are one-stop shops for local tourism interests
- Can provide the full range of information about a destination

Most services provided by CVBs are free.
13.3.3. **Advantages of Meeting Professionals/Trade Show Managers**

- Assist planners in all areas of meeting preparation
- Provide planners with detailed reference material
- Arrange block bookings at local hotels
- Market the destination to potential attendees via promotional material; thereby encouraging attendance
- Act as a liaison between the planner and community officials, thus clearing the way for special permits, street closures etc.
- Secure special letters of welcome from high-ranking government officials, and in some cases, can bring officials to speak at a meeting
- Offer suggestions about ways meeting participants can maximize their free time and help develop activity programs for spouses, pre- and post-convention tours

**Activity 13.2:**

True or False. Decide which of the following services are true of a CVB. Tick ( ) the correct answer.

<table>
<thead>
<tr>
<th>Services</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>They can assist in the creation of collateral material</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can assist with on-site logistics and registration</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can provide housing bureau services</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can develop pre- and post-conference activities, spouse tours, and special events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can assist with site inspection and familiarization tours, as well as site selection</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can provide speakers and local educational opportunities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can help secure special venues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>They can assist in the co-ordination of local transportation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
14. CLIENTS

Learning Objectives:

- outline the characteristics of different markets
- understand the difference between the various professional planners and clients

14.1. Characteristics of Different Markets

Clients who organize different MICE activities have differing characteristics. The four major types of clients can be grouped into the Corporate, Association, Government and SMERF categories.

14.1.1. Corporate

- The process of deciding where to hold events is relatively straightforward
- The actual corporate meeting buyers within the organization may be difficult to identify:
  - Secretaries, personal assistants, marketing executives, directors of training and many others may book corporate meetings
- Company employees are usually required to attend the MICE activity
- Lead times and decision-making times can be very short
- Events typically last one to two days
- A higher budget per delegate is common
- Venues used include hotels, management training centres and unusual venues
- Spouses are rarely invited, except in the case of incentive trips

14.1.2. Association

- The process of choosing a destination can be long and drawn out
- A committee is usually involved in the selection of the destination; and the organizers may be volunteers from within the association's membership
- Attendance is voluntary
- The annual convention may be booked many years in advance
Events typically last two to four days
A lower budget per delegate; some attendees may be paying their own way, and price can be a sensitive issue
Venues used include conference centres, civic and academic venues
Spouses frequently attend

14.1.3. Government
A large variety of events and budgets are available
Budgets are usually examined very carefully, since public money is being used
High security measures are necessary: these meetings are frequently accompanied by demonstrations and disruption

14.1.4. Social, Military, Educational, Religious and Fraternal (SMERF)
Price sensitive in regard to accommodation rates and venue rates
Held by volunteer-run organizations; therefore, the task of identifying them can be challenging
Frequently held over weekends and during off-peak periods
Often held in second-tier cities with simple accommodation and modest facilities
Attended by delegates who bring their spouses and families and are likely to extend their trips for leisure purposes

Activity 14.1:
Outline the differences between the various types of clients.

<table>
<thead>
<tr>
<th></th>
<th>Corporate</th>
<th>Association</th>
<th>Government</th>
<th>SMERF</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frequency</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Length</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decision Process</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attendees</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
14.2. Professionals

The clients can either organize their own MICE activities or hire a professional team to help them. Typical professionals include event planners, PCOs and DMCs.

14.2.1. Event Planners – Professional Conference Organizer (PCO)

PCOs are the equivalent of meeting planners or managers in the United States. Meeting co-ordinators, conference managers or event managers are other frequently used terms. Types of meeting planners include corporate meeting planners, association meeting planners and independent meeting planners. They will be in charge of organizing the details of a meeting or convention.

Their services include:

- basic logistics such as site selection, negotiations and contract interpretation
- can explain and speed up international paperwork such as freight forwarding, banking and customs
- provide valued guidance on finding reputable suppliers

Compensation:

- PCOs normally receive a service fee from the client
- They may also charge a commission to the venue (usually 8-10% of the value of the conference to the venue)

14.2.2. Destination Management Companies (DMCs)

Primarily found in North America, DMCs are similar to PCOs in that they provide services to in-bound MICE professionals. They differ in their types of services by their more social-oriented services -- they enable meeting attendees to “experience” the unique attributes of a particular city or region. Most MICE events require the help of DMCs, particularly for incentive trips. One Hong Kong-specific example of a DMC is Kuoni Ltd.
14.2.3. General Service Contractor (GSC)

GSCs, also called official show contractors or exposition services contractors, are hired by the show manager to handle the general duties necessary to produce a show on site. They are organizations that provide event management and exhibitors with a wide range of services, including:

- installing and dismantling
- creating and hanging signage and banners
- laying carpet
- providing booth equipment and furniture
- setting up and tearing down displays and booths
15. MICE PLANNING

**Learning Objectives:**

- Understand the planning process components
- Introduce the aims and objectives of a MICE event
- Explore the basic tasks involved in planning

The planning process component:

1. What to achieve?  
   - Mission and objectives
2. What works?  
   - Feasibility study
3. Who to ask?  
   - Stakeholders/organizational structure
4. Deciding factors?  
   - External/internal analysis
5. Risk/challenges?  
   - Opportunities and threats
6. Moving forward?  
   - Select strategy and operational plan
7. Who is in charge?  
   - Roles and responsibilities
8. Doing the right thing?  
   - Control system
9. How to do it better next time  
   - Evaluation and feedback

The planning starts with setting objectives. Objectives must be SMART:

- **Specific** – focused on goal and purposes
- **Measurable** – expressed in a way that is quantifiable
- **Agreeable** – agreed to by all stakeholders
- **Realistic** – the needed resources must be available to achieve them (human, financial and other…)
- **Time specific** – can be completed within a particular time frame

15.1. ORGANIZATIONS GOALS

Different types of organization have different goals when producing events.
15.2. Organization Structure

Planning a MICE event or any event involves different teams working on different functions. Depending on the type of organization, these teams can be entire departments or committees. Regardless of organizational background, each team must perform its specific function.
Meetings, Incentives, Conventions and Exhibitions (MICE)

Sometimes, the organizational structure can be monitored by a governing committee; especially when the event is organized by a membership association.

Figure 9 Organizational structure – Functional-Based (Not for Profit)

Figure 10 Functional-based Organization Structure with Governing Committee
However, it may not be easy for a corporation to identify the structure of an event planning group. This is because the planner can be the secretary, personal assistant or an executive whose main duties do not involve event organization. If the corporation does not have a dedicated team of individuals to organize events, the structure will be similar to an ad hoc and functional-based one as displayed in Figure 9.

15.3. How to Start a Project

- Confirm members of the organizing committee
- Confirm date and venue (submit requests for proposals (RFP))
- Decide on conference theme and logo
- Appoint Professional Congress Organizer (PCO) or event planner
- Invite and confirm members of the various subcommittees
- Set up a work plan – e.g. Critical Path Method (CPM) or Flow Chart
- Set up a budget (confirm registration fees)
- Set up a bank account
- Set up a conference website and e-mail account
- Produce conference stationeries -- letterhead and envelopes

**RFP** is a *Request for Proposal*. The event planner needs to send out a RFP to ask hotels, restaurants, convention and exhibition centres, and other venues to draft a proposal based on the organization’s requirements. By comparing different RFPs, the planner and organization representatives can then decide on their choice of suppliers. Therefore, the key of the RFP is to clearly state to suppliers the event planner’s expectations.

**Case study: The 2007 World Federation Mental Health Congress – Theme and Logo**

The World Federation of Mental Health’s (WFMH) 2007 World Congress was held in Hong Kong. When the organizers started to plan the congress, they focused on a theme related to the location, Hong Kong. Since Hong Kong is a metropolitan city where “East meets West,” this cultural concept set the theme for the whole congress. The logo and the congress track were also derived from this theme. See the following explanation of the congress logo and the different tracks of the congress.
The Congress Logo “Tai” originates and synthesizes the two fundamental Chinese concepts, namely “Yin-Yang” and “Tai”. To the Chinese, “Yin-Yang”, the circular symbol, means the dynamic balance and interdependence between the two forces within the individual, between the individual and the universe as well as between the east and west cultures; while “Tai”, the state of wellbeing, denotes the law of nature where heaven and earth forces meet in harmony, calmness, peacefulness and prosperity from within.

**Congress Theme**
Impact of Culture on Mental Health: East meets West

**Congress Tracks**
- Importance of environment on mental health
- Cultural issues on mental health
- Advancement in care and treatment
- Trends in promotion and prevention
- Consumers and Family Caregivers

Figure 11 Logo of WFMH 2007 World Congress (Courtesy of WFMH and NLPRA)

### 15.4. Preparation Stage

A typical MICE event will have the following subcommittees to perform different functions:

1. Program subcommittee
2. Social subcommittee
3. Registration and hotel and tour bookings
4. Publicity subcommittee
5. Sponsorship subcommittee
6. Printing and production
15.4.1. **Program subcommittee**

- An Example of a Setup Programme Structure:
  - Opening ceremony
  - Keynote presentation
  - Plenary session
  - Committee programs
  - Breakout sessions
  - Closing ceremony, if any

- Nominate guest of honour and speakers / call for paper
- Follow-up speakers with bios, photos and/or abstracts
- Fix the program rundown
- Protocol
- Security
- Invitation to VIPs
- Confirm venue setup, decoration and A/V requirements *(on stage/off stage)*

Usually, it takes around 12 months or more to plan for a MICE event. (For large international events, the planning time can be up to 24 months or even up to 36 months.)
**Activity 15.1:**

Plan the above tasks. Think about which task should be done first and the best time to complete the tasks that are not as important.

<table>
<thead>
<tr>
<th>12 Months</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>11 Months</td>
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<td>10 Months</td>
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<td>2 Months</td>
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<td></td>
</tr>
<tr>
<td>1 Month</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**15.4.2. Social Subcommittee**

- Set up the type/nature/quantity of social programs
- Confirm date/time/venue
- Decide on the program rundown
- Guest of honour
  - protocol
  - entertainment
  - transportation
  - security
- Confirm venue set-up, decoration and A/V requirements (on stage/off stage)
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Confirm food and beverage plan
- Menu (Chinese or Western)
- Drink package (wine, beer, juice, soft drinks)
  - Special meal requirements (no beef/pork, vegetarian etc.)

**Activity 15.2:**

Plan the above tasks. Think about which tasks should be completed first and the best time to complete the tasks that are not as important.

<table>
<thead>
<tr>
<th>12 Months</th>
<th>11 Months</th>
<th>10 Months</th>
<th>9 Months</th>
<th>8 Months</th>
<th>7 Months</th>
<th>6 Months</th>
<th>5 Months</th>
<th>4 Months</th>
<th>3 Months</th>
<th>2 Months</th>
<th>1 Month</th>
</tr>
</thead>
</table>

**15.4.3. Registration and Hotel & Tour Booking**

- Prepare registration forms (on-line/hard copy)
- Set up registration database
- Identify and reserve hotels
- Set up optional tour program for:
  - Accompanying persons during the conference
  - Pre/post-congress tour
Send confirmations to delegates as registrations arrive

**Activity 15.3:**

Plan the above tasks. Think about which tasks should be completed first and the best time to complete the tasks that are not as important.

<table>
<thead>
<tr>
<th>12 Months</th>
<th>11 Months</th>
<th>10 Months</th>
<th>9 Months</th>
<th>8 Months</th>
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<th>5 Months</th>
<th>4 Months</th>
<th>3 Months</th>
<th>2 Months</th>
<th>1 Month</th>
</tr>
</thead>
</table>

**15.4.4. Publicity Subcommittee**

- Individual connections and past conference delegates
  - Direct mail - send registration brochures by mail
  - Group e-mails - organize regular e-newsletters
- Professional associations
  - Regular publications
  - Event calendars
  - Group e-mails
- Event Marketing
  - Attend similar events to promote own event
Meetings, Incentives, Conventions and Exhibitions (MICE)

- **Media**
  - Ad/Inserts in publications
  - Press releases
- **Sales Promotions**
  - Complimentary/discounted registrations

**Activity 15.4:**

Plan the above tasks. Think about which tasks should be completed first and the best time to complete the tasks that are not as important.

<table>
<thead>
<tr>
<th>Activity</th>
<th>12 Months</th>
<th>11 Months</th>
<th>10 Months</th>
<th>9 Months</th>
<th>8 Months</th>
<th>7 Months</th>
<th>6 Months</th>
<th>5 Months</th>
<th>4 Months</th>
<th>3 Months</th>
<th>2 Months</th>
<th>1 Month</th>
</tr>
</thead>
</table>

**15.4.5. Sponsorship Subcommittee**

- Prepare a sponsorship and exhibition prospectus
- Appoint official contractors for exhibition floor plan and booth set-up
- Identify and recruit potential sponsors and exhibitors
- Send technical and instruction manuals to confirmed exhibitors
- Monitor all terms and conditions stated in the sponsorship contract
Activity 15.5:

Plan the above tasks. Think about which tasks should be completed first and the best time to complete the tasks that are not as important.

| 12 Months |   |   |
| 11 Months |   |   |
| 10 Months |   |   |
| 9 Months  |   |   |
| 8 Months  |   |   |
| 7 Months  |   |   |
| 6 Months  |   |   |
| 5 Months  |   |   |
| 4 Months  |   |   |
| 3 Months  |   |   |
| 2 Months  |   |   |
| 1 Month   |   |   |

15.4.6. Printing and Production

- Registration brochures
- Invitation cards
- Conference proceedings – a book or CD that contains all written articles for presentation
- Conference program
- Delegates' list
- Badge
- Name plates
- Conference satchels
- Pens and pads
- Souvenirs - guests of honour, speakers, delegates
- Tickets

Photo 14 Proceedings: books and CD
**Activity 15.6:**

Plan the above tasks. Think about which tasks should be completed first and the best time to complete the tasks that are not as important.

<table>
<thead>
<tr>
<th>12 Months</th>
<th>11 Months</th>
<th>10 Months</th>
<th>9 Months</th>
<th>8 Months</th>
<th>7 Months</th>
<th>6 Months</th>
<th>5 Months</th>
<th>4 Months</th>
<th>3 Months</th>
<th>2 Months</th>
<th>1 Month</th>
</tr>
</thead>
</table>
15.5. On-site preparation

- Set up an on-site work and manpower plan
- Prepare the venue operation order and food and beverage plan
- Buy insurance
- Arrange photographer/videographer
- Arrange transportation for on-site equipment
- On-site staff briefing

Timeline: Six to eight weeks before conference start

15.6. Wrap Up

- Send relevant thank you letters with photos
- Settle all payments
- Prepare an income and expenditure report
- Prepare a final report with statistics and recommendations
- Finalize all matters

Timeline: Within two months after conference end
16. SITE SELECTION

**Learning Objectives:**

- Describe the site selection process
- Identify site selection criteria
- Understand the importance of site selection

Selecting a site is the most important step in planning a MICE event. This process usually takes place several years prior to the event because it plays a deciding factor in whether the MICE event is successful. The process also takes a few months or even up to a year because it involves travelling to the candidate cities, sites, venues and hotels before a final choice is made.

Before selecting the site, the planner needs to understand the target market. Let’s take a look at the three major markets:

<table>
<thead>
<tr>
<th>Association</th>
<th>Corporate</th>
<th>Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Flexible Site Selection</td>
<td>□ Restricted Site Selection</td>
<td>□ Sites with high-security priorities</td>
</tr>
<tr>
<td>□ Committee Decision</td>
<td>□ Individual Decision</td>
<td>□ Tendering process</td>
</tr>
<tr>
<td>□ Participants pay</td>
<td>□ Employers pay</td>
<td>□ Costs shared between departments</td>
</tr>
<tr>
<td>□ Voluntary attendance</td>
<td>□ Compulsory attendance</td>
<td>□ Attendance depends on need</td>
</tr>
</tbody>
</table>

Table 4 Differences between the three major markets

16.1. THE SITE SELECTION PROCESS

1. Identify objectives
2. Gather historical data
3. Determine the physical requirements for the meeting
4. Consider attendee interests and expectations
5. Select a destination and type of facility
6. Prepare meeting specifications and a request for proposal (RFP)
7. Review and evaluate sites
8. Select the site

16.1.1. Identify Objectives

□ The purpose or expected outcome of the meeting must be clearly understood before the RFP is prepared

□ A few events, however, serve a single purpose:
  o to educate
  o to discuss business
  o to attend a trade show
  o to provide a social setting for personal relaxation or professional growth

□ The needs assessment or organization’s culture may determine:
  o What is to be accomplished as a result of this meeting
  o The meeting objectives, which will indicate the appropriate setting

16.1.2. Gather Historical Data

□ Hotels and facilities typically require three years of history (documented within the RFP)

□ When preparing an RFP, provide as much historical background as possible

□ For a first-time event, gather historical data from previous similar events conducted by the group. The current demographics can provide a profile of the potential audience, including:
  o the location of most of the attendees,
  o their purchasing habits
  o an educational needs assessment and related remarks

16.1.3. Determine Physical Requirements

□ Preferred Dates
□ Attendance
□ Sleeping Rooms
□ Meeting Space
□ Food and Beverage Events
□ Exhibits
□ Registration
16.1.4. Consideration of Attendee Interests and Expectations

Usually the following questions will be considered at this stage:

- What is the average age of the meeting participants and how do their ages affect on-site expectations?
- What is the male/female ratio of the participants?
- Would attendees be bringing family members?
- Are programmes for spouses, guests or children needed?
- How relevant are local attractions and cultural events to the attendees?
- Are recreational activities such as golf, tennis or skiing important?
- Should a golf tournament be included as part of the conference?
- Are spa services and fitness facilities expected?
- Should the site have easy access to shopping and dining options?
- Do the international attendees have special needs?

16.1.5. Select Destination and Facility Types

- Metropolitan Area
- Suburban Area
- Airport Area
- Resorts
- Conference Centres
- Convention Centres

16.1.6. Prepare Specifications and RFP

- the event specifications document prepared for facilities assists them in evaluating their suitability for the potential client
- presents the event objectives, historical data, physical requirements, and attendee interests and expectations, and identifies the general area and type of facility needed
□ preparing the RFP requires careful deliberation and communication of the group's needs
□ professionally prepared documents facilitate consistent communication with suppliers

16.1.7. Review and Evaluate Sites
□ Local CVB/DMO assist in obtaining information
□ Initial contact with the facility representative
□ Assess adequacy of space
□ Site inspection
□ Site inspection checklist

16.2. Site Selection Criteria

Upon understanding the process for selecting a site, the site suitability for the MICE event may be measured using certain criteria. Usually, criteria from the following eight categories are considered:
<table>
<thead>
<tr>
<th>Category</th>
<th>Dimensions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>What is the transportation cost?</td>
</tr>
<tr>
<td>Time</td>
<td>How long is the travel time to this city?</td>
</tr>
<tr>
<td>Frequency</td>
<td>How many flights a day are there to this city?</td>
</tr>
<tr>
<td>Convenience</td>
<td>How convenient is scheduling for the different connecting flights and other transportation?</td>
</tr>
<tr>
<td>Barriers</td>
<td>Do travellers need a visa to travel to this city?</td>
</tr>
<tr>
<td>Local chapter</td>
<td>Does the association have a local chapter to offer support and resources?</td>
</tr>
<tr>
<td>CVB/convention centre</td>
<td>Will the tourism board or the convention centre offer help?</td>
</tr>
<tr>
<td>Subsidies</td>
<td>Is there any funding from the local government for this type of activity?</td>
</tr>
<tr>
<td>Entertainment</td>
<td>Are there a lot of restaurants, bars, theatres and night clubs in the city?</td>
</tr>
<tr>
<td>Shopping</td>
<td>Are there a lot of malls, department stores and markets to shop at?</td>
</tr>
<tr>
<td>Sightseeing</td>
<td>Are there many architectural landmarks, museums, monuments, attractions, parks, historical sites and local tours?</td>
</tr>
<tr>
<td>Recreation</td>
<td>Are there sports competitions, games and activities?</td>
</tr>
<tr>
<td>Professional opportunities</td>
<td>Are there opportunities to get in touch with clients or local agents for talks, visits and business transactions?</td>
</tr>
<tr>
<td>Capacity</td>
<td>How many rooms are there in a single hotel? Are more than one hotel needed to accommodate all the guests?</td>
</tr>
<tr>
<td>Cost</td>
<td>What is the rate per room?</td>
</tr>
<tr>
<td>Service</td>
<td>What is the standard of service?</td>
</tr>
<tr>
<td>Security</td>
<td>Can the hotel provide a safe environment?</td>
</tr>
<tr>
<td>Availability</td>
<td>Will the hotel be available at the time of the event?</td>
</tr>
<tr>
<td>Category</td>
<td>Dimensions</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Meeting and exhibition facilities</strong></td>
<td></td>
</tr>
<tr>
<td>Capacity</td>
<td>Does the convention and exhibition centre have enough space for this event?</td>
</tr>
<tr>
<td>Layout</td>
<td>Is the floor plan flexible and suitable for the event?</td>
</tr>
<tr>
<td>Cost</td>
<td>How much is rent?</td>
</tr>
<tr>
<td>Ambiance</td>
<td>Is the lighting suitable for this event?</td>
</tr>
<tr>
<td>Service</td>
<td>What is the standard of the service?</td>
</tr>
<tr>
<td>Security</td>
<td>Will the convention and exhibition centre provide a safe environment?</td>
</tr>
<tr>
<td>Availability</td>
<td>Will the convention and exhibition centre be available?</td>
</tr>
<tr>
<td>Experience</td>
<td>Has the convention and exhibition centre held a similar event before? Did they perform satisfactorily?</td>
</tr>
<tr>
<td><strong>Information</strong></td>
<td></td>
</tr>
<tr>
<td>Reputation</td>
<td>What do other event planners think about the city?</td>
</tr>
<tr>
<td>Marketing</td>
<td>Is the promotion activity by the tourism board effective?</td>
</tr>
<tr>
<td><strong>Site environment</strong></td>
<td></td>
</tr>
<tr>
<td>Climate</td>
<td>Is the climate of the city severe?</td>
</tr>
<tr>
<td>Setting</td>
<td>Is the surrounding environment attractive?</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>Does the city have enough infrastructures to support the event?</td>
</tr>
<tr>
<td>Hospitality</td>
<td>Does the local community welcome tourists and/or this event?</td>
</tr>
<tr>
<td><strong>Other criteria</strong></td>
<td></td>
</tr>
<tr>
<td>Risks</td>
<td>What is the possibility of the city being affected by labour strikes, natural disasters, boycotts or terrorist attacks etc.?</td>
</tr>
<tr>
<td>Profitability</td>
<td>Will the city help the event make money?</td>
</tr>
<tr>
<td>Association promotion</td>
<td>Will the city add status to the association or organization?</td>
</tr>
<tr>
<td>Novelty</td>
<td>Is the city unique?</td>
</tr>
</tbody>
</table>
Activity 16.1:

- If you are planning an international convention for 500 people next October, is Hong Kong a suitable site for this event? First, pick a hotel and/or a convention venue. Based on the above criteria, answer all the questions.

Activity 16.2:

- Based on Activity 16.1, choose another nearby city such as Macau or Shenzhen, and repeat the process. Find out if the city can also be a suitable site for this convention.

Activity 16.3:

- If we are planning an exhibition with 500 exhibitors, will this make a difference?

TIP: Consider only the applicable criteria.
17. BUDGETING

<table>
<thead>
<tr>
<th>Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Explain the budget process</td>
</tr>
<tr>
<td>□ Understand the reasons for budgeting</td>
</tr>
<tr>
<td>□ Know how to set budgetary goals</td>
</tr>
<tr>
<td>□ Identify different budgetary viewpoints</td>
</tr>
</tbody>
</table>

17.1. WHAT IS A BUDGET?

□ A quantified statement of plan
  o The plan is expressed in numerical terms

□ The process includes
  o Costing
  o Estimating income

□ Allocation of financial resources
  o To be used to compare costs and revenues with projected costs and revenues
  o Maximum possible expenditure for each area of the event is estimated

□ Can take many forms
17.2. Constructing the budget

17.2.1. Budgeting Process

- Instructive phase: committee will instruct the event planner on the content of the budget
- Consultative phase: event planner would ask the advice of other event specialist and the subcontractors

17.3. Reasons for Budgeting

- To monitor the financial situation as it relates to the goals and objectives of the meeting
- To understand where the income is coming from and where it is going
- To identify the percentage of income and expenses from individual areas
- To analyze and control expenditures
- To determine areas that allow for an increase (↑) in revenues and a decrease (↓) in expenses to avoid losses and determine program options
17.4. Budgetary Goals

There are three types of goals when setting a budget:

□ To break even: when income = expense
□ To generate profit: when income > expense
□ To minimize loss and subsidize if necessary: when income < expense

17.4.1. Budgeting at a Loss

While it may sound strange, many meetings are budgeted, technically, to lose money. This loss may be the result of meetings that have no income (registration fees, exhibitors, sponsorship) to cover expenses. Typical meetings that are budgeted at a loss include:

□ board meetings
□ committee meetings
□ training meetings
□ product launches

Typically, these situations are viewed as investments and subsidizing the event is acceptable because of its benefit to attendees.

17.4.2. Use of Information

When setting the budget, the first questions involve how much is to be spent. The planner often examines the history of previous event budgets. Prices may increase because of the date and location of the event. Differences in programming, attendance and other aspects of the event will also dictate an increase or decrease in income and expenses. Demographics of the participants will also impact on budgeting as the financial status of the attendees may affect the amount they are willing to pay for registration. For first-time events, usually zero-based budgeting will be used. Planners can also research other MICE events of similar size and scope and identify all possible expenses to determine a realistic budget.

Activity 17.1:
Discuss the potential budgetary goals for:

□ an incentive trip
□ a shareholders meeting
□ a retreat

What do they have in common?
17.5. Income

Income is the money gained as revenue from the MICE event. Sources of funding include:

- Allocation of funds from an organization’s budget
- Revenue generated from:
  - Registration fees
  - Exhibition fees
  - Advertising fees
- Sponsorships
- In-kind donations (goods, services and function space)

17.6. Expense

Expenses are moneys that need to be spent in order to hold the MICE event. Typical expenses originate from fixed, variable and indirect costs.

**Fixed Costs** are costs that have to be met. These expenses remain the same regardless of the number of delegates.

- Venue/room rent
- Speakers
- Marketing
- Office supplies and expenses
- Multimedia

**Variable Costs** are costs that vary with the number of delegates. These expenses are based on a per-person basis.

- Food and beverage (F&B)
- On-site materials
- Ground transportation
- Entertainment

**Indirect Costs** are listed as overhead or administrative items on a programme budget and are organizational expenses not directly related to the event.

- Staff salaries
Activity 17.2:

Below is a list of expense items. Discuss what categories these costs fall into. ✓ the appropriate column.

TIP: Think of which group of examples discussed above that these costs belong to.

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Fixed?</th>
<th>Variable?</th>
<th>Indirect?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative overhead</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Car rental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complimentary registration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decoration</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flowers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food and Beverage functions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gratuities and gifts</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labour charges</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Multimedia equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office furniture and equipment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Photography and video taping</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postage and delivery costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing and photocopying</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Registration materials</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Room rental</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security guards</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shipping and freights</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signs, posters, banners</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Shuttle bus services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Speakers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Staff travel expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stationeries</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Taxes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telecommunications</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Temporary Staffing</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Translators and interpreters</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website design and maintenance</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
17.7. Budget Viewpoint

Different organizations will have different views on whether or not their MICE events should make money. There are two ways to achieve their budgetary goals—increase income or cut costs.

17.7.1. Associations

| Budget Viewpoint |  
|------------------|---
| □ For “non-profit” organizations, profits cannot be excessive and must be used to operate or grow the association  
| □ Charitable organizations must distribute all excess income over expenses  
| Income |  
| □ Increase the level of advertising on on-site programming and on the website;  
| □ Consider marketing to related groups, competing organizations and/or students;  
| □ Creatively packaged sponsorship opportunities.  
| Cost |  
| □ Create guidelines for staff and speaker travel and expenses;  
| □ Use member speakers at no fees where possible;  
| □ Review banquet and event orders and audio-visual equipment orders to make sure there are no hidden costs;  
| □ Print programme materials at a discount printer at the meeting destination;  
| □ Use volunteers, host committees, students in place of CVB or temp company staff for registration staffing.  

17.7.2. Government

| Budget Viewpoint |  
|------------------|---
| □ Breaking even is the main objective  
| □ Registration fees must be kept within reasonable ranges and expenses must be tightly controlled.  
| □ Attendees must stay within per diem guidelines.  
| Income |  
| □ Increasing registration fees is rarely an option and sponsorships are not typically allowed;  
| □ Increasing attendance by including other departments or entities;  
| □ Some vendor exhibits may be allowed, but strict guidelines must be followed.  

<table>
<thead>
<tr>
<th>Cost</th>
<th>Corporation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shorten the schedule by a day;</td>
<td>Meetings typically do not generate “income”</td>
</tr>
<tr>
<td>Use “non-traditional” venues such as university campuses</td>
<td>Companies are under pressure to limit expenditures in all areas, including meetings</td>
</tr>
<tr>
<td>Reduce portion sizes for food or “gang” up menus with another larger group;</td>
<td>Budgeted “loss” or subsidies must be kept within reasonable limits</td>
</tr>
<tr>
<td>Negotiate food outlet pricing to allow purchases within individual meal per diems;</td>
<td></td>
</tr>
<tr>
<td>Use students in place of additional staff for registration and other duties.</td>
<td></td>
</tr>
</tbody>
</table>

17.7.3. Corporation

<table>
<thead>
<tr>
<th>Budget Viewpoint</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Meetings typically do not generate “income”</td>
<td>Not applicable.</td>
</tr>
<tr>
<td>Companies are under pressure to limit expenditures in all areas, including meetings</td>
<td></td>
</tr>
<tr>
<td>Budgeted “loss” or subsidies must be kept within reasonable limits</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consider shortening the meeting by a day;</td>
</tr>
<tr>
<td>Hold meetings in smaller cities and/or during “shoulder” or “off-peak” period in order to negotiate better rates and other items at the facility;</td>
</tr>
<tr>
<td>Control travel costs by dictating preferred vendors for airline and ground transportation;</td>
</tr>
<tr>
<td>Negotiate multi-meeting contracts with vendors to secure better prices;</td>
</tr>
<tr>
<td>Hold creative and fun activities during receptions to allow for the reduction in high-end food offerings and quantity of food needed.</td>
</tr>
</tbody>
</table>
18. SPONSORSHIP & FINANCIAL ANALYSIS

**Learning Objectives:**

- Understand the importance of sponsorships
- Identify different sponsorship frameworks
- Explain the function of continual and post-event analyses

One of the common ways to increase income is to seek sponsorship. Sponsorship can be in cash or in-kind (goods or services donated). The sponsor, a company who would offer cash or in-kind fees at an event, will gain in return commercial potential by associating with the event. Most of the time, such “affiliation” or “association” between the event and company are mutually beneficial. For a convention to be a financial success, it is critical to secure adequate sponsorship. The key is to provide sponsorship packages that detail the required contribution and list the benefits to the sponsor. Organizers must also fulfil all the sponsor benefits as set out in the package in order to attract repeat sponsorship.

18.1. Sponsorship Framework

Two typical approaches are commonly used:

1. A simple-to-develop hierarchical approach – based on a differentiation of fees and benefits. For example:
   - Title sponsor (one only) – There may not be a title sponsor for some conventions, due to the topic and nature of the event. A *title sponsor* refers to a sponsor who can name the event. They:
     - receive free tickets
     - receive prominent signage at all venues
     - are allowed a hospitality tent;
     - cost $100,000
   - Gold sponsor ($50,000) (no limit on numbers). Receives fewer benefits than the title sponsor
   - Silver ($25,000)
   - Bronze ($5,000 to $10,000)

2. Tangible approach – based on the goods and services needed. For example:
□ Title sponsor (one only; sum to be negotiated)
□ 7 “presenting” sponsors
□ 5 product-exclusivity sponsors
□ 3 exclusive media sponsors
□ Donor: any number

There is no universal framework for a sponsorship hierarchy. In other words, there is no set contribution amount required for each level of sponsorship, as long as the higher-level sponsors are contributing more than the lower-level sponsors and receive more benefits. You can also name the sponsorship levels in any way you see fit.
Activity 18.2:

Look at the poster below. Identify the sponsors listed in the poster for this international congress. Fit these sponsors into the above sponsorship framework and discuss how these sponsors are helping the congress.
18.1.1. Continual Financial Analysis

On-going financial analysis during planning and implementation of the event can help the organization:

- identify potential problems;
- make required changes or corrections; and
better inform facilities and vendors on the status of the event well in advance

18.1.2. Post-Event Financial Analysis

After the event, it is important to review and analyze financial performance. By comparing actual income and expenses with the budget once the event is over and after income and expenses have been reconciled, organizers can analyze budget item variances and determine the reasons behind them. The post-event financial analysis also allows improved understanding as to why actual financial performance differed from anticipated performance. As a result, the organization may formulate new policies, from site selection and contract negotiation to speaker guidelines and future pricing. The emphasis here is an analysis of the overall financial records to confirm or change the financial viewpoint, based on actual performance.
19. NEGOTIATION

Learning Objectives:
- Identify negotiable items
- Understand how negotiation relates to cost

One key responsibility that affects planning and budgeting is negotiation. This process helps to control costs and communicate needs to the suppliers. The major negotiation items at MICE events include hotel guestrooms, meeting spaces and other services.

19.1. Guestrooms - ITEMS TO NEGOTIATE
- Rates (discount off published prices)
- Increased complimentary room ratio (ensure a cumulative rather than a per-night basis)
- Complimentary guestrooms for move-in
- Complimentary presidential or executive suites during the event for the host
- Complimentary rooms for event professionals during the scheduled event
- VIP room upgrades at the group rate
- Speaker and staff rooms discounted during the event
- Room blocks – a guaranteed minimum number of rooms to be paid by the client. Reservation cut-off closer to the meeting date than the typical 30 days and rooms sold after cut-off date sold at the group rate
- Ability to reduce room blocks without penalty
- Optional or reduced service charges for bell service and housekeeping
- VIP amenities
- Satellite check-in with extra bell staff available
- Free or reduced parking fees or valet service
- Complimentary rundown service
- Complementary daily newspapers
- Pre- and post-conference guestroom rates at the conference rate
- Toll-free access, free local calls
19.2. Meeting Space - ITEMS TO NEGOTIATE
- A waiver or reduction in meeting rentals in return for guaranteed food and beverage expenses
- A waiver or reduction in exhibit space rental fees in return for an adequate guest room block
- House telephone at registration within a secured meeting office
- Pads, pencils, candies, easels, corkboards, chalkboards, whiteboards
- Complimentary or discounted on-site services
- 24-hour meeting space rates
- Additional utility charges (electrical, cleaning)

19.3. Other Services – ITEMS TO NEGOTIATE
- Children’s programming and child care services
- House limousine or shuttle service to nearby attractions
- Guaranteed service levels for all food outlets and functions
- Free self-mail registration and pre-printed promotional brochures
- Reduced or complimentary corkage charges
- Clear access to fire exits, fire hose cabinets, fire extinguishers and pull stations
- Exit pathways from large sessions and activities
- Informational displays and registration equipment in lobbies
- What is considered exit pathways and not function space
- Types and concentration of exhibits in the exhibit hall
- Potential obstructions caused by A/V requirements
- Drapery or cabling across entrance or exit doorways, pyrotechnics, mobile microphone and camera cables
- What is not negotiable?

19.4. What is NOT negotiable? – ITEMS TO NEGOTIATE
- Not all items are negotiable, including:
  - Items that are related to safety
  - Items that are illegal
  - Items that may cause harm to the host and attendees


**Activity 19.1:**

Discuss what is not negotiable. Brainstorm all non-negotiable items and list them out.

**TIP:** Think of items related to safety that may cause harm and are against the law.
20. PROGRAMMING PLANNING AND DESIGN

Learning Objectives:

- Explain programme planning and design
- Understand the programme outline
- Identify different formats and timing of the programme elements

20.1. What is a Programme?

Programme:

- Includes the flow of the performers, speakers, catering and the other elements of the event
- Includes the schedule for all the elements.
- Depends on:
  - The expectations of the audience
  - The constraints of the venue and infrastructure
  - The culture of the client and main sponsors
  - The availability of elements for staging, and their mutual relationships
  - Logistics

20.2. Programme Planning and Design

Programming for events is both a technical and creative process. Programme planning starts with the concept and leads to considerations on how to manage and market it. Ideally, programming ideas and decisions form part of the ongoing planning strategy.

Programme design involves planning and co-ordinating every aspect of a MICE event. The planning starts with the set-up of the programme committee. The key issues are programme schedule and inclusion. The design and planning process also concern the speakers and accompanying persons’ (AP) programme, for those who travel with the MICE event attendees.
20.2.1. **Factors Affecting Programme Design**

- **The type of MICE event**
  - To instruct
  - To share information or knowledge
  - To market a particular product

- **Objectives**
  - To earn money
  - To enhance the organizer’s image
  - To serve its membership

- **Implications for**
  - Attendee profile
  - Length of the convention
  - Convention location/venue
20.2.2. **Session Structure**

- Categorizes the meeting into its various activities
- Combines the appropriate number of professional development hours with social and recreational activities
- Should include the time for registration, opening ceremonies or general session, exhibition hours, meal and social functions, breaks, and a formal closing session, if appropriate for the type of MICE event.

To start with, always have an outline in mind. (See Table 5 for an example) The planner can then fill in the different elements to the programme. All other details can then fit into the schedule.

![Figure 12 Percentage of different programme items](image-url)

20.2.3. **General Programme Outline**

- Categorizes the meeting into its various activities
- Combines the appropriate number of professional development hours with social and recreational activities
- Should include the time for registration, opening ceremonies or general session, exhibition hours, meal and social functions, breaks, and a formal closing session, if appropriate for the type of MICE event.
<table>
<thead>
<tr>
<th>Day</th>
<th>Morning</th>
<th>Afternoon</th>
<th>Day</th>
<th>Morning</th>
<th>Afternoon</th>
<th>Evening</th>
</tr>
</thead>
<tbody>
<tr>
<td>Day 1</td>
<td>□ Office and press room set-up begins</td>
<td>□ Meeting room set-up begins</td>
<td></td>
<td>□ Governance and/or committee meetings</td>
<td>□ Pre-meeting workshops</td>
<td>□ Opening reception</td>
</tr>
<tr>
<td></td>
<td>□ Registration set-up begins</td>
<td></td>
<td></td>
<td>□ Registration opens</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Exhibition set-up begins</td>
<td></td>
<td></td>
<td>□ Office and press room open</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>□ Exhibition and meeting room set-up continue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 2</td>
<td>□ Governance and/or committee meetings</td>
<td></td>
<td></td>
<td>□ Pre-meeting workshops</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Registration opens</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Office and press room open</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Exhibition and meeting room set-up continue</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Days 3-5</td>
<td>□ General session</td>
<td></td>
<td></td>
<td>□ Concurrent sessions</td>
<td></td>
<td>□ Annual reception and banquet (Day 4 only)</td>
</tr>
<tr>
<td></td>
<td>□ Exhibition opens</td>
<td></td>
<td></td>
<td>□ Annual business meeting (Day 4 only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Registration, office, press room open</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Day 6</td>
<td>□ Exhibition move-out begins</td>
<td></td>
<td></td>
<td>□ Annual reception and banquet (Day 4 only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Closing general session</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>□ Move-out of registration area, office, press room</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5 An example of a general programme outline for a combined conference and exhibition

**Activity 20.1:**

Draft a programme outline for a three-day combined conference and exhibition programme. Reminder: Pay attention to items that have to be kept.
## 20.3. Good Programme Design

You can achieve structure, balance and pacing for the programme by combining major topics and sub-topics, passive and active sessions, formal and informal times to provide professional and personal growth and networking among practitioners. (Price, 1989)

### 20.3.1. Session Format

<table>
<thead>
<tr>
<th>Breakout</th>
<th>Small group sessions within a meeting, organized to discuss specific subjects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concurrent sessions</td>
<td>Multiple simultaneous topics covering a wide range of interests</td>
</tr>
<tr>
<td>Exhibit / trade show</td>
<td>Event at which products and services are displayed</td>
</tr>
<tr>
<td>General / Plenary</td>
<td>General assembly for all persons actively involved in a meeting</td>
</tr>
<tr>
<td><strong>Labs</strong></td>
<td>A replicated working environment with equipment to practice or to learn new skills</td>
</tr>
<tr>
<td>-----------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Tour / Site visit</strong></td>
<td>Trips to related sites or industry venues</td>
</tr>
<tr>
<td><strong>Workshops</strong></td>
<td>Seminars emphasizing free discussion, exchange of ideas, demonstration of methods and practical application of skills and principles. They also involve meeting in small groups for intensive discussions</td>
</tr>
<tr>
<td><strong>Symposium</strong></td>
<td>A meeting of a number of experts in a particular field, at which papers are presented and discussed by specialists on particular subjects with a view to making recommendations concerning the topic under discussion.</td>
</tr>
<tr>
<td><strong>Keynote</strong></td>
<td>Opening remarks or presentation at a meeting that sets the tone or theme of the event and motivates the attendees</td>
</tr>
<tr>
<td><strong>Keynote address</strong></td>
<td>A session that opens or highlights the show, meeting or event</td>
</tr>
</tbody>
</table>
### 20.3.2. Instructional Style

<table>
<thead>
<tr>
<th>Case study</th>
<th>An intensive analysis of an individual unit or situation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lecture / Paper</strong></td>
<td>An informative and instructional speech</td>
</tr>
<tr>
<td><strong>Panel</strong></td>
<td>Several speakers (e.g. four is a manageable number) with different perspectives on the same topic; may include a moderator</td>
</tr>
<tr>
<td><strong>Poster session</strong></td>
<td>Display boards placed around the room with visual informational presentations; often scientific and accompanied by an author</td>
</tr>
<tr>
<td><strong>Demonstration</strong></td>
<td>One or more persons showing how a particular product functions</td>
</tr>
<tr>
<td><strong>Roundtable discussion</strong></td>
<td>Approximately eight to 10 attendees with a group leader; involving an informal discussion of issues or an exchange of ideas</td>
</tr>
<tr>
<td><strong>Talk show</strong></td>
<td>Moderator interview with two to three experts, often with varying perspectives</td>
</tr>
<tr>
<td>Time</td>
<td>May 21(WED)</td>
</tr>
<tr>
<td>--------------</td>
<td>-------------</td>
</tr>
<tr>
<td>09:00 – 10:30</td>
<td></td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td></td>
</tr>
<tr>
<td>11:00 – 12:30</td>
<td>Registration</td>
</tr>
<tr>
<td>12:30 – 14:00</td>
<td></td>
</tr>
<tr>
<td>14:00 – 15:30</td>
<td><strong>Inaugural Plenary Session</strong></td>
</tr>
<tr>
<td>15:30 – 16:00</td>
<td>Refreshment Break &amp; Poster Session I</td>
</tr>
<tr>
<td>16:00 – 17:30</td>
<td><strong>Paper Session I</strong> (Breakout Session)</td>
</tr>
<tr>
<td>17:30 – 18:00</td>
<td></td>
</tr>
<tr>
<td>18:00 – 19:30</td>
<td>Welcome Reception</td>
</tr>
</tbody>
</table>

Table 6 A sample conference programme with different session format and instructional style

### 20.3.3. Room Set-up
- Roundtable Banquet
- Classroom
- U-shape
- Boardroom
- Hollow / open square
- Theatre
- Banquet
- Modified-Chevron/ Herringbone
- Cocktail
Activity 20.2:

Label each of the items below with A and B.
A: Match the diagrams below with the different room set-up
B: Match the setting with the session format or instruction style

A: 
B: 

A: 
B: 

A: 
B: 

A: 
B: 
20.3.4. **Session Timing**

<table>
<thead>
<tr>
<th>Event</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture</td>
<td>45-60 minutes including 15 minutes of Q&amp;A</td>
</tr>
<tr>
<td>Panel</td>
<td>45-60 minutes (10-15 minutes for each panellist) including 15 minutes of Q&amp;A</td>
</tr>
<tr>
<td>Lunch with speakers</td>
<td>90-120 minutes</td>
</tr>
</tbody>
</table>
| Breaks              | 20 minutes for around 50 guests  
                        | 30 minutes for 50+ guests        |
| Dinner              | 30 minutes per course         |
| Reception           | (prior to dinner) 30 – 60 minutes |
| Reception style dinner | 60 - 120 minutes             |
| Moving attendees    | > 100 guests = 5 minutes ; 100 - 500 guests = 10 minutes ; 500 - 1,000 guests = 15 minutes |
20.3.5. **Accompanying Persons’ (AP) Programme**
- Focuses on combining business and leisure
- Spouse programmes
- Kids – programme, venue facilities

20.4. **Working with a Programme Committee**
- Adhere closely to the programme-planning timeline and deadlines
- Report to the committee chair and staff liaison immediately if a deadline cannot be met
- When contacting speakers, follow the guidelines set forth by the committee with respect to content and format expectations, fees, manuscripts and handouts
- Report immediately to the staff liaison and chairperson if the committee assignments are inappropriate or cannot be completed within the time frame allotted

20.4.1. **Speaker arrangement**

Most of the sessions at a MICE event require speakers to give a speech, from a paper presentation to a keynote address. To arrange speakers, event planners can work with the programme committee or work with other stakeholders to find suitable speakers. (See Figure 13.) Speaker bureaus are organizations that list a range of speakers, from professors to past presidents such as Bill Clinton, and their speaking fees.

![Figure 13 Speaker arrangement flowchart](image-url)

*Figure 13 Speaker arrangement flowchart*
Activity 20.3:

Think of the information and specific credentials you will need from your guest speakers and the relevant details and background information that the speakers will need to be briefed on.

Photo 17  A sample call for paper poster
21. REGISTRATION

**Learning Objectives:**
- Outline the registration process
- Discuss the important issues of registration implementation
- Look at examples of practical ways to smooth out the process

The registration process gives attendees a first impression of the event. It therefore needs to be quick and easy. In order to achieve this, the registration data needs to be accurate, comprehensive and relevant to the needs of the organizer, sponsors and exhibitors. The whole process concerns logistics more than design.

The registration process involves registration fees. Such fees can be all-inclusive or allow a minimum fee with optional add-ons (e.g., conference dinner, tours etc.). As a result, the planner needs to take payment collection and tracking into consideration.

21.1. Advance Registration

Most of the MICE event can be registered in advance. The advantages of advance registration include:
- Simplifying on-site traffic
- Generating cash flow prior to the event
- An early indication of marketing strengths and weaknesses
- A guaranteed number of reserved tickets for special functions
- Allowing all materials to be ready for immediate and convenient pick-up at the event

When processing advance registration, the following has to be clear:
- Who can register in advance
21.2. Registration Types

There are many methods of registration: mail, phone, fax and Internet (online). Registration methods and payment methods are interlinked. For mail registration, payment has to be settled by cheque. For fax/Internet registration, payment has to be settled by credit card. However, both cheque and credit card payments carry the risk of being rejected due to insufficient funds. Cheques take longer to clear but there is no risk of charge back. Both have processing charges that need to be considered. For instance, Visa cards may have a transaction fee of up to 3%.

21.2.1. Confirmation

Once the registration forms and fees are received, the attendees need to be confirmed. Initial confirmation should be immediate, with detailed follow-up within 48 hours. The confirmation should indicate event dates and times, fees paid, registration ID, on-site registration location and time, refund policies, as well as other useful information.

Registration forms:

- Can be either part of the brochure or a separate insert
- Include such details as:
  - Personal information
  - Registration fees and dates
  - Payment options
  - Cancellation and refund policies
  - Contact information
- The use of **bold** and *italics* should be reserved for important information only
- AVOID THE USE OF CAPITAL LETTERS
- Fill in blank spaces and offer alternatives
- Avoid applying a glossy finish – they are difficult to write on
# The Fourth China Tourism Forum

**15-16 December 2007**

Kunming, Yunnan, China

---

## Registration form for participants outside of mainland China

### Personal Information

Prof/Dr/Mr/Mrs/Ms ___________________________  Given Name ___________________________  Surname

Position ___________________________  Organization ___________________________

Mailing Address (home) / (work) ___________________________

City ___________________________  Province/State ___________________________  Post Code ___________________________  Country ___________________________

Phone ( ) ___________________________  Fax ( ) ___________________________

E-mail: ___________________________  Mobile: ___________________________

### Forum Registration

Registration fee includes participation in all Forum sessions, all scheduled meals, refreshments, and a copy of the Forum Proceedings (to be made available at the Forum). Hotel Accommodation is not included.

<table>
<thead>
<tr>
<th></th>
<th>Standard</th>
<th>Full-time Student*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early Bird Registration (by 15 Nov 2007)</td>
<td>USD130/ HKD1170</td>
<td>USD100/ HKD900</td>
</tr>
<tr>
<td>Registration (after 15 Nov 2007)</td>
<td>USD200/ HKD1560</td>
<td>USD150/ HKD1170</td>
</tr>
<tr>
<td>Day Registration for 15 / 16 December 2007</td>
<td>USD100/ HKD80</td>
<td>USD80/ HKD64</td>
</tr>
</tbody>
</table>

* Full-time students are required to provide official letters or student ID for confirmation of their status at the time of registration.

### Payment Methods

- [ ] Cheque (Please make the payment to “THE HONG KONG POLYTECHNIC UNIVERSITY”).
- [ ] Bankdraft (Please make the payment to “THE HONG KONG POLYTECHNIC UNIVERSITY”).

- [ ] Remittance
  
  Beneficiary: The Hong Kong Polytechnic University
  
  Bank Name: Hang Seng Bank Limited
  
  Address: 83 Des Voeux Road Central, Hong Kong
  
  Bank Code/ Branch Code/Account Number: 026 / 280 / 277476-001
  
  SWIFT code for Hang Seng Bank Limited: HASEHKHH

- [ ] Credit Card
  
  Please tick the appropriate card type: [ ] MasterCard  [ ] Visa

  Name as printed on card: ___________________________  Card number: ___________________________

  Expiry date: ___________________________  Authorized amount US$ ___________________________  Cardholder Signature ___________________________

### Cancellation Policy

For cancellation received in writing before 15 November 2007, 50% of the registration fee will be refunded. No refund will be made after 15 November 2007.

---

Registration will only be confirmed upon receipt of full payment. Please return the completed registration form with payment to:

Ms Nicole Sluan
School of Hotel & Tourism Management, The Hong Kong Polytechnic University, Hang Hom, Kowloon, Hong Kong SAR

Tel: +852 2766-4334  Fax: +852 2362-9362  Email: hmsnicole@polyu.edu.hk


---

Figure 14  A sample registration form
21.3. Registration Information

When processing a registration, the registrant will process the personal information of the attendees as well. Therefore, please bear in mind that:

- Data security and privacy protection are critical in conference registration
- Privacy laws in effect in many countries make organizers liable to legal action if attendee privacy is violated
- Registrants have to be aware of the use of their personal information and give consent to it
- Measures must be taken to ensure the safety of personal information
- The sale of registration lists to third parties is prohibited

21.4. On-Site Registration

In general, 40% to 70% of attendees register early, with the remainder registering on site. On-site registration has to be as fast as possible to avoid long waits and queues. Each staff member with computer access needs to register 25 to 30 attendees on average per hour. In order to keep a smooth flow of traffic, the organizer needs to brief registration staff and plan a workable set-up for the registration site.

The common set-ups include:

Registration with a straight queue – Each desk handles a separate group of attendees. For example, one group might include attendees with surnames starting from A to E. This simple set-up is clear for attendees. However, each registration desk may not have an equal workload. Some lines may be crowded with too many people during peak periods. Media representatives, VIPs and people with special needs also need to stand in the same queue to register.
Meetings, Incentives, Conventions and Exhibitions (MICE)

Figure 15 Registration with a Straight Queue

Registration with a Serpentine Queue – All registration desks can handle any attendee on a first-come-first-serve basis. All attendees, including media representatives, VIPs and people with special needs, stand in one single queue in a serpentine format to save space. Each desk will share the same workload. Therefore, all registrant information will be distributed to and collected by all registration staff members with desks. However, the setting may not be convenient to everyone, particularly for those with special needs.

Figure 16 Registration with a Serpentine Queue
**Registration System with Both Straight and Serpentine Queue** – This involves a mix of two queues: A straight queue for media representatives, VIPs and people with special needs; and a serpentine queue for regular attendees. In this way, attendees will be registered on a first-come-first-serve basis and occupy less space even during peak periods. VIPs and media representatives do not need to wait for too long a period. It is also more convenient for those with special needs.

![Registration System with Both Straight and Serpentine Queue](image)

**Figure 17 Registration with straight and serpentine queues**

**TIP:** Processing of attendees with special needs must provide for trained staff available for language and interpretation and a fully accessible area on site.
Activity 21.1:
Discuss the advantages and disadvantages of the different on-site registration set-ups.

21.4.1. Advantages of On-line Registration:
- Reduces the time required to register each attendee
- Allow for quick analysis of attendee trends
- Eliminates repetitive errors
- Cost involve are small through the use of software or website

21.4.2. Payment Collection
- Separate accounts for registration fees and event fees (e.g., dinners, receptions)
- Confirmation forms should double as receipts
- Arrangements must be made for the deposit of funds at the end of each day
- Need for proper control measures, since the registration process can be hectic period – there is a need to ensure funds are secure and the process is smooth, which would reflect well on organization

21.4.3. Registrant Packets/Satchels
- Can be picked up on site by attendees
- Contain documentation such as:
  - Conference proceedings
  - Sponsor material
  - Destination material
  - Pens and paper
- Name badges and payment receipts are typically placed on separate tables

Photo 19 Attendees pick up materials at the registration counter
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Name badge:
  - Safety pin/clip/stick on/plastic pin/magnetic
  - Lanyard

DEVELOP A FLOOR PLAN THAT INCLUDES:
- Hospitality area
- Information
- Lost and found
- Messages
- On-site registration desk(s)
- Advance/ pre-registration desk(s)
- Publications for display/sale
- Registration material storage/distribution
- Session/ event tickets
- Transportation

Figure 18 A sample floor plan

*Items that need to be included*
- Signage
- Tables
- Stanchions
- Kiosks
- Chairs
- Easels
- Telephones/Internet connection
- Computers and printers
- Entrance and exit paths
22. **ON-SITE LOGISTICS**

<table>
<thead>
<tr>
<th>Learning Objectives:</th>
</tr>
</thead>
<tbody>
<tr>
<td>□ Examine the operation and understand importance of the pre-con, daily logistic meeting and the post-con</td>
</tr>
<tr>
<td>□ Understand the key to on-site management</td>
</tr>
</tbody>
</table>

22.1. **On-Site Management**

Precise communication is critical. Therefore, three types of staff meetings need to be held in order to keep the communication flowing:

□ Prior – This conveys precise expectations to all site facilities
□ During – These are daily meetings to review logistics
□ After – These are feedback forums from the various parties

22.1.1. **Pre-Event Meeting**

Prior to the event, all staff members need to be fully briefed on all activities at the event, their requirements and staff expectations. The pre-con is a meeting between the event staff and venue staff, along with the key staff of outside contractors. These include GM (for large conventions), event manager and staff, food and beverage department (banquets/catering), and AV – either in-house or contracted.

Depending on the specifics of the meeting, other staff may need to be present for part of the meeting. The pre-con reconfirms all written and verbal details, discusses arrangements, addresses any questions and resolves outstanding issues. It is typically held 24 hours before the event starts.

22.1.2. **Daily Logistics Meeting**

Each day, there will be a meeting for staff to confirm the event's daily logistics. This is especially important for conventions incorporating multiple facilities. These meetings are attended by convention service, F&B and AV personnel from each hotel and venue. The purpose of these meetings is to inform everyone about the events of the day, cancellations or additions to the program, changes to F&B and A/V orders, and provide a review of previous activities while identifying areas of improvement.
22.1.3. **Post-Event Meeting**

Following a meeting with the event staff, a *post-con* is an arrangement for the event staff to meet with the venue staff and key staff of outside contractors. The purpose of this meeting is to solicit feedback in order to plan for future events with the venue and meeting team. This meeting will also detail services that were delivered well and then move on to discussing problem areas.

22.1.4. **Wrap-Up**

To conclude the event, the following tasks need to be completed after the event:

- Return rented equipment
- Store reusable signs and other supplies
- Settle bill payments (including the decision on tips and gratuities)
- Prepare financial reports
- Prepare thank you letters
- Analyze attendee and supplier feedback

**Activity 22.1:**

Brainstorm what needs to be prepared for a post-con.

**22.2. Communication! Communication! Communication!**

To smoothly manage the on-site operation, communication between event staff, the supply staff and the attendees is important. Below are a few reminders:

*On-site Office Operation* – There should be an office for event staff to congregate, access private phones, and store and retrieve event materials. Staff identification is required to gain access to this office. Large conventions or exhibitions may require an additional:

- On-site office
- Offices for the event manager and staff
- A speaker-ready room
- A press/PR office
Information Kiosk and Message Centre – This can be combined with the lost and found area to save on space and for added convenience. It should be a physical location central to attendee traffic flow (for example, near the registration area). It should also be equipped with:

- Telephone and Fax
- Computer with on-line service
- Message pads and pens
- Local maps
- Restaurant guides
- General tourist info
- General event info

Signage (Temporary, Permanent and Electronic):

- Office and service areas
- Directional assistance
- Identification of function rooms
- Ground transportation vehicle and stops
- Sponsor related
- General event information

Communication Systems – Business equipment can be rented if not owned, or a “one-stop shopping” service contract can be negotiated. Equipment used may include:

- Telephones
- Fax machines
- On-line services
- Wireless communication
  - Pagers for staff
  - Walkie-talkies
  - Cell phones
  - Personal digital assistants (PDAs)
23. RISK MANAGEMENT

**Learning Objectives:**

- Understand the steps to risk management
- Identify the main areas of risks
- Work out an emergency plan

Risk management is the process of foreseeing, preventing or minimizing potential costs, losses or problems for the event, organization, partners and attendees.

23.1. Nine Steps to Risk Management

1. **UNDERSTAND CONTEXT:** Consider event type, management, stakeholders and general environment

2. **IDENTIFYING RISKS:** Look for the hazards

3. **DECISION:** Decide who might be harmed and how

4. **EVALUATING THE RISK:** Evaluate the risks and decide whether the existing precautions are adequate or whether more should be done

5. **CONTROL:** Control problems that may arise

6. **MITIGATING ACTIONS:** Consider action that can minimize impacts

7. **SPECIFIC EVENT RISKS:** Consider risk details

8. **RECORDING:** Record your findings

9. **REVIEW:** Review your assessment and revise it if necessary

23.2. Main Areas of Risk

- **Administrative** – Organizational structure and office layout should minimize risk to employee
- **Marketing and public relations** – The promotion and image of the event
- **Health and safety** – Risks associated with food hygiene and sanitation. Accidents, health problems, fire, social disturbances and anticipated emergencies
- **Crowd Management** – Crowd flow, alcohol sales and noise control
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- **Security** – Crime and terrorism
- **Transport** – Deliveries, parking and public transport carry many potential hazards
- **Financial** – Loss of revenue sources, theft and loss of assets; costs that exceed projections; litigation and unanticipated costs
- **Management** -- Goal displacement, takeovers or management failure
- **Environmental** -- Causing a negative impact on the environment, community and economy; natural hazards (earthquakes, floods etc)

23.2.1. **Types of Common Emergencies:**

- Medical emergencies
- Demonstrations and confrontations
- Severe weather
- Strikes
- Fire
- Bomb threats or terrorist activity
- Mechanical problems
- Speaker cancellation
- Meeting supplies delayed in transit
- System failure
- Transportation breakdowns

Photo 23 Heavy Rain during site tour (courtesy of WFHM & NLPRA)

23.2.2. **Set up an Emergency Plan**

To draw up an emergency plan, the planner can start by completing a vulnerability assessment form (see Table 6 for an example). By looking at each type of emergency and its possible impact on the event (the lower the score the better), the planner can consider the probability of the emergency and plan countermeasures for each of them accordingly. The planner will then use that item to draft an emergency plan in order to work out the details. (See Table 7.)
Vulnerary assessment form

<table>
<thead>
<tr>
<th>Type of Emergency</th>
<th>Probability</th>
<th>Human Impact</th>
<th>Property Impact</th>
<th>Business Impact</th>
<th>Internal Resources</th>
<th>External Resources</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>High 5&lt;-&gt;1 Low</td>
<td>High Impact 5 &lt;--&gt;1 Low Impact</td>
<td>Week 5&lt;-&gt;1 Strong Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mechanical problems</td>
<td>2</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Guest speaker cancellation</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Fire</td>
<td>2</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>1</td>
<td>1</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

The lower the score the better

Table 7 Sample Vulnerary Assessment
(Source: Adapted from PCMA 2006)

Emergency Plan

<table>
<thead>
<tr>
<th>Type of Emergency</th>
<th>What can happen</th>
<th>Procedure to be followed</th>
<th>Who is Responsible</th>
<th>Outside Contact</th>
<th>Insurance</th>
<th>Public Relations Response (Media)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mechanical problems</td>
<td>Breakdown of on-site equipment</td>
<td>Prior detailed inspection, back-up equipment</td>
<td>On-site programme co-ordinator</td>
<td>Venue duty manager</td>
<td>Insurance policy set up with venue</td>
<td>Public relations team to follow up with press release</td>
</tr>
<tr>
<td>Guest speaker cancellation</td>
<td>Speaker is absent</td>
<td>Show video tape or arrange for back up speaker with schedule</td>
<td>Programme co-ordinator</td>
<td>Speaker’s agent or representative</td>
<td>Not applicable</td>
<td>Public relations team to follow up with press release</td>
</tr>
<tr>
<td>Fire</td>
<td>Evacuation and event cancellation</td>
<td>Wait for fire fighters, aid in rescue efforts, inform participants</td>
<td>On-site programme co-ordinator, first-aid team</td>
<td>Police and fire department, venue security department and duty manager</td>
<td>Insurance policy set up with venue and with individual organization</td>
<td>Public relations team to answer questions from reporters and media</td>
</tr>
</tbody>
</table>

Table 8 Sample Emergency Plan
The outside contact, such as police or firemen, does not work for the organization but works with the MICE event.

Insurance options should be arranged and the contact of an insurance agent should be listed.

A contact person to handle the media should be listed.

**Activity 23.1:**

Use the below case of WTO MC6 Hong Kong Ministerial Conference to set up an emergency plan. First, fill in the vulnerability assessment form above and calculate the risk to the event. Then, copy the column, “Type of Emergency,” to your emergency plan and work through each column.
The MCO 統籌辦事處

The MCO is formed under the Trade and Industry Department and is the backup and logistics centre of the Hong Kong Ministerial Conference.

統籌辦事處隸屬工業貿易署，是香港部長級會議的協調及後勤中心。

The MCO is mainly responsible for

- Co-ordinating and planning for the conference
  統籌及規劃會議的各項安排
- Liaising with the WTO Secretariat
  聯絡世貿秘書處，為會議的規模及細節謀共識
- Providing logistical support to the participants
  向與會者提供所需支援

The Working Groups

工作小組

Under the Committee, there are seven working groups responsible for the following areas of work:

在聯合委員會下，有7個工作小組負責以下範疇的工作：

- Hotel and accommodation
  住宿
- Conference Facilities
  會議設施
- Information, Communication and Technology
  資訊及通訊科技
- Transport and Airport Reception
  交通及機場接待
- Security and Accreditation
  保安及身份確認
- Media, Publicity and Community Relations
  傳媒、宣傳及社區關係
- Social Programmes, Sponsorship and Liaison Support
  社交活動、贊助及聯絡支援
Apart from Legislative Council and concerned District Councils, we are conducting a series of briefings for the sectors that are most affected by MC6:

- Local community of the Wanchai, Central & Western and Eastern Districts
- Media through media workshops
- Civil Service
- Tourism Industry
- Security Industry and Property Management Companies
- Retail Industry
- Banking Industry
- Chambers of Commerce
- Hotel Owners
- Food and Beverage Industry

MC6 Closed Area

[Map showing the MC6 Closed Area with closed area and high security zone marked]

[Inside HKCEC] Accreditation Badge for person and Accreditation Permit for vehicle issued by MC6 is required.

Closed Area Permit for person and Closed Road Permit for vehicle/vessel issued by Police is required.

Other areas: No special identification is required for access.
### Vulnerability Assessment Form

<table>
<thead>
<tr>
<th>Type of Emergency</th>
<th>Probability</th>
<th>Human Impact</th>
<th>Property Impact</th>
<th>Business Impact</th>
<th>Internal Resources</th>
<th>External Resources</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>High 5 &lt;-&gt; 1 Low</td>
<td>High Impact 5 &lt;-&gt; 1 Low Impact</td>
<td>Week 5 &lt;-&gt; 1 Strong Resources</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The **lower** the score the better
## Emergency Plan

<table>
<thead>
<tr>
<th>Type of Emergency</th>
<th>What can happen</th>
<th>Procedure to be followed</th>
<th>Who is Responsible</th>
<th>Outside Contact</th>
<th>Insurance</th>
<th>Public Relations Response (Media)</th>
</tr>
</thead>
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</tbody>
</table>
24. MARKETING

Learning Objectives:

- Understand event information sources
- Identify popular promotional tools for MICE events
- Work out how to increase publicity for a MICE event

When promoting an event, the planner may want to consider what resources are available. The planner can then identify and capitalize on the existing strengths of the event. Typically, it will be easier to promote the event when there is a:

- Strong event history
- A good geographical cluster of members
- Loyal membership
- An energetic event committee
- Strong government support
- Financial reserves
- Good communication tools

24.1. Event Information Sources

Usually, attendees may learn about the event from:

- Event Publicity
- Friends and colleagues
- Prior events
- Professional trade journals
- Posters

24.2. PROMOTIONAL TOOLS

Typical promotional tools include:

- Direct Mail
- Advertising
- E-Marketing
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Publicity
- Sales Promotion
- Promotional trips / convention attendance building
- Others -- Posters, Stickers and Banners

24.2.1. **Direct Mailing**

Direct mail includes postcards, brochures, exhibitor prospectus, event invitations, promotional flyers and personalized letters posted directly to potential attendees. However, the success ratio is often quite low. The percentage of returned mail to “lost mail” depends on the accuracy and size of the mailing lists. The organizer needs to monitor the return and success rate in order to understand how many people they are actually reaching. Bulk mail is cheaper but more time consuming as addresses need to be sorted.

24.2.1.1. **Number of Direct Mailings**

Preliminary, first, second and third announcements are required to inform, attract and remind attendees. The mailing lists are often sourced from international associations, in-house lists or purchased lists. Three or more notices may need to be sent out, depending on the:

- Importance of the event
- The number of prospects
- Status of the recipients
- Mail screening process
- Worthwhile additional information
- The program’s complexity
- Price/profit per attendee
- Competition

24.2.2. **Advertising**

Advertising is designed to inform, persuade, remind, add value and otherwise attract potential attendees who fit into the event’s target market. It is not used a lot in the promotion of meetings because of the costs involved. Options include:

- Print (magazines, newspapers, trade journals)
- Broadcast (network TV, cable, radio)
24.2.2.1. **Advertisements**

Mass media advertising costs more and may not guarantee dollar-for-dollar returns compared with direct mailing. It is useful in gaining exposure or prestige for the event. However, it is not justified unless the event is public.

Crucial success factors depend on:
- The size and impact of the advertisement
- Visual effects
- Copy
- Media considerations – cost, prime-time, premium coverage, readership/viewer profile, circulation/audience size

24.2.3. **E-Marketing**

E-marketing has become increasingly popular due to its cost-effectiveness. However, planners need to consider the target audience’s access to fax/e-mail/Internet. The key is to reach the right people with the right message. Keep in mind that e-mails can be forwarded to others. They can also be expanded to include on-line questionnaires and surveys.
24.2.4. Publicity

Publicity is a marketing tool that involves the public relations arm of marketing. It includes press releases/coverage/editorial/advertorial. Press releases should be newsworthy and sent to all major press, trade journals and associations. A press kit, which includes letters, media release, fact sheet, brochures, graphic standards, tickets and posters (if applicable), should be prepared and distributed to journalists and reporters. Public relations is the organization’s ongoing interaction with the media before, during and after the meeting event.

Activity 24.1:

Think of how you can stir up news for an event and when. Try creative methods.

Press Room

Typically at larger events, a press room, set up on site, will include work areas with phone lines, fax machines, copiers and Internet connection, as well as refreshments. A separate area within the press room can be used for interviews and press conferences. Usually, the room is large enough to accommodate an area for public speaking. Press kits containing newsworthy material on the various sessions, speakers, products or services should be made available in advance and in the press room.
25. EVALUATION

Learning Objectives:

- Explain the evaluation methods
- Identify evaluation planning issues
- Understand the suitable tools and timing for evaluation

25.1. What is an Evaluation?

An evaluation is the systematic process of placing a value on an event. It often employs quantitative measures and techniques. It is a process of critically observing, measuring and monitoring the implementation of an event to accurately assess its outcome. Feedback on an event, its application and its results come from a variety of sources and are gathered through numerous data collection methods. It is essential to report the evaluation results to key stakeholders.

25.2. Why Evaluate?

You evaluate in order to:

- Identify and solve problems
- Find ways to improve event management
- Determine the value of the event and its programs
- Measure successes or failures
- Identify costs and benefits
- Identify and measure impact
- Satisfy the sponsors and authorities
- Gain acceptance/credibility/support for future events
- Determine the meeting’s success in accomplishing its objectives
- Identify the strengths and weakness in event management and its design process
- Compare the meeting costs with their benefits
- Decide on who should participate in future meetings
- Identify which participants most appreciated and gained the most from the meeting content
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Reinforce the major points made to the participants
- Gather data to assist in marketing future meetings
- Determine if the meeting was the appropriate solution for that specific need

25.3. Evaluation Planning

When planning for an evaluation, the following questions should be asked:

- What is the purpose of the evaluation?
- What data will be collected?
- What are the levels of evaluation? (Data can be collected at one or more levels of evaluation)
- When will the data be collected?
- How will the data be collected?
- Who will collect the data?
- Who will analyze the data?
- Who will use the data?

25.3.1. Needs Assessment for Evaluation (10 steps)

![Diagram of Needs Assessment Flow Chart]

Figure 20 Flow chart of Assessing Needs
High-profile and costly meetings may require a thorough assessment of needs, while for other types of meetings, a needs assessment every two to three years might be sufficient. The ten steps to follow in conducting a needs assessment are:

1. Deciding to complete a needs assessment;
2. Developing a focus and outlining specific objectives of the needs assessment;
3. Identifying the meeting stakeholders and specific individuals to be involved;
4. Determining the time frame, budget and staffing required in conducting the needs assessment;
5. Selecting the data collection methods;
6. Collecting the data;
7. Analyzing the data;
8. Prioritizing the findings;
9. Reporting the results;
10. Using the results to create meeting objectives, attendee outcomes and aid in programme design.

25.3.2. **Six Level of Objectives and Measurements**

It is always necessary to set up objectives at the beginning so that they can be evaluated. As mentioned earlier, objectives have to be SMART. If we cannot measure the objectives, we cannot determine whether or not they have been achieved.
Figure 21 Six levels of objectives and how often they are used (Adapted from PCMA 2006)

**Level 0 – Statistics, Scope, and Volume**

Measures meeting statistics as well as the scope and volume of meeting attendance, press coverage, budgetary measures and so on. This level of objectives can be measured before, during and after the event.

*Example objectives:*
- Attain 500 paid attendees at $795 per attendee
- Generate $200,000 in net profit from the annual conference
- Sell 200 trade show booths at $2,000 each by Nov. 1

**Level 1 – Reaction, Satisfaction and Planned Action**

Measures participant satisfaction with the meeting and records the participant’s planned actions. Monitoring and post-event evaluation can help measure objectives at this level.

*Example objectives:*
- Over 80% of attendees would recommend the conference to others
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Attendees would rate the hotel experience and food and beverage at an average of 4.3 or above out of 5.0
- Over 80% of attendees will indicate an intention to use new sales strategies within two months after corporate training

**Level 2 – Learning**

Measures changes in knowledge, skills, attitudes and professional contacts that resulted from the meeting. Monitoring and post-event evaluations can measure the objectives at this level.

*Example objectives:*

- Participants successfully demonstrate negotiation techniques when role playing at training workshops
- Score of over 75 out of 100 on new sales strategy quiz administered at the end of the sales meeting

**Level 3 – Application**

Measures changes in behaviour following the meeting. Monitoring and post-event evaluation can measure objectives at this level.

*Example objectives:*

- Participants use new customer interaction skills in 90% of relevant situations within three months of training
- 75% of the action plan (developed during the meeting) was achieved within three months after the retreat

**Level 4 – Business Results**

Measures changes in business impact. Post-event evaluation can measure objectives at this level.

*Example objectives:*

- Increase sales from existing customers by 5% within nine months of the managerial meeting
- Save one or more hours a week on routine administrative tasks within three months of the training seminar
- Attain 20 new association members within nine months of the strategic meeting
**Level 5 – Return on Investment (ROI)**

Compares benefits with meeting costs. This level of objectives needs to be measured before, during and after the event.

*Example objectives:*

- Achieve a 25% return on investment within 12 months of the meeting.
- Attain a 2:1 BCR on the meeting within 12 months (that is, for each dollar spent on the meeting or event, $2 was generated).

**25.4. When to Evaluate?**

- **Pre-event assessment** – before the event:
  - Formative – undertaken during feasibility studies; include needs assessments, learning about tourist and resident markets, creating the product
- **Monitoring the event** – during the event:
  - Process evaluation – evaluates whether the plan has been implemented as planned
- **Post-event evaluation** – after the event:
  - Outcome evaluations are conducted after the event to evaluate its impact and overall value

**25.4.1. Types of Research**

- Secondary research
- Research reports from previous events
- Research bureaus
- Web searches
- Journal databases
- Primary research
- Data collection
Meetings, Incentives, Conventions and Exhibitions (MICE)

- Staff observations
- Stakeholder observations
- Debriefing meetings
- Questionnaires and surveys
- Other evaluation methods
  - Group evaluation
  - Chairman’s overview
  - Reports by functional managers
  - A SWOT analysis conducted by the group
  - Identification of implications and priorities
  - Formulation of action plans

**Activity 25.1:**
Matching Exercise
- Which research methods can be used at each stage
  - Pre-event
  - Event-monitoring
  - Post-event

**25.4.2. Data Source**

![Diagram of data source](Figure 22 Data Source)
Since most MICE events have an educational purpose, there are different methods of collecting data for the event.

25.4.3. Data collection methods

- **Audience response equipment**

- **Action plans** – Developed at the meeting and implemented afterward. It reflects the benefits gained by attendees from the meeting, including a report on attendee successes.

- **Assignments**

- **Focus groups** – Are small group interviews with a facilitator.

- **Follow-up sessions** – Are sessions after the event to discuss additional information about the event.

- **Interviews**

- **Observations on the job** – Evaluates whether attendees are applying what they learned from the event.

- **Performance contracts** – Developed before the event after the attendees and their supervisors agree on certain outcomes.

- **Performance records monitoring** – Examines the attendee operational data and performance.

- **Questionnaires** – A set of questions given to attendees via Internet, telephone or in survey format.

- **Tests**
Activity 25.2:

Decide which data collection method would be suitable for measuring which objective level. Then indicate the time in which such research should be conducted with the following symbols:

- **Before the meeting**: ☺
- **During the meeting**: ✅
- **After the meeting**: ✓

<table>
<thead>
<tr>
<th></th>
<th>Level 0: Meeting statistics</th>
<th>Level 1: Reaction</th>
<th>Level 2: Learning</th>
<th>Level 3: Application</th>
<th>Level 4: Business Impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audience response equipment</td>
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<td></td>
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<tr>
<td>Action plans</td>
<td></td>
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<tr>
<td>Assignments</td>
<td></td>
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<tr>
<td>Focus groups</td>
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<tr>
<td>Follow-up sessions</td>
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<tr>
<td>Interviews</td>
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<td>Observations on the job</td>
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<td>Performance contracting</td>
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<td>Performance records monitoring</td>
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<td>Questionnaires</td>
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<tr>
<td>Tests</td>
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</tbody>
</table>
**meetings, incentives, conventions and exhibitions (mice)**

An Evaluation Example:

### 2007 XXX Congress

**FEEDBACK QUESTIONNAIRE**

Thank you for participating at the 2007 XXX Congress. To assist us in making future conferences more useful to you, we would appreciate it if you would complete this evaluation form and return it at the registration counter.

Is this your first XXX Congress?

☐ Yes ☐ No

How did you learn about this conference?

☐ XXX website ☐ Association

☐ Colleague / Friend ☐ University

☐ Journals / Magazine ☐ Others __________________________

<table>
<thead>
<tr>
<th>OVERALL CONGRESS</th>
<th>STRONGLY AGREE</th>
<th>AGREE</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>The congress provided many networking opportunities</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The congress provided opportunities to exchange ideas and experiences with delegates</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The congress programme was well organized</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The information gained from the congress is valuable</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The congress theme and topics really interested and inspired me</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The speakers and presenters communicated their topics effectively</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The speakers are knowledgeable in their respective area</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>The local representatives were professional and helpful</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>My time at the congress was well spent</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Given a choice, I would attend the next World Congress</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

(Page 1 of the example)
Which topic and/or speaker impress you most? Please list all of them.

<table>
<thead>
<tr>
<th>CONGRESS DINNER (IF APPLICABLE)</th>
<th>STRONGLY AGREE</th>
<th>AGREE</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Venue of Congress dinner was well selected</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>• Food arrangement was appropriate</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>• The rundown was conducted smoothly and efficiently</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>• The programme was impressive and entertaining</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AGENCY VISIT (IF APPLICABLE)</th>
<th>STRONGLY AGREE</th>
<th>AGREE</th>
<th>NEUTRAL</th>
<th>DISAGREE</th>
<th>STRONGLY DISAGREE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The visit was well-organized</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>• The visit was informative and relevant to my area of work</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>• The duration of visit was appropriate</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>• The programme was impressive and entertaining</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

COMMENTS AND SUGGESTIONS

Please give us your comments and suggestions that help us improve future congress.

Thank you for taking the time to complete this evaluation. Your feedback is invaluable.

(page 2 of the example)

25.5. Reporting the Results

Key issues to be considered:

□ Determine the most effective format to reach different stakeholders/readers in order to increase the likelihood that they will be read
- Results can be shared face to face, through memos, newsletters, company Intranet, e-mail blasts or articles
- Negative or average results?
  - Use them as an opportunity to recommend changes for future meetings
  - Use the results as a chance to demonstrate critical thinking

<table>
<thead>
<tr>
<th>Target Audience for Results Evaluation</th>
<th>Reasons for Sharing Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top executives and organizational leadership</td>
<td>Secure approval for the meeting, build credibility for the meeting staff and stimulate interest in the meetings</td>
</tr>
<tr>
<td>Attendee supervisors</td>
<td>Gain support for the meeting and enhance reinforcement of the meeting’s content</td>
</tr>
<tr>
<td>Participants</td>
<td>Increase the effectiveness of future meetings</td>
</tr>
<tr>
<td>All employees or association members</td>
<td>Demonstrate accountability for expenditures</td>
</tr>
<tr>
<td>Prospective meeting attendees and association members</td>
<td>Use as a marketing tool for future meetings</td>
</tr>
</tbody>
</table>

Table 9 Reasons for sharing results evaluation
26. TRENDS

Learning Objectives:

- Look at the latest statistics for global MICE
- Identify trends in MICE
- Work out an emergency plan

26.1. Where MICE Event Management is Heading

- Understand the specific purpose behind every meeting and event
- Design every aspect of a meeting or event to reflect and respect the participants’ varying learning styles and requirements
- Maximize participants’ pre-event and on-site experience to stimulate their interest in learning
- Organize venues and deliver services in ways that better meet the strategic and educational objectives behind an event

26.2. Statistics

26.2.1. Number of international convention per continent

- Meetings in Europe dropped from 61% in 2003 to 59% in 2004, to 58% in 2005, and to 57% in 2006
- Asia’s market share remained stable at 18%
- North America’s market share also remained stable at 11%
- Latin America’s market share again grew 1% to 8%.

Figure 23 Percentage of international conventions
Source: ICCA 2007
26.2.2. **Number of international conventions per country**

- In 2004 and 2005, the United States and Germany ranked first and second, respectively, in 2006
- U.K. now ranks third, with France following at fourth.
- The U.K. and France both climbed one place compared with their 2005 rankings at the cost of Spain
- For the first time, a Latin American country is represented in the top 10, with Brazil taking seventh place in 2006.
- Austria and Australia have swapped places and are ranked eighth and ninth, respectively

26.2.3. **Seasonality**

![Figure 25: International Conventions held in different months](image)
Meetings, Incentives, Conventions and Exhibitions (MICE)

September remains the most popular month for international meetings, followed by June, May and October. More than half of all international association meetings in 2005 were annual meetings and more than 20% were biennial, taking place every two years. The trend over the last 15 years for shorter international meetings continues into 2005; the average length of meetings in 2003 was 4.27 days, decreasing to 4.2 days in 2004 and decreasing again to 4.08 days in 2005.

![Figure 26 Average length of stay for international conventions](Source: ICCA 2007)

26.2.4. Convention venue used

In 2005 and 2006, hotel meeting facilities have taken over from conferences and exhibition centres as the most popular type of venue to organize an event. The use of conference and exhibition centres dropped further in 2006 by 2% and the use of hotel facilities rose by 0.8% to a record 40.9%. The use of universities as congress venues has also risen (1.5%). Other venues include castles, boats etc.

![Figure 27 Percentage of venue used](Source: ICCA 2006)
26.3. The Industry in Hong Kong

According to the HKECIA, direct expenditures by event organizers reached HK$1.4 billion in 2006 (see Figure 29 for percentage of the expenditures) and direct expenditure by convention and exhibition visitors climbed to HK$8.2 billion (also see Figure 30 for percentage of expenditures).

![Figure 28 Direct expenditure by event organizers 2006](image1)

![Figure 29 Direct expenditure by convention and exhibition visitors 2006](image2)
Trade fair markets in Asia by estimated revenue also reported an increase (see Table 10). Hong Kong remains at the top of the Asia trade fair market, although it does not have the largest convention and exhibition centre in Asia (see Table 11 and 12).

<table>
<thead>
<tr>
<th>No. of Exhibitions</th>
<th>Estimated Annualised Revenues (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2005</td>
</tr>
<tr>
<td>China</td>
<td>567</td>
</tr>
<tr>
<td>Japan</td>
<td>473</td>
</tr>
<tr>
<td><strong>Hong Kong</strong></td>
<td>55</td>
</tr>
<tr>
<td>Australia</td>
<td>N/A</td>
</tr>
<tr>
<td>Korea</td>
<td>139</td>
</tr>
<tr>
<td>India</td>
<td>130</td>
</tr>
<tr>
<td>Thailand</td>
<td>56</td>
</tr>
<tr>
<td>Taiwan</td>
<td>58</td>
</tr>
<tr>
<td>Malaysia</td>
<td>54</td>
</tr>
<tr>
<td>Singapore</td>
<td>52</td>
</tr>
<tr>
<td>Vietnam</td>
<td>41</td>
</tr>
<tr>
<td>Indonesia</td>
<td>55</td>
</tr>
<tr>
<td>Philippines</td>
<td>62</td>
</tr>
<tr>
<td>Pakistan</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,759</td>
</tr>
</tbody>
</table>

Table 10 Trade fair markets in Asia by estimated revenue
(Source: HKCEC)

<table>
<thead>
<tr>
<th>Average Revenue per Fair (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>2005</td>
</tr>
<tr>
<td>2006</td>
</tr>
<tr>
<td>1 Hong Kong</td>
</tr>
<tr>
<td>3,689,095</td>
</tr>
<tr>
<td>3,944,439</td>
</tr>
<tr>
<td>2 Thailand</td>
</tr>
<tr>
<td>1,194,460</td>
</tr>
<tr>
<td>1,604,663</td>
</tr>
<tr>
<td>3 Taiwan</td>
</tr>
<tr>
<td>1,244,858</td>
</tr>
<tr>
<td>1,431,246</td>
</tr>
<tr>
<td>4 Japan</td>
</tr>
<tr>
<td>1,269,058</td>
</tr>
<tr>
<td>1,364,356</td>
</tr>
<tr>
<td>5 China</td>
</tr>
<tr>
<td>1,182,919</td>
</tr>
<tr>
<td>1,294,417</td>
</tr>
</tbody>
</table>

Table 11 Top 5 Trade Fair Markets in Asia by Estimated Net Square Metre Sold
(Source: HKCEC 2007)
<table>
<thead>
<tr>
<th></th>
<th>Number of Centres</th>
<th>Total Gross Indoor Size in m²</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2006</td>
<td>2007</td>
</tr>
<tr>
<td>China</td>
<td>61</td>
<td>66</td>
</tr>
<tr>
<td>Japan</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>India</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>Thailand</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Korea</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Hong Kong</strong></td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Singapore</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Australia</td>
<td>N/A</td>
<td>7</td>
</tr>
<tr>
<td>Taiwan</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Macau</td>
<td>N/A</td>
<td>2</td>
</tr>
<tr>
<td>Malaysia</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>Pakistan</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Indonesia</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Vietnam</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Philippines</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>109</strong></td>
<td><strong>131</strong></td>
</tr>
</tbody>
</table>

Table 12 Number and size of international conventions and exhibition centres in Asia

**Activity 26.1:**

Describe HK’s ranking within the international exhibition market, based on the above statistics.
Activity 26.2:

Based on the following figures, find out the following about Hong Kong’s MICE sector:

- Number of exhibitions
- Number of conventions
- Number of arrivals per convention and exhibition
- Percentage of attendees from China

![Graph showing number of conventions and exhibitions (2003-2006)](source: HKTB)

Figure 30 Number of conventions and exhibitions (2003-2006)

(Source: HKTB)
Meetings, Incentives, Conventions and Exhibitions (MICE)

The Americas  | Europe, Africa and the Middle East  | Australia, N.Z. and S. Pacific | North Asia  | South & Southeast Asia  | Taiwan  | All Others  | Mainland China

<table>
<thead>
<tr>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
<td>21%</td>
<td>4%</td>
<td>12%</td>
</tr>
<tr>
<td>16%</td>
<td>22%</td>
<td>4%</td>
<td>11%</td>
</tr>
<tr>
<td>8%</td>
<td>7%</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td>12%</td>
<td>11%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>4%</td>
<td>4%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>11%</td>
<td>13%</td>
<td>12%</td>
<td>12%</td>
</tr>
</tbody>
</table>

Figure 31 Number of convention and exhibition arrivals (2003-2006)
(Source: HKTB)

Figure 32 Total convention and exhibition arrivals (2003-2006)
(Source: HKTB)
Meetings, Incentives, Conventions and Exhibitions (MICE)

Figure 33 Number of Corporate event Arrivals (2003-2006)
Source: HKTB

Figure 34 Total Corporate event Arrivals (2003-2006)
Source: HKTB
26.4. Trends – Changing Demographics

- Oldest Millennial (born 1977-1998) members are now new business owners and managers
- Women make 65% of group meetings and 80% of leisure travel decisions
- 92% of consumers do not feel it is necessary to pay full price
- Single adults outnumber married adults

26.5. Trends – Greener Meetings

Environmental considerations are now incorporated into all stages of a MICE event. By 2020, Green Meeting Industry Council’s (GMIC) (www.greenmeetings.info) envisions meetings that will:

- Have zero net environmental effect
- Achieve full integration of environmental responsibility into ROI analysis for the global meetings industry
- Ensure it is an accepted and standard industry practice, with “brown” meetings a thing of the past
- Achieve economic and strategic business goals while minimizing and eliminating environmental impacts and positively contributing to the environment and host communities
- Meet minimum green meeting practices as set out by the GMIC

The National Recycling Coalition (www.nrc-recycle.org) also provides comprehensive guidelines for green meetings in all hospitality areas such as:

- Criteria for site selection
- Printed and promotional materials
- Recycling minimum guidelines
- Exhibits and trade shows
- Food and beverage
- Sleeping rooms

26.6. Trends – Technology

Event managers now need to have expertise in computers. Consumers demand high-tech communications, ticketing and services for events. The Internet has become a necessary tool in marketing, and its full potential in the events sector is yet to be realized. Technology can overwhelm other aspects
of the event and affect its appeal. There are ethical issues involved in database marketing, particularly with respect to corporate sponsors.

Face-to-face meetings will still be the preferred method for training and events. Webinars, webcasts/podcasts and virtual meetings are gaining in popularity because they:

- Reduce travel costs
- Do not require additional software
- Allow for less time away from the office

47% of respondents from MPI’s FutureWatch 2007 indicated that they expect an increase in virtual meetings.

**Activity 26.3:**
Discuss the following two questions.

- Will communication advances replace the need for meetings and exhibitions?
- Will virtual events increase or decrease consumer demand for “real” events?

**26.7. Trends – Special-Purpose Event Venues**

- Cities want major convention centres, arts and cultural complexes, and sports facilities – all of which lead to an emphasis on event programming and marketing.
- Venues are becoming larger and more expensive.
- Special venues for festivals are being created.
- Facility managers are also required to be event managers or co-ordinators.

<table>
<thead>
<tr>
<th>Name</th>
<th>Opening year</th>
<th>Location</th>
<th>Facilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Conference area (m²)</td>
</tr>
<tr>
<td>COEX</td>
<td>May 2005</td>
<td>Seoul</td>
<td>11,113</td>
</tr>
<tr>
<td>EXCO</td>
<td>April 2001</td>
<td>Daegu</td>
<td>5,959</td>
</tr>
<tr>
<td>BEXCO</td>
<td>Sept 2001</td>
<td>Busan</td>
<td>5,004</td>
</tr>
<tr>
<td>ICC Jeju</td>
<td>March 2003</td>
<td>Jeju</td>
<td>11,237</td>
</tr>
</tbody>
</table>
Table 13 A list of new venues in Asia

<table>
<thead>
<tr>
<th>Venue</th>
<th>Date</th>
<th>Location</th>
<th>Capacity</th>
<th>Unique Feature</th>
<th>Start Date of Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>KINTEX</td>
<td>April 2005</td>
<td>Goyang</td>
<td>2,815</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KDJ Centre</td>
<td>Sept 2005</td>
<td>Gwangju</td>
<td>2,208</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CECO</td>
<td>Sept 2005</td>
<td>Chang Won</td>
<td>8,957</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Daejeon CC</td>
<td>Scheduled 2007/2008</td>
<td>Daejeon</td>
<td>5,162</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Songdo Int'l CC</td>
<td>Scheduled 2007/2008</td>
<td>Incheon</td>
<td>4,020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KLCC</td>
<td>Jun-05</td>
<td>Malaysia</td>
<td>20,059</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IMPACT</td>
<td>2006</td>
<td>Thailand</td>
<td>30,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BITECH</td>
<td>1999</td>
<td>Thailand</td>
<td>2,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

26.8. Other Factors: Cultural Diversity
- Meetings are becoming increasingly multicultural.
- Future challenges will involve:
  - Marketing to different ethnic or racial groups
  - Taking into account cultural sensitivities

26.9. Make business events memorable, relaxing and family friendly
- There is a growing desire to bring the family along on business trips.
- Meetings at sea are growing in popularity
- Spa, golf, tours, festivals… all should be available within reach
- Culinary, ecotourism and heritage themes should be available at selected destinations
- Unique destinations and locations include:
  - Academic venues
  - Museums
  - Cruise Ships
  - Cultural venues
  - Entertainment venues
Activity 26.4:

Examine each trend and think about
1. How will it affect the industry?
2. Is there a deeper meaning behind these trends?
3. What do the results imply?
4. Do you have any suggestions?
27. REFERENCES:


