
BLOCK 1

MICE AND MAJOR STAKEHOLDERS

UNIT 1: CONCEPT OF MICE, TYPES OF MEETINGS, INCENTIVE TOURS, CONFERENCES AND EVENTS, EMERGENCE OF MICE BUSINESS IN INDIA AND WORLD

Structure:

- 1.1 Objectives
- 1.2 Introduction
- 1.3 Concept of MICE,
 - 1.3.1 Types of meetings, incentive tours, conferences and events.
 - 1.3.2 Emergence of mice business in India and world.
- 1.4 Role of MICE (Meetings, Incentive Tours, Conferences and Events in Tourism Promotion
- 1.5 Summary
- 1.6 Glossary
- 1.7 Answer to Check Your Progress
- 1.8 References
- 1.9 Suggested Readings
- 1.10 Terminal and Model Questions

1.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- Know the importance of MICE tourism.
- Know in details about the various forms and types of MICE tourism.
- Enrich your knowledge of various segments of MICE description of different places of India.

1.2 INTRODUCTION

Meeting, incentives, conferences, and also exhibitions (MICE, with the “E” often speaking about situations and also the “C” often speaking about conventions) will be a variety of tourism where significant groupings, normally designed very well before hand, tend to be produced collectively for any distinct function.

Not too long ago, there is a market craze to when using the period 'meetings industry' to stop confusion through the acronym. Some other sector educators tend to be promoting the usage of "events industry" to become the offset umbrella period for your substantial opportunity with the conference and also situations job.

1.3 CONCEPT OF MICE

1.3.1 TYPES OF MEETINGS, INCENTIVE TOURS, CONFERENCES AND EVENTS

TYPES OF MEETINGS

Any type of conference will have a huge influence on how we structure the idea. The leading sorts of meetings and also the tasks of the team method each type needs tend to be the following:-

Type of Meeting	Goals of Meeting	Important Process Issues
Information sharing and feedback	Ideas need to be stimulated by getting people together (if you simply need to report information, consider another form of communication such as email)	Allow time for members to discuss ideas, structure discussion to ensure full participation,
Commitment building	Commitment to a course of action needs to be built	Identify forces working for and against the action, allow members to express ideas, respond thoughtfully to concerns
Problem solving	Complex tasks or complex decisions (simple ones can often be handled by email)	Ensure members have adequate preparation and decision making procedure fosters generating multiple decision options and alternatives

Common types of meeting include:

- **Ad hoc meeting**, a meeting called for a special purpose
- **Board meeting**, a meeting of the Board of directors of an organization
- **Investigative Meeting**, generally when conducting a pre-interview, exit interview or a meeting among the investigator and representative
- **Kickoff meeting**, the first meeting with the project team and the client of the project to discuss the role of each team member
- **Management meeting**, a meeting among managers
- **Off-site meeting**, also called "offsite retreat" and known as an Away day meeting in the UK.
- **One-on-one meeting**, between two individuals
- **Pre-Bid Meeting**, a meeting of various competitors and or contractors to visually inspect a jobsite for a future project. The meeting is normally hosted by the future customer or engineer who wrote the project specification to ensure all bidders are aware of the details and services expected of them.

Attendance at the Pre-Bid Meeting may be mandatory. Failure to attend usually results in a rejected bid

- **Staff meeting**, typically a meeting between a manager and those that report to the manager
- **Stand-up meeting**, a meeting with attendees typically standing. The discomfort of standing for long periods helps to keep the meetings short.
- **Team meeting**, a meeting among colleagues working on various aspects of a team project
- **Work Meeting**, which produces a product or intangible result such as a decision

The first Meeting: The first meeting units the tone. Patterns of behavior began right here could have deep impact on about later on staff activities.

Several aims for your 1st meeting contain:

- Developing a propagated, common idea of the team's charge

- Making start taking defining staff soil regulations, operating interactions and so forth (in quick, acquiring propagated understandings in relation to tasks, methods, for example.)

Begin to formulate an awareness of "groupies" or recognition with the staff - handle opening paragraphs, commence to create a feeling of propagated function.

INCENTIVES TOURS

Traveling incentives undoubtedly are a compensate subset of an inducement, recognition or even a respect system, the small business software accustomed to adjust behavior to improve profit, income, member of staff bridal and also customer bridal.

When a lending broker effectively styles a bonus system, consisting of thinking about almost all sectors which is to be affected, of just the result towards team that is sponsoring the inducement that might be established. Incentive travel purchases produce a return of investment decision of more than \$4: \$1 and also VIP's are convinced that to get a similar consequence of inducement travel, the employee's complete bottom payout will need to become increased through 8.5%.

Incentive Study Basis introduced a study "The Physiology of a Productive Incentive Program" in 2013. That study comes after the ways that this firm had taken to make certain these people obtained a return on the investment decision; these people successfully joined purchased companies within their business and that they successfully joined their inducement packages.

Basic expectancy of compensate provokes inducement system contributors to change their behavior to receive compensate. Some sort of travel compensate is unique coming from other forms of incentives because doing so will be experiential. Expectancy with the knowledge hard disks behavior in a way that various other incentives are not able to. Some sort of dollars compensate can often be consumed into the participant's day-to-day budget and it is then forgotten about in relation to. However, a travel inducement compensates plays a role in behavior adjusts due to the attractiveness.

Financial Impact:

Incentive trips, meetings and events account for 15% of all travel spending, which creates 2.4 million jobs, \$240 billion in spending and \$39 billion in tax revenue, according to the U.S. Travel Association. Incentive travel generates about \$13 billion a year, according to the Incentive Research Foundation.

The economic result and also the AIG Effect get in a negative way affected inducement travel packages, together with investing in inducement travel staying diminished.

Upcoming of Incentive Traveling:

The latest analysis the Modern society of Incentive and also Traveling Professionals (SITE) suggests of which forty six. 9% of answerers recognize and also 38. 8% strongly say yes to the declaration "Trends indicate the concentrate on Return description will be increasing"; 45% of answerers still find it probably of which organizations exactly who usually do not trail results will probably stop utilizing motivational situations; and also 73. 5% of answerers need to figure out how to assemble ROI/ROO into the system design and style and that.

Organizations regarding Incentive Traveling Specialists:

Incentive Traveling Local authority or council an Organizing Industry Class inside the Incentive Advertising Association. In India Nationally Holiday seasons possesses marketed greater than 5 trillion plans to be able to various business.

CONFERENCES AND EVENTS:-

Planning a Conference: Planning a conference takes a great deal of time, care and patience. In some cases; annual conferences, when one is completed the planning for the next one begins immediately. Project or planning teams may have been together for several years or just formed in the past few months.

Ingredients for a successful conference include; the identification of an appropriate venue and accommodation facilities, clarification of the catering requirements and the design and administration of all tasks required by the client.

The uses of planning techniques are essential if you as the conference organizer are to ensure the coordination of suppliers and stakeholders:

- identify the tasks to be undertaken
 - establish the appropriate timeframes
 - source who is to undertake each task, by when and to what standard
 - coordinate all activities
1. Design a branding image for a company
 2. Prepare a conference portfolio following analysis of client's requirements
 3. Process specific travel and accommodation requirements for conference and event delegates
 4. Process the catering requirements
 5. Design a themed dinner/lunch
 6. Establish objectives for a conference/participate in a conference set up
 7. Investigate venue selection
 8. Generate Banquet Event Order

A **conference** is a meeting of people who "confer" about a topic.

- **Academic conference**, in science and academic, a formal event where researchers present results, workshops, and other activities.
- **Business conference**, organized to discuss business-related matters
- **Conference call**, in telecommunications, a "multi-party call"
- **Conference hall**, room where conferences are held
- **News conference**, an announcement to the press (print, radio, television) with the expectation of questions, about the announced matter
- **Parent-teacher interview (conference)**, a meeting with a child's teacher to discuss grades and school performance
- **Peace conference**, a diplomatic meeting to end conflict.
- **Settlement conference**, a meeting between the plaintiff and the respondent in lawsuit, wherein they try to settle their dispute without proceeding to trial
- **Trade conference**, or trade fair, with wider participation and providing the opportunity for business people and the general public

Business Tools:

SWOT analysis an acronym for Strength, Weakness, Opportunity and Threats and is often used when specifying objective/s for business ventures or projects and identifying the internal and external factors that are favorable and unfavorable to achieving these objective/s.

For example the popularity of conference destinations is often judged by their strengths / weaknesses:

- How safe a destination is it?
- How politically stable?
- Is it an appropriate destination for business conferences?
- What about the infrastructure?
- Ancillary services?

Opportunities and challenges are influenced by:

- rapid growth and development of the industry
- Coordination of activities?
- quality of service
- strategic collaboration
- cooperation between industry and government agencies
- data, information and technology

Apart from location, price/value for money, and quality of service is the next most important factor highlighting the importance of retaining service levels even when costs are under pressure. Try a SWOT analysis out on the following conference destinations

EVENT MANAGEMENT

Function operations is usually the application of undertaking operations to the design and also growth involving big scale activities such as festivals, conferences, events, proper get-togethers, live shows, or perhaps promotions. This will involve mastering the model, pinpointing the mark crowd, devising the event strategy, arranging the logistics and also managing the technological factors before actually introducing the event.

The procedure involving arranging and also co-ordinating the event is normally known as affair arranging and include having a budget, arranging, web page variety, obtaining required makes it possible for, managing travel and also auto parking, organizing regarding loudspeakers or perhaps entertainers, organizing design, affair protection, getting somebody to cook and also emergency plans.

The activities sector now contains activities off dimensions from your Olympics into business dinner gatherings. A lot of industrial sectors, altruistic corporations, and also awareness teams maintain activities as a way to market them, develop business interactions, increase funds or perhaps celebrate achievement.

Advertising device: Function operations is considered on the list of strategic promoting and also verbal exchanges methods simply by organizations off dimensions. Coming from solution launches to help press conferences, organizations create advertising activities to aid these individuals communicate with clients and also prospects. Several components such as new music, reside activity or even the particular locale can often have an effect on strengthen and also setting of an affair.

Function operators also can work with news media to their own crowd, wanting to create marketing insurance which will reach thousands or perhaps millions of people. They can in addition receive their own crowd thus to their activities and also reach these individuals with the precise affair.

Function boss: Case boss is usually the one who plans and also executes the event, taking obligation for your innovative, technological and also logistical components. This consists of all round affair style, model creating, promoting and also verbal exchanges strategy, audio-visual generation, scriptwriting, and logistics, having a budget, discussions and also customer assistance.

Sustainability: Ecological affair operations (also often known as affair greening) may be the practice accustomed to generate a meeting using unique matter regarding environment, fiscal and also cultural troubles. Sustainability inside

affair operations features socially and also eco accountable conclusion generating in to the arranging, corporation and also implementation involving, and also involvement inside, a meeting. This will involve such as environmentally friendly growth concepts and also procedures in all of the degrees of Affair Corporation, and also aims to ensure a meeting is usually managed responsibly. This represents the complete deal involving surgery in a meeting, and also needs to be carried out in the included way. Function greening should start off with the release from the undertaking, and will require the many crucial purpose players, such as clients, planners, locations, sub-contractors and also companies.

Technology: Function operations application organizations provide affair wedding planners using application methods to manage several frequent pursuits such as use outsourcing for subscription, inn reserving, take a trip reserving or perhaps part involving event space on the floor.

THE EVENT BUDGET

PREDICTING THE FINANCIAL OUTCOME OF AN EVENT

The event budget is a projection (forecast) of the income and expenditure that the event will incur based on plans made and information gathered.

The preparation of a budget is an essential part of event management. It is fundamentally important that Event Directors are able to predict with reasonable accuracy whether the event will result in a profit, a loss or will break-even. This is achieved by identifying and costing all probable expenditures and by totaling all expected revenues (income). By comparing expenditures and revenues, it then becomes possible to forecast the financial outcome of the event.

The prediction of financial outcomes of the event needs to take place very early in the planning stages. There is no use on setting dates, booking venues, preparing plans until there has been some attempt to determine whether the event is financially viable.

IMPORTANCE OF FINANCIAL CONTROL OF AN EVENT

Once the Event Budget has been constructed, the Event Director has a means to exercise control of the event finances. Many organisations have run into

severe financial difficulty and even bankruptcy as a result of staging events. The budget therefore enables the Event Director to make sound financial decisions about the choice of venue, and expenditure on a whole range of things including promotion, equipment and staffing.

The process of budgeting also enables the Event Director to calculate how much revenue is needed to stage the event in accordance with the planned level of expenditure.

CONTINUAL ADJUSTMENT OF THE EVENT BUDGET

The preparation of an event budget is one of the earliest tasks to be undertaken in the event management process. However, it should be expected that there will be numerous adjustments and refinements to the budget throughout the whole project life-cycle. It is not possible to know every cost from the start, nor is it possible to know whether efforts to secure sponsorship and government funding will be successful. Event budgets by the event management team as better information comes to hand.

BASIC EVENT BUDGETING RULES

Although the budget takes time to develop, there are some basic rules that should be followed from the outset:

- **Budget to avoid making a loss:** If an event looks likely to make a loss, it calls into question whether the event should go ahead according to the existing plan. If it is not too late, plans should be changed so that the event will at least break-even.
- **Be realistic about event incomes:** Far too often, event plans are far too optimistic about the amount of sponsorship to be gained, or the number of people who will attend as spectators or participants. Over optimistic predictions is often a cause for financial loss as a result of staging an event.
- **Have a contingency plan:** In thinking through what could possibly go wrong with an event, it is a good idea to determine what must be done if something does go wrong. For example, what happens if the sponsorship pull out, or there is very bad weather?

TYPICAL EVENT EXPENDITURE

Events costs will depend on the scale and type of event. Not all the categories stated in the table below will apply to every event.

Travel and accommodation	Costs associated with officials needed to run the event may have to be borne by the event organisers. Event participants are generally responsible for their own travel and accommodation costs. In minor or local events travel and accommodation costs are unlikely.
Trophies, awards	The cost of medals, trophies and other awards requires detailed knowledge about the number of competitors, the categories of divisions of the competition and the format of the competition.
Salaries	Applies only events are organised by professional staff.
Postage and telephone	Events usually require considerable communications with participants and the event management team.
Stationery and photocopying	Special event stationery may be printed but otherwise there is always a lot of photocopying and usage of organisation letterheads to write correspondence.
Medical fees	Events require persons with at least first aid training to be in attendance. Larger events may also warrant the employment of a doctor and physiotherapists.
Venue hire	A critically important aspect of the budget. Information about the probable cost of the venue needs to be obtained as early as possible. Beware that there some hidden costs such as security and supervision costs, and heating and lighting costs.
Insurance	Additional insurance can be taken out to cover risks of injury and/or financial losses associated with events.
Printing	Event programmes, posters, fliers and other promotional documents may need to be printed - especially where quality and colour is required.
Promotion	Expenditure on promotion may be considerable where a significant proportion of the event revenue is likely to be earned through spectators. Promotion covers items such as advertising, give-aways, costs associated with promotional events and sponsors' signage.
Equipment hire	Includes equipment directly used by participants in the event and also any equipment used by the event management staff including sound systems, computers, mobile phones, two way radios, etc.
Transport	Includes costs of transporting equipment and hire of buses.

CHECK YOUR PROGRESS - 1

1. What is the full form of MICE?

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2. Explain event in short.

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3. What is the conference?

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4. Write name of two type of conference.

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1.3 CONCEPT OF MICE

1.3.2 EMERGENCE OF MICE BUSINESS IN INDIA AND WORLD

Two decades regarding economic liberalization have got created unknown options for doing business within the Indian subcontinent. The nation nowadays number amid essentially the most chosen go-to investment destinations on earth. Truly, the Indian subcontinent graded next as a dangerous primary investment destination, in line with Entire world Expense Prospective client Review by means of Us Conference about Deal and Progress. Due to any flourishing economic system and the rising tide regarding opportunities, tremendous business opportunities happen to be revealed within the Indian subcontinent within significant including THIS, health care, telecoms, bank, insurance, oil and oil, health care, drugs, agro solutions, food and h2o supervision, and the like. This

country's expanding likely as a worldwide economic link and its nonetheless pristine and typically untrained industry help it become an incredibly powerful decision for traders, coders and operators alike trying to check out, set up and expand the enterprise and brand names in the united kingdom. That frisson regarding business provides offered an increase for you to enterprise take a trip which, therefore, provides ended in organized tours connected to conferences, bonuses, events and exhibitions (MICE) taking off big-time within the Indian subcontinent.

Which consists of distribution enterprise clout, continually changing infrastructure and seemingly magical hospitality, the Indian subcontinent are usually more and more being deemed as the actual location of preference for conferences, bonuses, conferences, events and exhibitions. The nation incorporates a fresh and voracious economic system, any stuffed middle category using funds to invest and also a febrile industry, which along help it become any compulsively appealing enterprise destination and also a content searching surface for arranging enterprise events, conferences and industry gala's.

Based on the World wide Company Take a trip Investing Perspective 2011-2013 review, compounded annual expansion in business take a trip paying within emerging markets including Brazil, Russia, The Indian subcontinent and China is usually forecasted to cultivate two to three situations more quickly than within developed economic climates such as with regards to the Indian subcontinent, enterprise take a trip paying is usually required to increase for you to two times digit rates next couple of years even though enterprise take a trip directory is usually believed to increase for you to 365, in place in the existing higher level of 197. The learning affirms that the boom within exports, particularly within companies, in addition to a growing every day ingestion propelled the Indian subcontinent to get the actual twelfth largest enterprise take a trip economic system in 2013.

Together with the Indian subcontinent emerging for suitable destination to the enterprise vacationers coming from everywhere, these vacation is usually

quick finding and catching in place in the united kingdom. In accordance with a study document through the International Our elected representatives and Convention Connection (ICCA), The Indian subcontinent kept 100 worldwide identified conferences inside season 2010, hence garnering 31st get ranking inside world wide report on best conferences destinations, however arriving guiding Malaysia, Thailand and quite a few regarding European countries. Although Fresh Delhi performed fairly very well arriving in 64th location, Mumbai bagged 153rd get ranking, a few notches down below the actual amaze town - Hyderabad - which came up within in 114th location. Bangalore and Chennai graded small lower towards the extremely underside on the number, controlling showing in place in 231st location. In terms of dangerous visitor arrivals.

Therefore rapidly likely on the business within the Indian subcontinent - expanding in 15 for you to 20% per year - a couple facts jump out. Possibly the actual comparatively little is state regarding Singapore, any country using 3 actually world-class international conference sites, boasts 50 mil visitors each year. The second is which China, the united states possibly most often in comparison with regard to measurement, expansion and international likely, provides pretty much 4 mil sq metres regarding conference place currently and, subsequently, any events and exhibitions business more than 10 situations bigger than India's.

Till the late 1990s, North America and Europe dominated the conventions and conference markets. The US still holds the top spot for the highest number of meetings as a single country destination. However, several Asian countries have successfully captured a growing portion of MICE business in recent years. With the emergence of India as a key economic hotspot along with China, convention tourism has enormous possibilities in the country. India's growing strength in the information technology and other business arenas has prompted a few prominent international bodies to host trade shows and conventions in the country. While meetings, events and exhibitions take place in key cities of Delhi, Agra, Jaipur, Mumbai, Goa, Cochin, Chennai, Bangalore, Kolkata etc, incentives have shown

keen interest in the cities of Delhi, Jaipur, Agra, Jodhpur, Udaipur, Goa etc. Thanks to the increasing prominence of these places as MICE destinations, they have seen a steady growth of infrastructure and accessibility over the past few years. As businesses like bio-technology, pharmaceuticals and manufacturing scale up, these cities will most likely bring in greater convention revenues to the country in the coming years. According to industry analysts, MICE business is said to generate 2.5 to three times more revenue than the leisure business, per person.

CHECK YOUR PROGRESS - 2

1-Which country dominated the conventions and conference market?

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2. Exhibitions take place in which key cities?

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3. How business generate by the MICE industry?

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1.4 ROLE OF MICE TO PROMOTION OF THE TOURISM

The image of the destination has a significant role on tourists' travel decision and selection of the destination to visit. Various approaches and

strategies have been utilized by most of the countries to develop their destination image. However, in the context of Jordan less emphasis was given to develop a touristic image. Thus, strategies used in forming a destination image were vague and less effective.

The objectives of this study are to investigate the roles of promotion tools and Meetings, Incentive travel, Conferences, and Exhibitions (MICE) destination attributes on touristic image formation and to identify the perceptions of MICE participants on the importance of promotion tools, MICE destination attributes, and destination image.

A quantitative approach was employed in this study and several hypotheses were formulated based on the existing literature, push-pull theory, and models of destination image formation. A structured questionnaire was administered to 857 respondents who were selected through cluster random sampling technique. The findings of the study revealed that there were significant differences in respondents' perceptions on the importance of MICE destination attributes, promotion tools, and destination image.

1.5 SUMMARY

Regression analyses indicated that MICE destination attributes and the roles of promotion tools positively influence destination image formation. Nevertheless, amenities showed the highest influence of MICE destination attributes on destination image formation, followed by ancillary services, accessibility, attractions, and activities.

Meanwhile, affordability portrayed the lowest influence of MICE destination attributes on the overall touristic image formation of India and world. The study has contributed to the body of knowledge with the proposed model that reveals the significant contribution of MICE destination attributes and the roles of promotion tools to the destination image formation of India. Whereas, for the managerial implications, this study is able to provide guidelines and suggestions on marketing strategies to the public and the private sectors in order to enhance and develop MICE industry in India as an international destination image.

1.6 GLOSSARY

- **Promotion**- Rewarding outstanding employees with promotions to higher-paid posts.
- **Liberalizations**- The decision to ease travel restrictions.
- **Prospective**-Use prospective to describe something that is likely to happen soon.
- **Supervision** –Look out the act of peoples in various way.

1.7 ANSWERS TO ‘CHECK YOUR PROGRESS’

Check Your Progress - 1

1. Meeting, Incentive, Conference, Event/ Exhibition
2. A thing that happens or takes place, especially one of importance.
3. A formal meeting of people with a shared interest, typically one that takes place over several days.
4. **1-News conference**, an announcement to the press (print, radio, television) with the expectation of questions, about the announced matter
2-Parent-teacher interview (conference), a meeting with a child's teacher to discuss grades and school performance

Check Your Progress - 2

1. North America and Europe
2. Delhi, Jaipur, Mumbai, Goa, Cochin, Kolkata, Bangalore etc.
3. 2.5 to three times more revenue than the leisure business, per person

1.8 REFERENCES BOOKS

- The international dictionary of event management : over 3500 administration, coordination, marketing, and risk management terms from around the world / Joe Goldblatt, Kathleen S. Nelson, editors.
- Meetings, expositions, events, and conventions : an introduction to the industry / George G. Fenich.
- Planning successful meetings and events [paper, electronic resource] a take-charge assistant book / Ann J. Boehme.

- Professional meeting management: comprehensive strategies for meetings, conventions and events / Professional Convention Management Assn. ; executive editor, Glen C. Ramsborg.

1.9 FURTHER STUDY

1. "NBC Orders Full Seasons of 'The Event,' 'Outsourced' and 'Law & Order: Los Angeles'"
2. "UPDATE: NBC Cancels 'The Event', Talks Underway To Continue The Show Elsewhere".
3. "10 Things to Know About 'The Event': A Review and Intel from the Show's Creator".
4. "How to Fix The Event - TV Feature at IG

1.10 TERMINAL AND MODAL QUESTIONS

Short Answer Type

1. Why event work with famous organizations?
2. Which is the important factor if MICE?
3. Why the events work with study factors?
4. Explain the conference practices.
5. What is the role of event in tourism?
6. In which way we decide the actual terms of event planning?
7. What you mean by phase of meeting?
8. Discuss the real aspects of MICE industry in the world?

Long Answer Type

1. Describe the main factor of event.
2. What do you mean by conference planning?
3. Explain the main factor of MICE.

UNIT 2: SOCIO ECONOMIC IMPORTANCE OF MICE BUSINESS IN INDIA AND COMPETITIVENESS OF INDIA IN MICE BUSINESS

Structure:

- 2.1 Objectives
- 2.2 Introduction
- 2.3 Importance of MICE Business
 - 2.3.1 Socio Economic Importance.
 - 2.3.2 Competitiveness of India in MICE Business.
- 2.4 Role of Socio Economic MICE Business in Tourism Promotion
- 2.5 Summary
- 2.6 Glossary
- 2.7 Answer to Check Your Progress
- 2.8 References
- 2.9 Suggested Readings
- 2.10 Terminal and Model Questions

2.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- Know the importance of MICE tourism.
- Know in details about the socio economic impact of MICE tourism.
- Enrich your knowledge of various stages of MICE and emergence business.

2.2 INTRODUCTION

MICE tourist is actually it will always be company tourist. MICE stand for: Conferences, Offers, and Seminars in addition to Exhibitions. "E" at times describes seeing that Situations in addition to "C" at times describes seeing that Exhibitions. Good Worldwide Organization connected with Expert the legislature Managers (IAPCO), Getting together with is the on its way in concert connected with numerous people in an area, to help consult or maybe perform a unique task. This could be by using an ad hoc time frame in order to a collection style.

For instance, once-a-year common gatherings, panel gatherings and many others. Motivation is actually section of a software program that is offered to it is members to help incentive any earlier effectiveness. Seminar is often a participatory assembly made for debate, reality obtaining, and problem dealing with in addition to consultation. It truly is more compact inside range in comparison with any the legislature that is usually connected with minimal length with distinct aims. Function is actually something when product or services usually are available; by way of example, work honest, a motor vehicle convention and many others.

2.3 IMPORTANCE OF MICE BUSINESS

2.3.1 SOCIO ECONOMIC IMPORTANCE

The MICE Industry: The MICE segment is one of the fastest growing within the tourism industry, generating millions of revenue for cities and countries. The total national and international MICE market all over the world is in excess of US\$270 billion, where in the international MICE tourism combined output accounts for about 1% of the world GDP.

According to the International Congress and Convention Association (ICCA), 5283 registered events took place in 2005, which is a rise of 479 over 2004. Europe and United States still remain the major markets worldwide in respect of the number of meetings, conferences and exhibitions.

Cooperation with other tourism products: The services of MICE tourism are based on leisure services, and they are complemented with the special service demand of the different MICE types. In addition to these, MICE tourism gets in connection with different tourism products as well.

Health tourism: Throughout the years, the approximation of MICE tourism – mainly conference tourism – and health tourism can be observed on the international market. High category hotels realized that the demand of business guests and that of conference participants for health conservation and relaxation after official programmes was increasing. Just a few years ago, the presence of wellness services meant a competitive advantage, but today these services are regarded as basic criteria. Wellness cures can appropriately complement official programmes; the demand for prevention is strongly realized in tourism segments which can also be seen as target groups of conference tourism. Thermal water reserves, bathing culture and high quality wellness services of Hungary can be unique complementaries of different conferences, congresses.

Cultural tourism, city tourism, sport tourism, wine- and gastronomy tourism: All segments of MICE tourism are related to these types of tourism as facultative programme opportunities. Leisure programmes before (pre), during and after (post) the event support the relaxation of the participants. Spending leisure time can be a cultural programme, as can be sightseeing, active or passive sport programme, wine tasting etc. The programme of incentive tourism is also related to these tourism segments.

Holiday tourism: A product cooperating mainly with the incentive tourism, the destination of the travel can be a resort place.

Shopping tourism: Besides buying souvenirs, shopping of products related to the given profession or topic appears in the case of MICE tourism, and prestige shopping has bigger importance.

One-stop solution:

- Risk assessment
- Maintain good Relation with customers

- Maintain accuracy
- Schedule all the things properly
- Contract with vendor
- Support for cost elimination
- Bidding and marketing
- Flexible response

The need of the hour for any company, whether it is in the IT, FMCG, leather or textile industries, is the expansion of customer base and retention of the present market. Among other ways, this can be achieved by participating in huge congregations, seminars, exhibitions and other marketing events.

Besides bringing industry counterparts together, these events help in synergizing ideas and bringing in additional clients, increased sales and revenues. They also serve as a cost effective means of advertising. A specialized industry has mushroomed to cater to this unique need of companies and is known as the MICE Industry, where MICE stand for Meetings, Incentives, Conventions and Exhibitions.

The MICE industry is essentially a service industry that also encompasses trade, transportation, finance, and travel. The MICE industry is characterized by three highs high growth potential, high added values, and highly beneficial innovations. It offers three larges - large output, large opportunities for employment and large industry associations. The industry also ensures three advantages - the efficient utilization of human resources, technological know-how, and assets.

Countries are vying with each other to promote themselves as a hot MICE destination in order to garner a major piece of this new industry pie. Singapore and Hong Kong are top MICE destinations in Asia already. With fast economic growth witnessed in Asia there has also been a remarkable growth in the outbound MICE industry. Travel companies have also started specializing in delivering MICE services and activities. The outbound MICE industry tries to maximize revenues from the corporate MICE traveler as it forms an integral part

of the leisure travel sector. Travel companies have core competencies in the foreign exchange, travel insurance, visa and passport service verticals, as well as in other travel related services, which gives them an edge in serving the MICE industry.

Social Media also plays an important part in promoting MICE business as it increases awareness, improves and maintains a high level of customer service, while communicating directly with target audiences. India has developed a reputation as a unique conference destination, with its historical, cultural, architectural, wildlife, culinary, spiritual and therapeutic attractions. Better infrastructure, new airports, hotel MICE facilities, improved air, road and rail transport now make India an excellent conference destination.

Many Indian state governments are keen on establishing convention centers near large metro cities. The MICE promotional and marketing efforts in India include one-to-one meetings, focused events, direct mail communications and offline and online campaigns with customers. MICE exhibitions also give greater brand visibility along with the opening up of networking opportunities to interact with potential customers.

The actual MICE Sector: The actual MICE message is amongst the quickest developing within the tourist sector, generating numerous profits for locations in addition to international locations. The complete country wide in addition to worldwide MICE market worldwide is actually more than US\$270 million, in which inside the worldwide MICE tourist combined productivity is the reason for about 1% on the earth GDP. Good Worldwide the legislature in addition to Meeting Organization, 5283 signed up activities was held inside 2005, the industry climb connected with 479 above 2004. The European countries in addition to Us still stay the main markets around the world in respect connected with how many gatherings, meetings in addition to shows.

The actual India Meeting Campaign Agency sponsored by the Ministry connected with Vacation, the costa Rica government connected with India is aimed at promoting India like a qualified in addition to reputable MICE

destination. India remains to be inside it is developing level demonstrating indicators of becoming any fully-fledged MICE destination. Good ICCA, India is actually 27th inside the world wide gatherings market. The actual Native American inbound MICE message keeps growing for the fee connected with 15 to help 29% every year. The actual Native American inbound MICE market inside the very first more effective many weeks inside 2004 was US\$20 mil that is 40% over a similar time inside 2003. Being a likely MICE destination, though inside it is childhood level, India possesses practically everything a contemporary seminar leader or maybe delegate could possibly assume. Quite MICE places inside India usually are: Agra, Bangalore, Chennai, Goa, Hyderabad, Jaipur, Kochi, Kolkata, Mumbai, in addition to Brand new Delhi.

The actual tourist sector in a region is amongst the main profit earners. MICE tourist is usually an up and coming industry and also a main profit contributor to the tourist sector inside international locations. To be any hot spot for THESE PESTS, any destination must be developed in addition to offered. Infrastructural facilities accessibility, to help accommodation, to help spots must be connected with worldwide common in addition to quality.

Due to the fact India has become an essential MICE destination; an investigation must be done on the components in addition to capabilities influencing convention site selection generating. Exhibitions may be published at any place, presents climb to help competition amid places inside portraying themselves as the finest destination. Due to this developing competition, it really is very important make fish an analysis be generated in the components that will lead finest inside site collection for MICE within the numerous places inside India. Previous research include tried using to help streamline discovering quite a few components, though there's still area for analysis in addition to very little may be known on the relative importance of each issue. Meeting in addition to customer credit reporting agencies (CVB's) in addition to destination administration companies (DMO's) deficiency satisfactory information with the competitive motion to promote the destination. As mentioned earlier, India

remains to be inside it is developing level as well as the components in addition to capabilities amount to become the foundation connected with just about any likely MICE destination must be investigated.

Travel in addition to tourist is the greatest services sector throughout the world with regards to yucky profit in addition to foreign exchange cash flow. It is additionally one of several greatest occupation devices on the globe. It is an essential cultural occurrence and is influenced by simply cultural, strict, fun, information seeking in addition to company interests in addition to encouraged by the people urge for fresh expertise, adventure, schooling, in addition to activity. Vacation is actually both equally resulting in addition to end result connected with monetary growth. It has the likely to help promote additional sectors throughout the economy owing to cross-synergistic benefits and forward and backward linkages.

CHECK YOUR PROGRESS - 1

1. MICE co-operation with--

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2. What is the shopping tourism?

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3. What do you mean by actual MICE sector?

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4. How to promote the MICE?

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2.3.2 COMPETITIVENESS OF INDIA IN MICE BUSINESS

The India Convention Promotion Bureau (ICPB) sponsored by the Ministry of Tourism, the Government of India aims at promoting India as a competent and credible MICE destination. India is still in its growing stage showing signs of becoming a fully fledged MICE destination.

According to the ICCA, India is 27th in the global meetings market. The Indian inbound MICE segment is growing at the rate of 15 to 29% annually. The Indian inbound MICE market in the first seven months in 2004 was US\$20 million, which is 40% more than the same period in 2003. As a potential MICE destination, though in its infancy stage, India has virtually everything a modern conference organizer or delegate could expect. The important MICE destinations in India are: Agra, Bangalore, Chennai, Goa, Hyderabad, Jaipur, Kochi, Kolkata, Mumbai, and New Delhi.

The tourism industry in any country is one of the major revenue earners. MICE tourism is an up and coming sector and a major revenue contributor to the tourism industry in countries. In order to be a hot spot for MICE, a destination needs to be developed and promoted. Infrastructural facilities accessibility, to accommodation, to venues needs to be of international standard and quality.

Since India is becoming a major MICE destination, an investigation needs to be conducted on the factors and attributes affecting convention site decision making. Conventions can be hosted anywhere, which gives rise to competition among destinations in portraying themselves as the best destination. Because of this growing competition, it is imperative that an investigation be made into the factors that contribute best in site selection for MICE within the various destinations in India. Past studies have tried to shed light on identifying many factors, though there is still room for investigation and little is known on the relative importance of each factor.

Convention and visitor bureaus (CVB's) and destination management organisations (DMO's) lack adequate knowledge for the competitive action in promoting their destination. As mentioned earlier, India is still in its growing

stage and the factors and attributes constitute to be the foundation of any potential MICE destination needs to be investigated.

MICE tourism plays a partial role in the shaping of many other national economy branches (transport, communications, trade, financial services, health-, culture- and sport related services), while it only indirectly demands products and services of other sectors (agriculture, industry, construction industry, and environmental protection).

Participants of MICE tourism are leading representatives of their field of profession, thus MICE tourism also enhances the development of local science and the establishment of professional relations. The opinion forming effect of the participants is significant, and the message mediated by the competent members of different professional groups, scientific and business networks plays a significant role in creating positive country image.

MICE tourism is suitable for extending peak season and it also has a considerable tax-generator and job-creator effect. The spending of a foreign MICE tourist in Hungary is twice as much as that of a leisure tourist. Also CSR (Corporate Social Responsibility) is increasingly seen by the organization of conference programmes, the essence of which is that the participants and the organization mark the location and support the local society. Based on research results, following a business trip, 40% of the participants return to the destination as leisure tourists.

Industry predictions indicate that the MICE (Meetings, Incentives, Conferences and Exhibitions) sector is poised for vigorous growth. Recuperating after the recession, it is springing back, stronger than ever. The demand for meetings is on the rise and though companies are not splurging, luxury venues are not being ruled out either.

In general, there are some emerging trends which have been observed. Let us take a look at the top ten trends in the MICE industry, which have been released by the Benchmark Hospitality International, a leading American company operating around 35 renowned hotels, resorts and conference centres.

TOP FUTURE TRENDS

- **Return to luxury** - Budget constraints have not vanished and purse strings are far from being completely loosened. However, luxury resorts are not out of bounds either.
- **Meeting demand is at its peak since 2008** - There is growing demand across all sectors, telecommunications, education and insurance, healthcare, energy and many more.
- **Meeting size is growing** - The growing demand for meetings has resulted in hotels giving preference to larger meetings capable of paying more. Hotels are not as flexible as before when it comes to walk-in bookings and last minute bookings are not possible anymore. Good venues have to be booked well in advance.
- **Meeting space is changing** - The traditional 'boardroom-style' space is being replaced by an innovative approach where huge outdoor meeting spaces, smaller cosy nooks for limited gatherings and different kinds of seating are being requested. The focus is on creating conducive settings and it is no more a surprising sight to see delegates assembled around a campfire or at a bar.
- **New age technology** - Meetings and events are getting more tech-savvy than ever before. Apps downloaded on smart phones and iPads, easily accessible mobile sites and meeting-dedicated Facebook pages are assisting planners with the registration process, informing them of programmes and offering an easier method to gather feedback from participants after the events.

Note taking through iPads, LCD projectors and the latest audio-visual technological tools – events have been totally transformed by technology.

- **The Meeting Package is back** - The last couple of years saw a decline in the meeting package but it has made a strong comeback again this year. Planners are once again embracing the product for the value it offers the

meeting budget. Planners are requesting for customised packages rather than unbundling.

- **Prices are increasing slowly** - The improvement in economy is resulting in slowly increasing prices of meetings. Though value for money is still an important factor, the planners are yielding to prices being a little higher than before.
- **Teambuilding activities are making a comeback** - Venues, which are offering creative options for teambuilding activities are in demand. For instance venues with options for holding cookery classes, beach-volleyball or golf lessons are attracting more meeting planners.
- **Facing cut throat competition** - The improvement in the economy brings with it fierce competition and no company can afford to lag behind in the race for supremacy. Training budgets are being revamped to ensure best-trained sales and management personnel for survival in the competitive global economy.
- **Growing importance of the destination** - The meeting destinations have gained new importance. Planners are looking for value for money and an exotic destination is not necessarily what they are looking at. Destinations which offer great value and a relaxed atmosphere are being preferred. Along with facilities for meetings, destinations which offer recreational opportunities and learning in relaxed settings are becoming popular.

FUTURE OF THE MICE INDUSTRY

The prospects for the MICE industry are looking very bright. Indeed the changing trends are clearly indicating that this sector is making a steady comeback as the world economy has started picking up. With the economy improving, there is once again a renewed demand for exhibitions, meetings and events to showcase latest products or for brainstorming sessions or simply for attracting clients. Countries are promoting themselves as MICE venues to attract event organizers. Travel companies are offering specialised MICE services and activities.

MAJOR THEMES OF THE FUTURE

A recent survey by Fast Future Research has shown that the industry has to strategize and reinvent itself to face new challenges. The future of the industry will be influenced by the following major factors:

- Economic uncertainty,
- Better, cheaper technological options for live events,
- Faster, shorter business cycles,
- Political/economic influence of Asia

MAJOR CHALLENGES IN THE COMING FUTURE

In order to survive and continue to be “a critical engine of economic development”, the industry will have to tackle ten challenges:

1. Evolving a distinct identity of its own - The industry must create its own persona distinct from travel and tourism.
2. Establishing universal economic impact models - The industry has to offer good value for money; stakeholders need proof of economic benefits.
3. Proving relevance and value - Show that meetings are not the (economic) problem, but are a vital part of the solution.
4. Thinking and acting strategically - Assess the needs, anticipate coming challenges, and face them with appropriate measures.
5. Nurturing agility and flexibility - Venues need to be open-minded about their meeting spaces and public spaces.
6. Personalizing and deepening the learning experience - Keep in mind adult-learning principles, and engage with the audience year-round.
7. Experimenting with business models and revenue streams - Think of events as launch pads for continual revenue generation.
8. Adopting value-chain thinking - Foster collaboration among all stakeholders, suppliers, and planners.
9. Acquiring, retaining and developing talent, and embracing diversity - Meetings industry careers must be seen as stimulating and rewarding to attract the next generation.

10. Developing tomorrow's leaders and managers — Leaders in the next decade will be successful through innovation and experimentation.

MARCHING AHEAD

The MICE industry, after the global economic recovery, is set to move ahead rapidly. Meetings, exhibitions, events are essentially networking tools and will always be the cornerstone of successful businesses. What is needed here is to recognize the changing way in which the world is conducting business; the changing trends which are influencing global economies; the technological revolution which is making its presence felt in the way in which events and meetings are being conducted. Assimilating these changes seamlessly and responding to it with strategic initiatives will only make the MICE industry stronger than before.

INTERNATIONAL CIRCUMSTANCES

Travel in addition to tourist is amongst the fastest-growing industrial sectors and also a chief in several international locations. It truly is expected to include produced around 9.4% connected with earth GDP in addition to 8.2% connected with total occupation just last year. The actual side of the bargain on the sector to the worldwide financial system continues to be substantial regardless of any some. 38% fall just last year. Throughout the year, traveling in addition to tourist expenditure also diminished by simply over 12%.

Worldwide tourist arrivals rose from 682 mil inside 2001 to help 920 mil inside 2008. The actual worldwide traveling in addition to tourist sector encountered any economic downturn just last year due to the world wide monetary in addition to monetary predicament. The was impacted by reduced company amounts in addition to purchaser self-assurance, given the doubt about components for example option of credit, change rates, occupation, as well as the H1N1 disease. Thus, tourist arrivals dropped 4% around the world just last year. However, tourist arrivals greater 2% within the last few 1 fourth connected with last year, brought by simply retrieval inside the Asian countries Pacific cycles as well as the Heart Eastern side.

The is actually expected to increase this season, seeing that almost all of the major establishments usually are getting out of the economic downturn because end-2009. On the other hand, it really is expected to become continuous seeing that organizations, homes in addition to government authorities slowly and gradually recuperate.

Offered the advancement inside world wide monetary disorders, the UNWTO forecasts any 3-4% enhance inside worldwide tourist arrivals in the course of 2010. Asian countries is actually expected to proceed demonstrating the most powerful come back, though The European countries in addition to Americas will probably recuperate with an additional mild pace.

The actual estimated come back inside tourist materialized inside the very first 4 many weeks connected with 2010. This is resembled inside the 7% enhance inside worldwide tourist arrivals in the course of January-April 2010. Traveler arrivals increased with a quicker pace connected with 8% inside growing markets, though advanced establishments reported any 5% enhance.

In 'recent years, adopting the development inside tourist arrivals, worldwide tourist bills also documented any fall. It truly is predicted to have diminished by simply 5. 7% to help US\$ 852 bn. The actual fall inside cash flow is actually sharper as compared to inside arrivals, seeing that in the course of times connected with slowdown, visitors often stay closer to home in addition to would rather traveling for any smaller length of your time.

The actual traveling in addition to tourist sector may be broken down in to inbound in addition to outbound tourist; inbound describes international locations bringing in the best volume of visitors in addition to outbound describes international locations from the place that the greatest volume of visitors begin.

CHECK YOUR PROGRESS - 2

1-Write the two challenges for MICE.

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2. Discuss two themes of MICE business.

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3. What is the full form of ICPB?

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2.4 ROLE OF SOCIO ECONOMIC IMPORTANCE OF MICE BUSINESS TO PROMOTE THE TOURISM

The MICE industry is generally considered to be one of the key driving industries for a region's economic development. In the past few decades, China has seen rapid growth in its MICE industry, with milestone events like the 2008 Beijing Olympic Games and the 2010 World Expo. The industry is set to see further growth in China in the future. Beijing, for instance, have estimated a revenue of 30 billion Yuan and a YOY growth rate of over 15%.

Around the globe, the MICE industry is considered to be one of the fastest growing industries, especially in the Asia- Pacific region. In the last 20 years, the assessment of events' impact on an economy has been central to event economy studies, and the MICE industry is one of the main components of the event economy.

The economic impact of the MICE industry can be studied analog to the studies of the event economy. The approach to studying an event's impact on the economy has evolved over the past years from a rough direct calculation using a tourism index, to input- output models, computable general equilibrium models, and regression analyses. Interregional input- output models (IRIO) can overcome the limitations of the simple I-O model, which is restricted to dealing with local production and demand within one region. They are a more appropriate tool for reflecting conditions across different areas and industries and are also able to explain the diversion and integrated effect of events. For these reasons, IRIOs are

one of the most important tools for studying the impact of the MICE industry on an economy.

In the past, numerous studies have been conducted to assess and evaluate the economic impact of events. Most of them, however, have concentrated on assessing the impact of sports events at the local or international level. In contrast, research on the economic impact of MICE activities is relatively limited. It requires consideration of all related industries and regions with minimal divergence from reality. This is the precise aim of this study.

This study uses an IRIO to deduce and calculate influence coefficients of MICE at both local and interregional levels, focusing on effects across 12 industries and 30 provinces. It uses the 104th Canton Fair as an example to analyze the indirect impact on the local economy. The results showed that the indirect economic impact of the Canton Fair amounted to 16.243 billion Yuan, of which 35.09% fell in Guangdong province. The proportion of direct to indirect impact from the event was 1:2.94. Five industries- wholesale and retail trade services; electricity, steam and hot water production and supply; paper, printing and stationary and toy products; accommodation and food services; telecommunication and computer services-accounted for 77% of the total impact of the event.

This study reveals that MICE have a tremendous driving effect on various industries in most provinces in China. The regional impact demonstrates a difference between the eastern coastal area and the central and western areas. In addition, it concludes that further development is still to be expected in China's MICE industry in the future.

2.5 SUMMARY

The particular gatherings, credits, conferences and also shows (MICE) market is a rapidly increasing field regarding travel world-wide, but in particular inside the Most of Asia Pacific cycles area. Of those unfortunate problems underlying improvement of this field it's unlikely that any can be more important compared to identifying your financial benefits from dedicating methods to help

market growth. The particular cardstock argues which despite the fact that analysis may be carried out on the financial has effects on regarding MICE events and also MICE locations, regionally and also country wide, the challenge from the supply of those rewards among travel gateways plus much more out of the way areas may be abandoned. The particular cardstock attempts to aid therapy this particular forget about.

It offers a framework intended for coming up with your financial has effects on from the MICE market inside a regional economic system. It then demonstrates how the framework may be used to compare financial has effects on regarding MICE travel with location gateways plus much more out of the way places, by using Foreign information. The particular cardstock draws focus on your types of information insufficiencies which look like native to the island to help estimating your financial has effects on regarding MICE, and also that comprise a buffer to help well informed general public insurance plan making and also planning. Ultimately, your benefits are usually mentioned intended for improvement regarding MICE travel generally.

2.6 GLOSSARY

- **Accuracy**- The straight statement with actual way.
- **Assessment** - Analysis of the security, effectiveness, and potential of an existing or planned intelligence activity
- **Encompasses**- To encompass a place means to completely surround or cover it.
- **Elimination**- To remove from consideration by defeating, as in a contest.

2.7 ANSWERS TO 'CHECK YOUR PROGRESS'

Check Your Progress – 1

1. Health tourism, Cultural tourism, Sport tourism etc.
2. Besides buying souvenirs, shopping of products related to the given profession or topic appears in the case of MICE tourism, and prestige shopping has bigger importance.

3. The actual MICE message is amongst the quickest developing within the tourist sector, generating numerous profits for locations in addition to international locations.
4. By advertising and related promotion terms.

Check Your Progress - 2

1. A-Nurturing agility and flexibility
B-Proving relevance and value
2. A-Economic Uncertainty
B-Political/Economic influence in Asia
3. The Indian Convention Promotion Bureau

2.8 REFERENCES BOOKS

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2.9 FURTHER STUDY

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2.10 TERMINAL AND MODAL QUESTIONS

Short Answer Type

1. What is the social impact of MICE?
2. Write about economic factor of MICE.
3. Discuss the real aspects of tourism virtue.
4. Describe about the MICE business in India
5. What do you mean by special features of MICE?
6. In which way we decide the actual terms of MICE forming?
7. What you mean by phase of meeting?
8. MICE are the global terms. Explain.

Long Answer Type

1. Write the role of MICE industry in national and international level.
2. What do you mean by MICE strategy?
3. Explain the future of MICE industry.

UNIT 3: BIDDING FOR EVENTS AND SCHEDULING FOR EVENTS, ROLE OF EVENT IN TOURISM PROMOTION

Structure:

- 3.1 Objectives
- 3.2 Introduction
- 3.3 Bidding for Events and Scheduling for Events, Role of Event in Tourism Promotion
- 3.4 Role of Event in Tourism Promotion
- 3.5 Summary
- 3.6 Glossary
- 3.7 Answer to Check Your Progress
- 3.8 References
- 3.9 Suggested Readings
- 3.10 Terminal and Model Questions

3.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- Know the importance of bidding for event.
- Know in details about the schedule plan for events.
- Enrich your knowledge of role of event in tourism promotion.

3.2 INTRODUCTION

Several years upfront towns must send his or her attention to number a new the nation's lawmakers, meeting, exhibition or perhaps function to Associations. A number of towns often send offers to number case and the to certainly number case is only earned after a lot of factor by simply mother board along with committee members of this Association. Rates for bids demand a dedicated group of authorities to very carefully fit your quote jointly. The local serves, experts within the area and the Agency perform in hand to guarantee the quote is a winner.

3.3 BIDDING FOR EVENTS AND SCHEDULING FOR EVENTS

There are several positive aspects to taking the organization's next meeting on the Precious metal Seacoast. Meetings & shows enable your revealing of knowledge along with know-how, improve inside organization profile along with promotion of marketing along with work at home opportunities in the area. This subsequently opens your gateway pertaining to foreseeable future neighborhood enterprise prospects along with expenditure prospects.

This Precious metal Seacoast normally takes enterprise activities via typical to fineness by providing a new purely better practical knowledge. Easy accessibility and the 'desirability' element in the Precious metal Seacoast recognizes the organisation obtain a better end result.

Bidding Alliance: From your quote to highest taker delegates farewell – we support the organisation acquire and then prepare a very good meeting. As the peak enterprise activities advertising physique for your Precious metal Seacoast – you can expect specialized assistance throughout the complete process.

This Precious metal Seacoast Convention Agency in conjunction with our own companions will certainly take care of your quote process via start to conclude since this method is usually extended along with complicated.

MANY OFFERS WILL VARY ALTHOUGH HERE IS THE NORMAL FORMAT

1. Analysis your Association and the background in the function along with make sure your getaway can certainly meet the requirements for your function a couple of.
2. Kind a nearby setting up committee who concentrate on taking case on the location
3. Assemble this quote for document.
4. Carry out a new location evaluation
5. Help make the final speech on the Association's mother board or perhaps from his or her approaching Conference to delegates who election about the position in the next function.

6. When the quote is earned support your affiliation along with neighborhood setting up committee together with establishing case – we assist with designate a new PCO (Professional Conference Organiser) along with resource venue recommendations. Closer to the function we could assist with getaway advertising pursuits by providing equity to enhance town along with place.

THE WAY THE QUOTE PROCESS OPERATES

This quote process, highest taker pertaining to along with winning activities along with conventions, generally is a complicated task.

Along with our own highest taker companions, Company Events Questionnaire (BESydney), is able to your quote process via start to conclude, conspiring sets from technique to interactions along with communications. Every single meeting along with function quote is unique although usually the quote process moves similar to this:

1. Strategy your meeting highest taker strategy: Previous to introducing to the quote process, it's crucial to measure the association's considerations for your function, along with evaluate the past activities. Method setting up entails critiquing Sydney's highest taker opposition, along with taking into account political daily activities that will affect the final conclusion.

2. Prepare the conference bid document: This quote doc affords the number organisation along with getaway home elevators how the sound decision is made. The item should obviously measure the association's considerations, emphasize some great benefits of web hosting case inside Questionnaire, along with detail your assist there for your affiliation as long as they take his or her function to Questionnaire.

3. Vestibule pertaining to function quote ballots: Part of lobbying pertaining to highest taker ballots should be to evaluate your voting process. It's crucial that we recognize that will election, along with the simplest way to receive our own concept around to decision-makers. Your goal is to guarantee the concept we craft will certainly stimulate these to election to hold case inside Questionnaire.

4. Carry out an evaluation of Questionnaire: Throughout the quote process, we generally invite distributors from the association's global committee to travel to Questionnaire along with create a visit in our the nation's lawmakers commercial infrastructure, to guarantee the location as well as locations satisfy his or her prerequisites. Almost all their expenses are insured whilst they're inside Questionnaire.

5. Help make the final quote speech: Normally a remaining speech is made to your association's global mother board, in order to affiliation delegates via every single region. Fewer formal lobbying likewise usually happens between delegates along with individuals during this period in the quote process.

6. Control your post-bid partnership: The task doesn't cease after a quote have been earned. Company Events Questionnaire is constantly on the guidebook your affiliation the way it strategies case. According to the range in the function, we support your affiliation designate a specialist meeting organiser (PCO), assist with advertising pursuits along with equity, along with showcase case within the marketing.

BIDDING PERTAINING TO ACTIVITIES

The sport field in the adventure industry abounds together with activities from neighborhood, local, nationwide along with sometimes global levels. It is very important consider that will except for intra-club competitions, activities are not "owned" by simply any organisation.

Even though the obligation pertaining to setting up a new local function may drop to 1 club, most golf clubs in the area employ a risk inside making sure a very good consequence. Likewise most golf clubs in all of the elements of a new nation employ a vested desire for being sure that a new nationwide tournament is conducted successfully.

It is sometimes the case that wills more than one club or perhaps affiliation will certainly need to level a meeting. This kind of scenario is healthful along with commonly contributes to a new striving by simply every single highest taker organisation showing that they place on the top function. Choosing one in

respect of which in turn club will certainly number exactly what function is frequently taken from get together in the organisation that will governs case (the activity overseeing body).

One example is, deciding in respect of which in turn club will certainly number a new local tournament will probably be taken because of the local affiliation. Local affiliation consists delegates along with decided officers driven via all the golf clubs in that place.

In the case of some sort of tournament, deciding in respect of which in turn nation will certainly number case will probably be taken because of the Entire world Federation which is composed of decided officers driven from the participant international locations.

BID PROCESS

It is a usual exercise for any representative physique, from virtually any levels, which has the obligation to select which in turn organisation will certainly level a meeting, to request just about every take on organisation to deliver a new estimate refined the direction they will certainly set up along with level case. This technique of offering a new estimate is also known as your "bid process". The key aim of your quote process should be to:

- Demonstrate that this highest taker organisation has the potential along with methods to level case
- Provide extra the reason why your highest taker organisation should be chosen in excess of different take on bidders. One example is, these extra motives can include:
 - Participants will have better services compared to different take on bidders
 - The function offers greater fiscal backing compared to take on offers
 - Public assist is much more confident
 - Spectators will have better services
 - It's his or her change

As soon as organisations must enter into a new formal quote process so that you can acquire the correct to level a meeting, you can find 2 duties. The very

first process should be to develop a quote estimate and send your doc on the selecting specialist because of the expected time.

Furthermore, it is sometimes helpful to wait a gathering in the selecting specialist along with complete a formal speech that will draws out there the leading items or perhaps highlights in their estimate and response virtually any queries that will happen. This can be a next process.

PLANNING CASE OFFER

The amount of detail expected in case estimate is dependent upon your range along with need for case. Nonetheless function recommendations commonly reveal numerous popular factors.

The details that will function recommendations need to share include although just isn't limited by the following:

THE EVENT GROUP

This estimate needs to offer info on case management group in terms of the ability along with qualifications of critical down line. It is vital for your reader in the estimate to feel that case group have the capability running case along with so that you can do exactly what they will state they may do.

If practical knowledge inside holding activities is bound subsequently it can be helpful to talk about virtually any managerial, project management or perhaps co-ordination practical knowledge in a different area. Qualifications of people in case management group also can prove helpful to talk about.

This estimate must also explain virtually any coaching which is to be provided to functions volunteers.

PLACE ALONG WITH SERVICES

For indoor activities, any type of area, lights, air-conditioning, with capacity of, electric gear should be nicely referred to. For backyard activities, the amount of servicing on lawn, with capacity of along with shading pertaining to spectators, fence, drainage along with floodlighting is worthy of talk about. The amount of alter suites along with his or her issue pertaining to teams/participants is actually crucial.

Presently there needs to be a detailed outline of exactly what will be easy for function goes along with how the venue will certainly thoroughly plan for the wants in the function, such as performing artists, officers along with spectators.

Don't forget to incorporate info on community transportation on the venue, along with car parking for those who occur by simply automobile.

In the event the venue offers taking place identical activities before, it should help make mention of that.

PROGRAM STRATEGY

It is sometimes the case that this number club or perhaps organisation offers minimum state inside environment your competition plan if the time, or perhaps times are established because of the activity overseeing physique.

Nonetheless, on the original level of highest taker, case estimate may suggest a new levels of competition plan in terms of how many nights, and the commence along with conclude periods every day. It is vital pertaining to conclusion designers to know how many hours each day your venue can be found.

It truly is worth it to contemplate that this plan must also incorporate ceremonial activities together with browsing dignitaries who may make toasts or perhaps existing honours, as well as probably entertainment activities that will commence or perhaps conclude the program or perhaps fill virtually any interruptions.

SPENDING BUDGET

Club or perhaps organisation highest taker for your function need to draw up new funds of likely earnings and expenditure. It is vital that will a real funds is realistic, along with doesn't show a new damage.

This club or perhaps organisation that will victories your quote may be entitled to an amount of capital from the activity overseeing physique to alleviate particular expenses that will shall be accrued. Nonetheless, there is a requirement that this number club or perhaps organisation will have a chance to make money over the canteen, tavern, fundraising raffles along with merchandising. These types of sorts of earnings should be resembled within the funds in case estimate.

THE AIM OF A MEETING OFFER

Your doc could be thought of by simply numerous likely stakeholders in case. Your dining room table beneath gives examples of just how a meeting estimates can be utilized by simply this sort of stakeholders.

IMPRESSION OF FESTS ON COORDINATOR GROUP

The event planners tend not to look at the social along with the environmental influence into factor. It truly is argued that there's a definite must embrace a new of utilizing holistic approach:

In different position, equilibrium has to be desired relating to the requirements in the visitor, the best place and the number group

Coordinator communities play a significant position as soon as building a significant having functioned or perhaps other huge range activities. Also, significant sporting events play a significant position inside number communities. The task of Getz (1997) had been interested in case administrator attaining assist along with methods from the number group, whilst likewise considering the area positive aspects along with expenses, cultural explanations in their function plus the political variables. If this all is taken into consideration subsequently the idea can cause a great function as well as a great partnership in between function along with area. A challenge tons group often have with the function will be the trend of people and it being not able to contend. This could employ a hit on consequence in terms of traffic blockage, criminal offense along with vandalism. Also Johnson (1989) conveys to of how the socio-cultural effects result from your relationship in between 'hosts' along with 'guests'. Quite a few variables may give rise to problems with this partnership. Your transitory nature of your visit to a new cultural center could be also quick permitting virtually any realizing to become recognized. Do visits could be much more constructive with this framework. Guests, especially those on day visits, get temporary constraints and grow much more intolerant of 'wasting time'; one example is locating a place to car park. Improvisation may stop working since 'hospitality' gets to be a new similar exchange for your number.

These effects of activities can certainly tremendously affect the products life in the neighborhood people. For that reason, it can be argued to take on ways of take in to handle your social along with the environmental effects of conventions in to investigation as soon as performing economic influence in the each individual function. The event planners only take into consideration your economic significances along with ignore the citizen perceptions, which in turn offer crucial non-economic measurement pertaining to gauging just how activities benefit or perhaps impinge about the number group (Jeong along with Faulkner, 1996; Hallway, 1992).

This conventions get a number of effects came into being about the number location, starting from cultural, economic, social along with the environmental. Fests get both constructive along with negative effects on the number towns, although importance can often be devoted to your economic investigation.

Hallway (1992) shows that the flexibility of significant activities understood to bring in economic important things about activities generally provide you with the recognized reason for your web hosting activities.

Monetary investigation of activities gives taking care of the reason why activities are kept and the side effects they've on a place. Nonetheless, whilst the majority of the economic effects of activities are quite tangible the majority of the social are not.

The complete review of economic influence need to think about different elements. The rewards desired because of the development in the cultural travel and leisure by way of conventions are similar to your economic jobs of activities identified by simply Getz (1997). Getz is convinced that will:

“The economic position of activities should be to become catalysts pertaining to bringing in website visitors along with raising his or her typical commit along with period of remain. Fortunately they are seen as image-makers for your getaway, setting up a profile pertaining to spots, setting these people out there along with giving a new competing advertising benefit. ”

Monetary effects could be offered utilizing connection between benefit/cost investigation, input/output investigation, and economic positive aspects to neighborhood society.

TOURISM - RELATED JOBS OF CONVENTIONS ALONG WITH PARTICULAR ACTIVITIES

In line with Getz (1997) economic influence tests generally incorporate a multiplier computation to demonstrate that will incremental visitor expenditure offers primary, oblique along with activated positive aspects for your neighborhood economic system.

At the most standard levels, economic influence investigation strategies approximate typical per-person spending, increased because of the final number of visitors/users to look for the primary spending connected and then use multipliers to approximate second or perhaps oblique economic side effects. Your multiplier commonly utilized in travel and leisure influence reports will be the “income multiplier” and that is generally a new coefficient which in turn declares the amount of earnings created within an region by simply an additional unit of visitor spending.

A study completed because of the Company Tourism Forum along with Company Tourism Advisory Committee highlights Abuja being a powerful enterprise travel and leisure getaway although detected particular commercial infrastructure disadvantages such as:

- Lack of variety of primary arrivals along with having less a direct transportation link to the location center.
- Insufficient exhibition space attached with the guts.
- Dependence on an additional 400-500 room motel to behave since headquarters motel.

Moreover, that raising worth of enterprise travel and leisure on the location is usually contributed to Abuja turning out to be your Nigerians primary conferencing getaway according to the Worldwide Convention along with Our elected representatives Association (ICCA).

BOTTOM LINE

Effectively, conventions get contributed within the development of cultural travel and leisure the idea lures in way of life tourists to area activities to enhance cultural exchanges in between tourists along with citizen. Your cultural travel and leisure provides positive aspects on the number towns, these positive aspects are not been studied inside greater level.

The analysis implies there is no skepticism that will travel and leisure conventions get significant side effects about the neighborhood economic system specifically along with ultimately. Which the spending by simply website visitors on neighborhood products along with companies by simply event-tourist features a primary economic impact on neighborhood businesses as well as go the pros much more commonly along the economic system and the group. On the other hand, soft cultural travel and leisure doesn't look at the decrease of neighborhood elegance, the environmental degradation along with side effects the idea generates about the local people in the number communities by way of his or her primary along with oblique effort together with tourists.

The learning likewise identified that will several primary authors, Goldblatt 2002, Getz 1997 along with Hallway, 1992 argues that this festival manager along with town only look at the economic effects along with ignores your significances of social effects in the conventions. They will argue that will greater awareness should be settled on the social effects of festival.

This research in addition has advised that this cultural travel and leisure have been enhanced by way of development of neighborhood conventions along with provided greater economic along with cultural positive aspects on the neighborhood locations. Your website visitors are consumed by these conventions where The African continent along with Nigeria. It had been identified that will social along with economic variables contributed to cultural travel and leisure expansion inside these conventions. Your Abuja carnival has developed into a significant visitor fascination for your neighborhood, local along with global website visitors.

This review underlined particularly those locations your Abuja carnival get economic effects about the neighborhood economic system and the group. Even so, only an in-depth review might help you to understand the amount of economic along with social effects these festival take on the neighborhood businesses along with group inside broader.

SCHEDULE FOR EVENTS

Event arrangement may be the activity associated with obtaining a suitable time period for a event for instance getting together with, convention, excursion, and many others. It can be an essential part of function arranging which is generally completed in its commencing stage.

In general, function arrangement has to bear in mind what impact unique times on the event might have on the accomplishment on the function. When planning the controlled convention, for instance, coordinators may possibly consider the know-how in which durations instruction usually are used in universities, given it is usually envisioned many potential contributors usually are college or university tutors. They ought to likewise attempt to check that simply no some other identical conventions usually are used at the same time; due to the fact overlapping would likely complete a issue for all contributors who are considering participating all conventions.

If it is renowned that's likely to sign up for the, coordinators generally attempt to synchronize the time on the function using planned activities coming from all contributors. It is a struggle as soon as there are numerous contributors or when the contributors are located in distant sites. In these instances, the particular coordinators should primary establish some encouraged times along with target the question in relation to suitable times for you to potential contributors. After response is usually purchased from all contributors, the wedding time period suitable for the vast majority of contributors is usually picked. This action is usually improved by simply web instruments.

Event supervision is usually the effective use of challenge supervision towards the generation along with development associated with large size events

for instance fairs, conventions, ceremonies, elegant celebrations, shows, or promotions. The idea will involve understanding the particular brand name, determining the marked market, devising the wedding concept, arranging the particular logistics along with managing the particular specialized aspects just before really starting the wedding.

The task associated with arranging along with coordinating the wedding is usually termed as function arranging and can include budgeting, arrangement, web page variety, purchasing important permits, managing transport along with auto parking, organizing pertaining to audio system or artists, organizing decoration, function safety measures, catering along with disaster strategies.

The events marketplace at this point incorporates events coming from all sizings from your Olympics right down to organization breakfast time meetings. Quite a few market sectors, altruistic organizations, along with fascination groupings carry events so as to marketplace themselves assemble organization relationships, improve money or rejoice achievements.

PROMOTING INSTRUMENT

Event supervision is regarded one of many proper marketing along with verbal exchanges instruments by simply businesses coming from all sizings. Coming from product or service begins for you to push conventions, businesses produce advertising events to assist all of them speak with customers along with prospects. A number of things for instance tunes are living enjoyment or even the exact place can often impact the particular tone along with setting of your function.

Event professionals may also utilize news media to a target the market, intending to create press coverage that will accomplish thousands or thousands of people. They will likewise receive the market with their events along with accomplish all of them on the actual function.

CELEBRATION MANAGER

The big event manager is usually the person who strategies along with executes the wedding, having duty with the resourceful, specialized along with

logistical things. For example overall event design and style, brand name building, marketing along with verbal exchanges tactic, audio-visual output, scriptwriting, logistics, budgeting, discussion along with purchaser assistance.

DURABILITY

Environmentally friendly function supervision (also referred to as event unction greening) may be the procedure accustomed to develop an event using unique issue pertaining to environmentally friendly, monetary along with interpersonal concerns.

Sustainability inside function supervision contains socially along with environmentally liable decision creating in to the arranging, organization along with implementation associated with, along with contribution inside, an event. The idea will involve which include sustainable development guidelines along with procedures in most degrees of function organization, along with aspires to ensure that an event is usually hosted dependably.

The idea presents the entire package deal associated with interventions in an event, along with needs to be completed in the integrated way. Event greening should commence on the invention on the challenge, and may require every one of the key role participants, for instance customers, coordinators, venues, sub-contractors along with providers.

TECHNOLOGIES

Event supervision software program businesses supply function and even cruise directors using software program instruments to take care of a lot of common pursuits for instance use outside agencies for signing up, lodge arranging, journey arranging or part associated with event floor space.

CHECK YOUR PROGRESS - 1

1. What is the bidding?

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2. Write about bid process.

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3. What is the control post-bid partnership?

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4. Write about the bid technologies.

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3.4 ROLE OF EVENT TO PROMOTE THE TOURISM

Although times have changed, festivals are still a source of enjoyment for many. For those in the tourism industry, festivals also carry a positive impact in three parallel areas: attracting tourism, improving the place’s image and supporting the local community.

ATTRACTING TOURISM

First and foremost, festivals are a great anchor for attracting tourism. While the destination is always available, having a time-limited event encourage visitors to take advantage of this opportunity and visit the place during the event. For example, although many people are interested in visiting India, the famous Goa creates a feeling of unique chance, pushing potential visitors to take full advantage of the activities. Festivals are also a prime opportunity to get to know the local culture and experience the essence the place. During the event, visitors have a unique chance to interact with the local community, gaining a deeper experience of the ambience, customs and local culture.

IMPROVING THE PLACE'S IMAGE

Along with tourists, festivals attract journalists and other opinion leaders. For these audiences, festivals are a 'media-event', generating an opportunity for a magazine or a news story. Such stories may be different from the destination's typical media frame – i.e. the way in which it's regularly covered in the news media. Such media events are expanding the place's image and creating a window for positive media coverage. At the time of the festival, it is easier for destinations to demonstrate their positive facets, focusing the media's attention on favourable occurrences. As part of getting ready for the festival, places can also prepare for the expected media attention. That, including the preparation of media kits, press room and local guides to show guests around.

SUPPORT THE LOCAL COMMUNITY

For the residents themselves, festivals are a unique occasion to celebrate the local culture and interact within the community. For the residents of Munich, for example, the Oktoberfest is a long standing tradition where they can meet their friends, take pride in the Bavarian culture and enjoy local dishes. In the tourism context, festivals can boost the local community in two major ways. First, people of the local culture are being flattered by the international interest in their culture. This enhances the residents' pride and promotes the preservation and cultivation of the local culture. Second, the tourists and visitors are spending money within the community, enhancing the local economy and supporting restaurants, hotels and other tourism-related businesses.

3.5 SUMMARY

The revolution in festivals has been stimulated through commercial aspect to meet the changing demand of the local community groups and increasing business opportunities for the events organizations and local businesses. Festivals play a major part in a city and local community.

Festivals are attractive to host communities, because it helps to develop local pride and identity for the local people. In addition, festivals have an important role in the national and host community in context of destination

planning, enhancing and linking tourism and commerce. Some aspects of this role include: events as image makers, economic impact generators, and tourist attractions, overcoming seasonality, contributing to the development of local communities and businesses, and supporting key industrial sectors.

The festival organizers are now using the historical and cultural themes to develop the annual events to attract visitors and creating cultural image in the host cities by holding festivals in the community settings.

Festivals provide an opportunity for the local communities to develop and share their culture, which create a sense of values and beliefs held by the individuals in a local community and provide opportunity for members of the local community to exchanges experiences and information.

Festivals provide the tourist the opportunity to see how the local communities celebrate their culture and how this effects the community development, it also helps the visitors to interact with the host community and help people to enjoy and meet their leisure needs.

3.6 GLOSSARY

- **Prospects-** The possibility or likelihood of some future event occurring.
- **Infrastructure-** The basic physical and organizational structures and facilities (e.g. buildings, roads, power supplies) needed for the operation of a society or enterprise.
- **Affiliation-** The state or process of affiliating or being affiliated.
- **Spectators-** A person who watches at a show, game, or other event.

3.7 ANSWERS TO ‘CHECK YOUR PROGRESS’

Check Your Progress – 1

1. Meetings & shows enable your revealing of knowledge along with know-how, improve inside organization profile along with promotion of marketing along with work at home opportunities in the area.
2. The sport field in the adventure industry abounds together with activities from neighborhood, local, nationwide along with sometimes global levels.

3. The task doesn't cease after a quote have been earned. Company Events Questionnaire is constantly on the guidebook your affiliation the way it strategies case.
4. Event supervision software program businesses supply function and even cruise directors using software program with special deals.

3.8 REFERENCES BOOKS

- Planning successful meetings and events [paper, electronic resource] a take-charge assistant book / Ann J. Boehme.
- Professional meeting management: comprehensive strategies for meetings, conventions and events / Professional Convention Management Assn. ; executive editor, Glen C. Ramsborg.
- The international dictionary of event management : over 3500 administration, coordination, marketing, and risk management terms from around the world / Joe Goldblatt, Kathleen S. Nelson, editors.
- Meetings, expositions, events, and conventions : an introduction to the industry / George G. Fenich

3.9 FURTHER STUDY

- **English Heritage** Tourism Facts Swindon: English Heritage
- **English Tourism Board** Tourism and the Environment: Maintaining the Balance English Tourist Board
- **English Tourism Council** Time for action: a strategy for sustainable tourism in England London: English Tourist Board [Internet] Available from < <http://www.english tourism.org.uk>
- **Getz, D.** Festivals, Special Events and Tourism New York: Van Nostrand Reinhold

3.10 TERMINAL AND MODAL QUESTIONS

Short Answer Type:

1. Explain the format of bidding.
2. Write the strategy of meeting.

3. Discuss the bidding pertaining to activities.
4. Describe about the planning offer.
5. Discuss the tourism related jobs of conventions.
6. Write the schedule for events.
7. Discuss the promoting aspects of bidding.
8. What do you mean by spending budget?

Long Answer Type:

1. Write the role of bidding in national and international level.
2. What do you mean storage planning?
3. Explain the event promotion in tourism.

UNIT 4: MAJOR STAKEHOLDERS IN MICE BUSINESS AND THEIR CONTRIBUTION

Structure:

- 4.1 Objectives
- 4.2 Introduction
- 4.3 Major Stakeholders in MICE Business and their Contribution
- 4.4 Role of Stakeholders in Tourism Promotion
- 4.5 Summary
- 4.6 Glossary
- 4.7 Answer to Check Your Progress
- 4.8 References
- 4.9 Suggested Readings
- 4.10 Terminal and Model Questions

4.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- Know the importance of Stakeholders in tourism.
- Know in details about the various types and ways.
- Enrich your knowledge of stakeholders in tourism promotion.

4.2 INTRODUCTION

A new business stakeholder is what make a difference or perhaps have those things with the business in general. The actual stakeholder principle was employed in some sort of 1963 inside memorandum with the Stanford Analysis Commence. It described stakeholders because "those groups without whose assistance the organization could disappear." The idea seemed to be later on developed as well as championed by means of 3rd there R. Edward Cullen Freeman within the 1980s. After that it's received vast acceptance running a business train as well as in theorizing concerning proper administration, business governance, business objective as well as business cultural liability in various field of public and private sectors.

The Travel and leisure Insurance plan in the Authorities should place particular increased exposure of highest contribution in the exclusive field to

produce ventures inside vacation tasks. Multi-stakeholder joint venture is usually a crucial portion of endorsing vacation. It gives you touchable livelihood options to be able to local people for instance motel staff members, courses, porters, watchmen, maintenance workers and other providers.

4.3 MAJOR STAKEHOLDERS IN MICE BUSINESS AND THEIR CONTRIBUTION

Instances of some sort of business's stakeholders

Stakeholders:	Stakeholder's worries:
Government	Taxation, VAT, guidelines, occupation, genuine confirming, variety, legal issues, externalities.
Employees	Rates involving shell out, job safety, payment, value, genuine conversation.
Customers	Value, quality, customer care, honorable items.
Suppliers	Providers involving products and services utilized in the long run item with the purchaser, equitable online business offerings.
Creditors	Credit score, new agreements, liquidity.
Community	Jobs, involvement, the environmental protection, gives you, genuine conversation.
Buy and sell Unions	Quality, technician protection, tasks
Owner(s)	Profitability, durability, industry reveal, industry ranking, succession organizing, boosting cash, expansion, cultural goals.
Investors	Return upon investment, profits.

KINDS OF STAKEHOLDERS

Any kind of motion considered by means of virtually any group or perhaps virtually any collection may well affect those who find themselves associated with all of them within the non-public industry. Intended for illustrations they're mother and father, little ones, clients, entrepreneurs, personnel, associates,

associates, technicians, as well as companies, people that are usually related or perhaps located regional.

- 1- Key Stakeholders** - generally inside stakeholders, are usually the ones that participate in monetary purchases while using the business. (For instance stockholders, clients, companies, loan companies, as well as employees)
- 2- Second Stakeholders** - generally outside stakeholders, are usually those that - even though they don't participate in strong monetary swap while using the business -- are affected by or perhaps make a difference it's activities. (For instance the public, communities, activist groups, business support groups, and the media)

COMPANY STAKEHOLDER MAPPING

A new narrow mapping of any business's stakeholders may well determine this stakeholder:

- Employees
- Communities
- Shareholders
- Creditors
- Investors
- Government
- Customers

A new larger mapping of any business's stakeholders may also include things like:

- Suppliers
- Labor unions
- Government regulating organizations
- Government intention figures
- Government tax-collecting organizations
- Industry trade groups
- Professional associations
- NGOs as well as other advocacy groups
- Prospective personnel

- Prospective clients
- Local communities
- National communities
- Public in particular (Global Community)
- Competitors
- Schools
- Future decades
- Analysts as well as Mass media
- Alumni (Ex-employees)
- Research centres

WITHIN ADMINISTRATION

Within the last few decades with the the twentieth millennium, the word "stakeholder" happens to be more commonly used to necessarily mean anyone or perhaps group that includes a legit desire for some sort of challenge or perhaps business. Within talking about your decision-making course of action pertaining to institutions—including substantial business corporations, authorities organizations, as well as non-profit organizations—the principle may be broadened to include all people with an intention (or "stake") in what exactly your business may. For instance not only it's distributors, personnel, as well as clients, nevertheless possibly members of any area where by it's office buildings or perhaps manufacturing area might affect the neighborhood overall economy or perhaps atmosphere. Within this circumstance, "stakeholder" includes not only your company directors or perhaps trustees upon it's governing board (who are usually stakeholders within the traditional sense with the word) but also just about all folks exactly who "paid in" your figurative position and the folks to be able to with whom it could be "paid out" (in your sense of any "payoff" in game hypothesis, which means the result with the transaction).

WITHIN BUSINESS LIABILITY

In the field of business governance as well as business liability, a significant question is ongoing concerning if the organization or perhaps

organization needs to be managed pertaining to stakeholders, stockholders (shareholders), or perhaps clients. Supporters and is overtaken by stakeholders might bottom his or her justifications on the pursuing some essential statements:

- 1) Benefit could greatest always be produced by seeking to make best use of shared benefits. By way of example, in line with this specific pondering, plans of which please equally employees' needs as well as stockholders' wants are usually twice as useful simply because deal with a couple legit sets involving stakeholders concurrently. There exists possibly evidence that the combined outcomes involving such a insurance policy usually are not only chemical nevertheless possibly multiplicative. For example, by means of at the same time responding to purchaser desires together with personnel as well as stockholder interests, equally with the latter a couple groups likewise gain from increased sales.
- 2) Fans likewise take problem while using the preeminent role directed at stockholders by means of numerous business thinkers, in particular in past times. The actual argument is of which financial debt holders and cases, personnel, as well as companies likewise create advantages as well as take pitfalls in building a effective organization.
- 3) Most of these normative justifications could make a difference little when stockholders (shareholders) got comprehensive management in powering your organization. On the other hand, numerous think that caused by particular types of board involving company directors houses, leading administrators similar to CEOs are usually generally in command of your organization.
- 4) The maximum worth of any organization is it's graphic as well as brand name. By looking to fulfill the needs as well as wants of countless each person between the neighborhood human population as well as clients to their personal personnel as well as entrepreneurs, organizations could prevent injury to his or her graphic as well as brand name, prevent shedding copious amounts involving sales as well as unimpressed clients, preventing costly appropriate expenses. Even though the stakeholder check out has an increased

charge, numerous corporations have decided that the principle helps his or her graphic, increases sales, lowers your pitfalls involving legal responsibility pertaining to business carelessness, as well as tends to make all of them fewer of times be qualified by means of pressure groups, campaigning groups as well as NGOs.

GENERAL PUBLIC PRIVATE COLLABORATION

Long-term competitiveness inside vacation calls for substantial and suitable administration approaches wherever a good exploitation associated with non-renewable means being avoided. However, on the whole wherever bulk vacation is favored, means usually are around used and characteristics are usually damaged.

Consequently, an important goal associated with lasting vacation is to find stability between resources makes use of and buyer tastes as well as requires. Some sort of vacation state won't accomplish international competitive rewards simply by tight resource make use of prohibitions but alternatively simply by conservation-conscious usage. Travel and leisure is firmly based on governmental rules for the just one part and exclusive often in addition short-term interests opposed to this.

The next chapter makes an attempt to handle this central benefits and difficulties associated with exclusive community partnerships inside the vacation marketplace. The purpose would be to obtain rules and administration imperatives with the development associated with Private-Public Partners (PPP's) inside vacation. Travel and leisure tasks and analysis possess delivered jointly environmentalists, geographers, economists and advertising and marketing authorities to be able to contemplate completely new 'soft', wise as well as 'intelligent' strategy for vacation.

Ecological progress inside vacation within this circumstance commonly means virtually any form of vacation endeavor, which in turn goes by about the subsequent generation, normal means (soil, animals, plant life, normal water and landscapes), environmental good quality (e. h., good quality fresh air, normal

water, ecosystems, livable communities) and socio-cultural means, which can be undiminished as well as enhanced so that they can possibly be managed and died to be able to long term many years.

Ecological progress inside vacation spots is as a result good following about three main rules:

- The long-term wellbeing associated with vacation financial systems may solely possibly be managed by means of watchful administration of most aspects of this tourism-ecosystem which are important to this imitation associated with replenishable means.
- The determination and ability associated with society to guard these kinds of replenishable means is increased whenever determined by output this economic climate is sturdy.
- Both fiscal prosperity and environmental well-being bring about the products existence associated with online communities and the society as a whole.

Numerous determinants affect a new nation's vacation competitiveness and the amount and good quality associated with sustainability. Commencing inside the eighties numerous dramatic environmental changes transpired that moved this "tourism industry" significantly closer to this characteristics and habits in the completely new economic climate. Around the need part a good undifferentiated conventional and economizing bulk client (tourist) possess given solution to a more journeyed, skilled and good quality conscious individualist since visitor; "mass tourism" did actually have been exchanged through the "individualized mass".

Competing rewards inside modified competitive setting are simply lasting in a proper organization and/or entrepreneurial environment and setting giving imaginative and prescient vision, leadership and suitable organizational houses and processes which in turn eventually may present preferred customer-oriented trouble solutions and/or customized vacation activities. These in turn need, nonetheless, startup company aspects, and completely new sorts of business and corporate governance.

PUBLIC - PRIVATE PARTNERSHIPS: SPECIFICATIONS AND IMPORTANT SUCCESS ASPECTS

Prior to dealing with specific areas of public-private partnerships inside vacation a couple of descriptions come in get: Corporations that is made of exclusive and community (government owned) belongings are typically tagged merged corporations. PPP's tend to be specific sorts of co-ownership and/or co-operation between community establishments and exclusive establishments which are produced because of a few synergetic rewards, and which in turn reveal challenges and profits.

Normally, the building blocks are often a contractual understanding involving the community field and benefit focused companies. Virtually all community exclusive partnerships should be within this progress, capital and rendering and administration associated with national infrastructure.

Some other, national infrastructure tasks in neuron-scientific leisure and vacation tend to be super sports activities events for instance Olympic Game titles as well as earth championships, nation's areas, a new nation's CRS as well as this development of the completely new memorial as well as memorial. PPP's cannot be construed since yet another form of privatizations; with regard to authorities inside these kinds of tasks commonly however assert an increased affect and handle around components and administration processes. Kinds of PPP's may differ a lot more: electronic. h. assistance as well as administration legal papers wherever community home is usually been able simply by exclusive establishments, as well as Robots (Build, Function, Transfer) which can be long-term legal papers to construct and run community and secretly held national infrastructure.

PPPs often represent plan methods of market place downfalls, a thought which in turn effectively underpins and is particularly germane to a significant group of resource concerns inside environmental economics. Private ventures often is just short-term focused and doesn't think about the exploitation associated with means. On the other side authorities are not able to supply up-to-date and

buyer focused vacation products. Some other reasons with regard to exclusive community partnerships inside the areas associated with vacation tend to be:

TO IMPROVE THIS COMPETITIVE SITUATION AND ACQUIRE COMPETITIVE REWARDS

These include specifications with the progress associated with vacation spots which are often provided by government entities. Escalating fees associated with good quality control force public establishments to be able to focus with exclusive establishments that can for the just one side possibly be particular inside controlling sustainability rules inside growing vacation spots as well as on the other hand tend to be entrepreneurial stakeholders inside vacation for instance motel establishments who currently internalized community top quality handle things. However, social and environmental sustainability is visible for the reason that basic with the development and maintenance associated with international competitive rewards.

TO BE ABLE TO TRIUMPH OVER FINANCING DIFFICULTIES

Equally exclusive establishments and community establishments may well face significant cash shortages. What's so great about cohesiveness tend to be clear since exclusive establishments may make money from govt. reinforced strategies to elevate cash and community establishments may make money from expert administration inside expression associated with organization strategy progress associated with organization plans.

TO BE ABLE TO TRANSFER KNOW - HOW

General public establishments need to find out additional regarding microeconomic reasons in the industry and entrepreneurial habits. Without information about central processes inside vacation establishments authorities may hardly create successful and effective strategies to service development and company development.

However PPPs may be intermediaries since they're able to transfer know-how which in turn was manufactured by universities as well as additional community analysis establishments. Specially internet marketers inside small

establishments find simple readily available, tailor-made and clear know-how. As an illustration, PPPs which in turn target know-how transfer between exclusive community companions tend to be exclusive community advertising and marketing and general market trends establishments.

TO RAISE PROFESSIONALISM AND TRUST AND OUTPUT

Corp businesses on the whole can result in a growth associated with professionalism and trust and output due to the fact results and improvement is usually governed through the a couple celebrations included. PPPs inside the strength field for instance propane, electricity as well as waste materials administration possess improved his or her providers and product good quality and possess become more client focused companies.

TO RELIEVE CURRENT ADMINISTRATION

General public establishments will use PPPs as an instrument to be able to outsource administrative activities that can be executed cheaper plus much more correctly simply by exclusive establishments (e. h. the whole postal technique including the collection and evaluation associated with statistical info as well as the organization associated with vacation events tend to be standard elements of community institutional outsourcing).

The option in the kind as well as commitment is dependent upon this target, quantity of investment, fiscal construction conditions and period in the venture. Six to eight important success aspects associated with PPPs is usually recognized:

THE CHARACTER IN THE PPP

A prosperous joint venture may outcome solely if you have determination coming from “the top”. Probably the most elderly community officials should be make an effort to involved with promoting the thought of PPPs and taking a leadership function inside the progress of each and every given joint venture. Some sort of well-informed political innovator may play an essential function inside minimizing misperceptions concerning the benefit to the community associated with an effectively designed joint venture.

Every bit as crucial, there should be a new statutory footing with the rendering of each and every joint venture. In addition, the character associated with PPP will probably severely affect the success. Some sort of PPP is productive whenever it might triumph over market place externalities (e. h., info asymmetries) and thus create as numerous credits with regard to exclusive buyers as you possibly can so they turn into possible and steady long-term market place gamers. In a number of market sectors, community involvements are becoming a comfortable the main marketplace formations (e. h., strength associated with transport), yet in these instances many of us can not decide these kinds of initiatives to hit your objectives PPPs.

ENGAGEMENT IN THE COMMUNITY FIELD

When a new joint venture continues to be founded, this public-sector ought to keep on being make an effort to involve in the venture as well as program. Constant checking in the effectiveness in the joint venture is very important inside assuring the success. This particular checking ought to be accomplished using a daily, each week, month to month as well as quarterly schedule with regard to different aspects of each and every joint venture (the rate of recurrence is often described in the flooring business strategy and/or contract).

MEASUREMENT AND TIMING

PPP commitment tends to be long lasting legal papers. However, they ought to clearly include product as well as venture changes in line with the existence period. So, tenderness evaluation with various period progresses will help you to observe whenever community involvements may very well be greater as well as ought to be decreased.

Generally speaking, from the outset in the existence period because of high-risk community companions ought to be tougher when compared with inside the following periods in the product existence period. The old PPPs are classified as the additional exclusive wedding should swap govt. and thus, community companions must take away his or her involvement to be able to reproduce credits with regard to internet marketers in the market position.

SMALL BUSINESS STRATEGY

The companions must know what they could expect in the cohesiveness before venture starts off. Some sort of meticulously designed strategy (often finished with the assistance of another expert inside the field) will probably greatly raise the likelihood associated with success in the joint venture. This plan frequently will need the form associated with an intensive, in depth commitment, clearly talking about this responsibilities associated with both the community and exclusive companions.

Besides attempting to anticipate subject of respective responsibilities, an excellent strategy as well as commitment will include a new clearly described approach to challenge decision (because it's not all contingencies is usually foreseen).

STAKEHOLDER VERBAL EXCHANGES

Much more men and women will probably have a new joint venture than just everyone officials and the private-sector partner. Afflicted personnel, this the main community acquiring this assistance, this mass media, appropriate labor unions and appropriate attention groupings will probably many possess views, and quite often substantial beliefs of a joint venture and its particular benefit to all everyone. It is important to speak honestly and candidly with one of these stakeholders to minimize possible level of resistance to be able to creating a new joint venture.

COMPOSITION OF INDIVIDUALS THE BOSS AND PARTNER SELECTIONS

The "lowest bid" is just not usually your best option with regard to deciding on a partner. The "best value" in a partner is crucial in a long-term relationship that is certainly core to a successful joint venture. Some sort of candidate's practical knowledge inside the specific subject of joint venture getting considered is heavily weighed inside discovering the suitable partner. Choices inside PPPs can be manufactured inside committees as well as they are reinforced simply by advisory forums. Right here lobbying as well as personalized

characteristics and CPA networks play an important function with the success and market place and client inclination in the PPPs.

PPPS INSIDE VACATION

General public investment continues to be subject to some considerable argument over the escalation step associated with bulk vacation. Factors to be able to suspicion community ventures tend to be: General public groups are not usually capable to understand consumer's wants and thus crash to invest in long term higher possible promotes.

Within approaching completely new vacation spots vacation builders currently face challenges associated with development, specifically inside the progress step in the location existence period. Opportunities inside the vacation location national infrastructure tend to be nonetheless was required to protect a certain good quality regular associated with vacation both with regard to tourists and occupants likewise. The various periods associated with involvement and progress tends to be seen as growing stakeholders and possible benefit searching for buyers. Specially inside these kinds of periods numerous destinations and vacation spots in the area associated with bulk vacation possess skipped an opportunity to be able to implement PPPs. Private Shareholders possess captivated nearby authorities simply by supplying work opportunities and increases inside fiscal welfare and perhaps would not comply with basic principles associated with lasting vacation progress procedures.

STAKEHOLDER CONCEPT

Submit, Preston, Sachs (2012), utilize pursuing explanation with the expression "stakeholder": "The stakeholders inside a corporation include the folks as well as constituencies of which lead, both of your accord or perhaps involuntarily, to be able to its wealth-creating potential as well as actions, knowing that are usually consequently it's possible beneficiaries and/or chance bearers. " This explanation differs through the old explanation with the expression stakeholder in Stakeholder hypothesis of which likewise includes opponents because stakeholders of any corporation. Robert Allen Phillips gives a meaningful

base pertaining to stakeholder hypothesis in Stakeholder Concept as well as Organizational Honesty.

Presently there they protect some sort of "principle involving stakeholder fairness" based on the work involving Ruben Rawls, and a distinction in between normatively as well as derivatively legit stakeholders.

Genuine stakeholders, branded stake owners: genuine stakeholders using a legit position, your devoted associates exactly who shoot for common benefits. Stake owners personal as well as should have some sort of position within the organization. Stakeholder reciprocity may be a modern qualification within the business governance question about exactly who needs to be approved counsel on the board. Corporate cultural liability should indicate some sort of business stakeholder liability.

STAKEHOLDER GROUPINGS INSIDE VACATION

Once we have noticed, Brenner and Cochran state various stakeholder groupings could possibly have a few frequent components. Within vacation, you can in addition find that a lot of the groupings overlap. Sautter and Leisen find it required as a result, to produce a distinction between a new stakeholder's function and a stakeholder class.

“Any individual as well as thing grouped like a person in a specific class often gives you additional views as well as assists inside multiple assignments in the greater microenvironment. Tribe, similarly to Freeman, can make a new distinction between additional and central stakeholders, with regards to the energy and affect they have for the business. He / she shows that a new structure associated with stakeholders is identified: “stakeholders with higher power/interest could be the important gamers to be able to with whom stakeholder pleasure evaluation should be mostly addressed”.

Jamal and Getz tend not to recommend identifying a new structure in the several stakeholder groupings nonetheless; that they reference legitimate and appropriate stakeholders, which implies we now have important gamers which are certainly not legitimate. The major disagreement on such basis as which in turn a

good actor or actress is looked upon legitimate may be the capability to be able to take part in collaborative vacation planning: “a legitimate stakeholder is an individual that has the appropriate and capability to be able to be involved in the operation; a new stakeholder who is relying on those things associated with additional stakeholders has the certainly get involved so as to mild those people has effects on, yet also needs to possess the means and ability (capacity) so as to participate”. These justifications leave bedroom for a lot of concerns regarding wherever claims to be able to legitimacy is usually grounded and warranted, not to mention who's the power to be able to apply these kinds of descriptions for the processes.

Marwick observed that inside the circumstance associated with your ex study associated with golf advancements inside Malta “A important part of that contestation was this legitimating in the farmers’ state to the property. Significantly, these kinds of claims had been couched inside the words associated with ‘belonging’ compared to that associated with ‘belongings’ and, illustrating on aspects associated with ‘way associated with life’ and ‘moral’ compared to ‘legal’ rights”.

CHECK YOUR PROGRESS - 1

1. Write the investors stakes.

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2. Explain government circulation.

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3. Describe the few points of company stakeholder mapping.

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4. Write the basic term of public private partnership.

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4.4 ROLE OF STAKEHOLDERS TO PROMOTION OF THE TOURISM

Travel and leisure is often a socio-economic activity and it has developed straight into one of several greatest and fastest growing market sectors in the earth. As the fiscal great things about vacation tend to be popular, the investigation data indicates that the benefits of vacation tend to be rarely equitably dispersed one of several important stakeholders.

On this circumstance, lasting vacation progress like a long-term strategy progress aspires to be able to stability social and fiscal goals with ecologically audio administration. The lasting progress like a proper software requires a means of planning and administration that fuses a few interests and stakeholders ‘concerns available as planning and progress.

Thus, preserving in view benefit and importance associated with stakeholder cohesiveness with regard to lasting vacation progress, and the occupants getting the important thing stakeholders, that analysis has a look at this rural residents’ behaviour towards has effects on in the Stakeholders and community exclusive partnerships function inside vacation administration. The effect of the investigation highlights how the lasting progress is very important with regard to answering to the present difficulties due to vacation progress, in addition to to address the wants associated with long term many years.

4.5 SUMMARY

Stakeholder involvement inside course decision-making is often a exclusive way of course progress that developments the prevailing types of course layout and it has bigger significances with the all-round advancement associated with vacation education. Travel and leisure course selections tend not to solely impact the instant clientele, that is certainly, this students and simply by file

format, marketplace companies, but possess far reaching significances for a bigger cross-section of individuals inside the nearby society. For that reason, they must have a new say inside vacation course progress. The stakeholder method supplies a organized way of eliciting this landscapes of the wide selection of folks.

The stakeholders interviewed identified eight groupings that should be involved in the course of action. Within the stakeholder enquiry, this stakeholders disclosed a new plurality associated with interests being dished up through the vacation course that could not have access to or else been harnessed in the event that that broad selection of folks had not been contacted. Though difficulties may well occur attempting to deal with all the various problems inside the course, educators are in lowest manufactured conscious of this targets associated with vacation education inside vacation progress, and have the ability to make better educated selections. Using one stage, the extra money that may be essential and the more time that needs to be used up with regards to stakeholder recognition and stakeholder assessment could be a important inhibitor to be able to the employment of this stakeholder strategy inside course decision-making.

However additionally, difficulties occur with all the means of stakeholder mapping with regards to this recognition associated with stakeholder groupings and picking a stakeholders inside these kinds of groupings. Furthermore, stakeholder involvement needs that educators modify his or her frame of mind in the direction of course decision-making and observe that stakeholders use a substantial function to be able to play inside sharing with these kinds of selections. It requires that instructor check with these ‘non-traditional’ groupings such as the district and tourists. The idea of talking to these kinds of groupings could possibly be a good inhibitor to be able to educators, as it might possibly be recognized the particular groupings cannot produce a valuable side of the bargain to be able to vacation course progress. The idea is always being identified the way responsive educators is usually to this involvement associated with stakeholders inside course progress.

Furthermore, the method associated with stakeholder administration can be a challenge with regard to educators with regards to keeping a continuing debate with all the identified stakeholder groupings. The outcomes in the stakeholder enquiry indicate that an suitable vacation course. One, that aspires to provide greater vacation providers in addition to bring about this development of the greater vacation society. Two that takes action to the important problems with vacation progress. A few, it can be educated through the views of the wide cross-section associated with stakeholders. Educational establishments ought to use a additional resourceful and aggressive way of vacation education to be able to guide rather than comply with the. Some sort of stakeholder educated way of vacation course progress is without a doubt the best way forwards in achieving this goal. Stakeholder involvement inside course decision-making provides bigger significances with the progress associated with vacation education. The stakeholder enquiry carried out in cases like this study may be the initially the sort being carried out inside vacation course progress.

On this good sense, it's a substantial advancement in the area associated with vacation education, and that is open to further analysis in many locations. To summarize we could say that vacation progress as well as instead lasting progress associated with vacation is because growing cooperative frame of mind associated with exclusive and community field. Gone are classified as the times whenever exclusive field was unwilling inside beginning endeavors in the direction of progress associated with vacation. Specialists accountable for planning and campaign associated with vacation on nearby, regional and nation's stage possess began affecting exclusive field inside determination generating course of action. The overall objective associated with both the groups is to create a good image of our own land like a location of these centuries.

4.6 GLOSSARY

- **Exclusive-** an item or story published or broadcast by only one source
- **Circumstances-** a fact or condition connected with or relevant to an event or action.

- **Stakeholder**- an independent party with who each of those who make a wager deposits the money or counters wagered.
- **Sustainability** –In more general terms, sustainability is the endurance of systems and processes. The organizing principle for sustainability is sustainable development, which includes the four interconnected domains: ecology, economics, politics and culture.

4.7 ANSWERS TO ‘CHECK YOUR PROGRESS’

Check Your Progress - 1

1. Return upon investments and profit
2. Taxation, VAT, Guidelines, Occupation etc.
3. Employees, Shareholders, Government deptt etc.
4. Prior to dealing with specific areas of public-private partnerships inside vacation a couple of descriptions come in get: Corporations that is made of exclusive and community (government owned) belongings are typically tagged merged corporations

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4.10 TERMINAL AND MODAL QUESTIONS

Short Answer Type:

1. Write about national communities.
2. Explain about key stakeholders.
3. Discuss the general public private collaboration.
4. Describe about the measurement and timing for stakeholders.
5. What do you mean by public-private partnership?
6. Discuss the various terms of stakeholder grouping.
7. Explain stakeholder verbal exchange.
8. Which is biggest term who's generating taxation?

Long Answer Type:

1. Describe the main factor of stake holders.
2. What do you mean by public and private stakeholders?
3. Explain the main factor of value of private sector.

BLOCK 2: MEETING PROCESS

This block discusses the planning and facilitation of meetings. This covers different arrangements to be made for the conduct of good meetings. This block is divided into four units.

Unit 5 on **Arrangement and Facilitation of Meetings- Venue, Timing, Equipments and other arrangements during meetings**, explains factors evaluated in the choice of good venue and fixation of appropriate timing of meeting to get the best participation. It also details different equipments and documents to be arranged for meetings.

Unit-6 on **Arrangement for Participants in Meetings- Accommodation and Catering, Pre and Post tours etc.**, discusses the different stay and catering arrangements to be made for participants along with pre and post meeting travel planning.

Unit -7 on **MICE Market in India- External and Internal** covers MICE market in India for both domestic and inbound clients. It also explains the factors propelling the growth of this market.

Unit-8 on **Incentive Tours Business and its Management** provides details of incentive segment of the events that is fast emerging a major market. It deals with details of incentive tours and the management issues involved.

Objectives:

After reading this block, you will be able to

- Understand on venue arrangements of the meeting.
- Know outside meeting arrangements like accommodation, travel and food. Catering during meeting will also be understood.
- Explain the status of MICE market in India and its dynamics
- Grasp the nature and management of incentive tours.

Now, be ready to explore the block.

UNIT 5: ARRANGEMENT AND FACILITATION OF MEETINGS - VENUE, TIMING, EQUIPMENTS AND OTHER ARRANGEMENTS DURING MEETINGS

Structure:

- 5.0 Objectives
- 5.1 Introduction
- 5.2 Arrangement of Meetings
 - 5.2.1 Understand Purpose of Meeting
 - 5.2.2 Content of the Meeting and Preparation of Agenda
 - 5.2.3 Ensuring Participation in the Meeting
 - 5.2.4 Venue Arrangement
 - 5.2.5 Equipments for the Meetings
 - 5.2.6 Time Management in Meetings
- 5.3 Conducting Meetings
 - 5.3.1 Facilitation of meetings
 - 5.3.2 Follow up of Meetings
- 5.4 Summary
- 5.5 Glossary
- 5.6 Review Questions
- 5.7 Suggested Readings

5.0 OBJECTIVES

After reading this unit, you will be able to,

- Explain importance of detailed arrangements for the meeting.
- Work on agenda preparation.
- Learn how members' lists prepared are and invitations sent.
- Discuss the beginning, closing and in-meeting timing.
- Know different types of equipments required in the meeting and importance and use of each type of equipment.
- Understand the documentation required for meeting.
- Discuss the rules of conduct a meeting

5.1 INTRODUCTION

Meetings are becoming very important in today's corporate world to carry on day to day business. 40-60% managerial workdays and 7-15% personnel budget are spent in meetings. Earlier these were organized by the firms through its employees but the scene has completely changed now with the changing purposes of meetings.

The main purpose of any meeting is still business but these are increasingly being used to give incentive to employees when these are conducted away from office and pleasure is attached to it. This requires meetings to be organized in distant locales where in house office support is not available and help of professionals becomes must.

These meeting professionals or planners are in the business of meetings with the growing demand of conducting meetings. They offer the best possible pre; post and in-meeting support, as a result corporate outsource organization of meetings.

Organization of meetings has also changed with the adoption of telecommunication technology and online meetings too are often conducted. In a stand alone meeting too, options for use of technology are many and no corporate would like to stock so much of occasionally needed paraphernalia. As a result it is best left to experts who provide one point service.

After reading this unit, you will understand what these services are and how are these provided. It will also assist you to plan your career in meetings; a subset of tourism.

5.2 ARRANGEMENT OF MEETINGS

Attending a meeting may never give an idea of the elaborate arrangements required for it. Consider for example,

“Participants are required for meeting, so it has to be decided who will come and in what capacity and when? A list has to be prepared to whom information will be sent in the form of notice. It means notice and mailing arrangements have to be made.

Back office support too is required to respond to any queries. These participants have to be told about issues to be deliberated and this means preparing agenda. They will also like to know how to reach venue and what facilities are available and so on.

If the meeting is international and large, issues of visa and cross-cultural communication also come up.”

The above is only a minor part of all arrangements. Overall it involves working on three aspects to properly arrange meetings.

1. Planning for Meetings

- Understanding purpose/ aims/goals of meeting
- Create Agenda
- Prepare a list of members
- Circulate agenda, member roles and background notes
- Arrange for Meeting Venue
- Fix time of the meeting
- Arrange/Assist in travel of participants
- Arrange/ assist in accommodation/ catering/ sight seeing for members
- On site catering
- On site equipments for meetings
- Setting back office to answer all queries of members

2. Conducting Meetings

- Opening of meeting
- Process meeting and ensure that agenda be followed
- Keeping time
- Close meeting as planned and ensure that desired outcomes are achieved

3. Follow up of Meetings

- Prepare minutes and send to members
- Also prepare and send action taken report

Another approach often used for organizing meetings is ACMEE that helps in focusing on all the essentials of a good meeting. It means moving in following sequence;

- A** Aim of the meeting is to be decided to begin with
- C** Content of the meeting is derived from the aim
- M** Method of meeting depends upon content
- E** Execution of meeting depends upon method and aim
- E** Evaluation of meeting to check back if the meeting has helped in achieving its aim.

5.2.1 UNDERSTAND PURPOSE OF MEETING

Understanding the purpose of meeting helps in its better organization. Meeting planner must gain an insight into it from their clients and work accordingly.

However it should be understood that every meeting should be purpose specific and must focus on plan of action. A good meeting has the following purposes.

i. Action: First all meetings should meet the basic principle of direct action organizing. Thus, all meetings must have concrete goals that matter and that are accomplished as few people want to attend a meeting, just for the sake of meeting. For example, if your goal is to plan, to make decisions, or to involve people in the work at hand then it shall be conveyed to all and must be achieved.

ii. Participation: Second, the meeting should give people a sense of their own power. Meetings must be run efficiently and well so that people gain a sense of power through participating. Participants shall be encouraged to speak, ask questions.

iii. Strengthen: Finally, every meeting should strengthen your organization by making plans to function more effectively, or setting other plans for building your organization.

The meeting organizer can only help in achieving the above purposes by conducting effective meeting through discussion with its clients. But it is the

client who has to look into purposes of a meeting before any decision to hold a meeting is taken.

AIM OF THE MEETING

Why meet at all? Some groups have to come together because their governing documents require so many meetings per year. However, studies also show that many meetings are a waste of time. Generally, the best reasons for meeting as a group are for decision-making, problem solving, planning, and evaluation. By contrast, if the sole purpose of a meeting is to give information, there may be easier ways to accomplish that, such as via a letter or e-mail. Starting with the basic goal of the meeting will ensure the right focus in its subsequent stages. Business meetings are not called for the sake of meetings but to transact business, therefore clarifying meeting goal is very important.

CLARIFYING MEETING GOALS

How often people enter a meeting with a clear idea of what to achieve, what decision should be made or what problem will be solved? This is not the same as a general perception of what the meeting is about. A lot of meetings are called and run on the basis that everybody knows what the goal of the meeting is. Without a clear understanding about the goal of a meeting, the chance of success is minimal. It is critical that the organizer and key leaders have clear meeting goals in mind. Without them, it is difficult to figure out an agenda and hard to know who should attend.

Every meeting should have *concrete, realistic, and measurable* goals of things to be accomplished.

Concrete goals are objective, clear and action oriented. For example, some goals should be avoided such as:

- To have a meeting. A meeting is not a goal in itself.
- To educate people or to train people. It's tough to measure whether or not people have been "educated". In addition, meetings with primarily educational programs, attract a different group of people than more action-focused meetings would.

More action oriented goals can be,

- To develop a strategy and timeline to implement a new campaign.
- To develop a strategy and timeline for a specific tactic.
- To recruit new members as in an interview.
- To evaluate goals or programs and to plan for the future.

Realistic goals are those that can be achieved in a meeting. Deciding too many goals for a meeting may defeat the purpose of meeting itself. Generally speaking, the fewer tasks that are undertaken, the more successful the meeting is likely to be.

Setting **Measurable Goals** prior to each meeting gives something to strive for during the meeting, and it can be known at the end of the meeting whether or not it has been successful. Some meetings will lend themselves to readily identifiable success criteria whereas others will not, here are some examples:

Sales Meeting - In a final sales meeting where success is measured by getting the written order the criteria for success would be to secure an order. Failure to do so would normally indicate a failed meeting.

Negotiation - You would usually enter a negotiation with a checklist of things you would like to secure from the other side, together with a list of points you would be willing to concede. These represent objective criteria against which the meeting can be assessed.

Presentation Meeting - At a meeting designed to inform, the success criteria could be the amount of information imparted. However, this takes no account of the information that is actually received and understood by the attendees. In reality, this makes objective success criteria very difficult to establish.

If you are able to set measurable objectives, then share them with the meeting group. Set out a route for the meeting with clear milestones and then assess its success in achieving the objectives you set for it. Adopting this approach may convince you that a meeting is not always the right course of action, and you may find yourself calling fewer meetings.

5.2.2 CONTENT OF THE MEETING AND PREPARATION OF AGENDA

The goals of the meeting have to be elaborated so that participants understand these fully and come prepared to participate. Background notes may also be supplied to help participants develop a framework for discussion. Content of the meeting specifies the details to be discussed.

For example, if goal is to conduct the induction for the new trainees, content will provide detailed information about nature of interactions to be arranged for the induction. But if the goal is in-service training of junior level managers, content too will differ. Content is derived from the aim. It is specified in the form of Agenda.

PREPARATION OF AGENDA

An agenda for a meeting is a list of individual items to ensure that the meeting achieves its broad aims. Agenda is important as it communicates important information such as:

- topics for discussion
- presenter or discussion leader for each topic
- time allotment for each topic

Common agenda items are:

- Apologies for absence
- Minutes of the last meeting
- Actions since last meeting or Matters Arising
- Specific Items e.g. Finance / Accounts / Budgets, Appointments, Special Reports
- Date of Next Meeting
- Any Other Business (AOB)

CREATE AN EFFECTIVE AGENDA

Agenda is very important for the effectiveness of the meeting, creating it requires planning and following steps help in it.

1. Send an e-mail stating there will be a meeting, the goal of the meeting as well as the administrative details such as when and where it will be. Ask those invited to accept or decline the meeting. Make it clear that once they have accepted the meeting, they are expected to attend.

2. What are the desired outcomes?

To plan an effective agenda, it's essential that you know your desired outcomes. For example, if the desired outcome is to adopt a dues increase, you should arrange the meeting so there is a specific proposal to raise the assessment, followed by discussion and a vote (with consideration on how to verify a close vote). There's a difference between *discussing* a dues increase and *adopting* one. Your meeting plan should reflect such differences.

3. Who is responsible for each item on the agenda?

Far too often, the presiding officer handles everything on the agenda. This is understandable, in that the president usually feels most responsible for a meeting's success. However, meetings run more smoothly, are more inclusive, and likely will be more productive if you give members responsibilities. Also, you're likely to have better attendance if people have a part on the agenda. And members are more likely to feel they're an important part of the association if they do more than sit and listen. Ask participants requesting an agenda item to contact by designated time before the meeting with their request and the amount of time they will need to present it.

4. Once all of the agenda requests have been submitted, summarize them in a table format with the headings Agenda Item, Presenter and Time. Ensure that each agenda item is directly related to the goals of this particular meeting. If an inappropriate request is made, suggest that person send an e-mail or memo instead or recommend that this agenda item be discussed in another meeting. Also, be realistic in the amount of time allocated to each presenter. Don't cram an unrealistic number of agenda items into an hour meeting. When people accept an hour meeting, they expect to be finished in an hour. When meetings go over time, people generally tend to get uneasy. It's better to schedule 50 minutes of

discussion into an hour time slot. This way you have 10 minutes to spare and if done a little early, people will be pleased.

5. Send the agenda to all the meeting participants the day before the meeting with a reminder of the meeting goals, location, time and duration. At this time, ask the presenters if they are happy with the order in which they will be speaking and the amount of time they have been allocated. Many facilitators and agenda planners find that it helps them to list the objective of the discussion on the agenda and provide some background on the discussion.

6. For meetings where many decisions are following ordering of the agenda items can be considered:

- **Easy decisions** - Ask the group to make a few easy decisions; it gets people off to the right start.
- **Hard, controversial decisions** - Next, put the hard decisions that require lots of discussion.
- **Moderate, non-controversial decisions** - At the end put decisions that are of moderate importance, but upon which most people will probably agree. People are tired, so they don't want to debate things. And, the meeting can end on a harmonious note.

7. Every organizer wants commitment from every meeting. Getting commitment for work and participation builds the organization. Because this commitment is important, don't skimp on time for this section of the agenda. If this part of the meeting has to be dropped due to lack of time, you probably won't meet your goals. Planning for action session is critical.

8. **Background/Materials/Proposals.** Supplying materials and proposals providing the necessary background for people to make good decisions would save the group time. In general, people find it easier to respond to proposals than to create programs from scratch. Written proposals enable people to identify the points of disagreement or concern. The larger the meeting, the more important it is that proposals be recommended for groups to choose from and alter. Small groups can create strategies and develop plans, but large groups can only alter and choose.

Documentation that will help you achieve the meeting goals can include reports; data and charts such as competitive information, sales month-to-date, and production plans; Microsoft PowerPoint slides that illustrate key discussion points; and minutes, notes and follow-up from earlier or related meetings and projects. Pre-work distributed in a timely manner, with the serious expectation that attendees will read the pre-work before the meeting, helps ensure meeting success.

9. *Deciding and Communicating Meeting Roles.* Assign all meeting roles before the actual meeting and there are reasons for it. It helps in using expertise by putting right person at right job. Organizational role may influence meeting role. People may be given the opportunity to develop themselves by playing a leadership role in the meeting. People will come if they have a role to play; thus, the roles can be given to them to motivate.

Typical roles in meetings include:

- *Facilitator/Chairperson.* This person sees that the meeting moves forward and follows the agenda, unless the agenda is changed by a vote of the group.
- *Note taker.* This person takes notes about the meeting. This person or the facilitator may also write the meetings main points on a computer, so that everyone attending can see it on projected screen.
- *Timekeeper.* A timekeeper reminds the chairperson about the time constraints.
- *Presenters.* A variety of people can present various programs, ideas, and reports, as appropriate to the group. These people should be different from the facilitator/chairperson.
- *Greeter.* In large organizational meetings, ask at least one person to welcome new people and get their names and addresses as they enter.
- *Participants* in meetings have a variety of titles. Ordinary participants at meetings may be known by a variety of terms, for example:
 - Members
 - Delegates
 - directors
 - shareholders

- governors
- committee members
- attendees
- observers

There might be other participants like,

- Vice Chair
- Company Secretary
- Committee Secretary
- Minutes Secretary
- President
- Treasurer

These titles may be just 'courtesy' titles and have no implication other than denoting seniority, but some names have definite responsibilities and legal meanings. Note that, with the exception of Chair, not every meeting has or needs each of the participants.

10. Of course, the most important part of creating an effective agenda is to follow it during the meeting!

Once an agenda has been developed, review it to ensure that it meets the goals of the meeting. Change it if necessary.

Sample Agenda

Agenda will have this format.

AGENDA FOR MEETING			
Meeting Objective:			
Logistics Date: Time: Location:		Meeting Members 1. Leader: 2. Attendees: Meeting called by: Phone:	
Agenda Item	Process	Time	Who's Responsible
Consent of Minutes of March 6 th meeting	Discussion	7.00	Secretary
Selection of new president	Voting	7.15	Chair
Any other items	Discussion	7.45	Chair
Close	Information	8.00	Chair

5.2.3 ENSURING PARTICIPATION IN THE MEETING

People may not be interested in attending meetings or may take invitation too loosely, if the participation is not compulsory. Organizers have to work on it for a successful meeting.

To have meetings well attended, make plans to remind people. Do not rely on mailings to get people to a meeting. If your meeting involves only a few people, one person can call everyone a day or two ahead. If you are hoping for larger number of people, recruit a number of people to help call those you want to attend. Calls should be made no more than three days before the meeting, although written notices or public announcements should be made as far in advance as possible.

- These calls have an organizing function as well as aiding turnout. Explain the issues that will be discussed at the meeting, why they are important, and identify points of controversy. Because the leadership has already set the organization's program, the function of this type of meeting is to carry the program into action. It is the responsibility of the organizer to ensure that people come to the meeting prepared to do so.
- For many groups, child care and transportation are barriers to people's participation. If you can make arrangements for both, you can increase your participation. Be sure to mention these in calls if they are available.
- For large organizational meetings, keep track of what percentage of those who agreed to come actually showed up. This will give you a figure on which to base future turnout projections.
- You can also compare sign-in sheets with lists of people, leaders, or groups who agreed to recruit to the meeting. You will then know who the real leaders are or what organizations are most effective in recruiting people.
- Needless to say, once you have prepared for the meeting, most of the work is over. It is like producing a play. The time-consuming part is the rehearsing, not the actual performance.

5.2.4 VENUE ARRANGEMENT FOR MEETINGS

Venue arrangements include site selection and working on site to help in the meeting.

Site: The choice of meeting site will affect who comes to a meeting. Criteria for choosing a site include:

- *Familiarity.* Is it a place with which people is familiar and comfortable? Meetings conducted at tourist places may attract people to combine business with pleasure.
- *Accessibility.* Is the meeting site accessible for those you are trying to reach? Make sure that the room is accessible for disabled and elderly people. Central location is important and accessibility by public transportation may also be important.
- *Represents Constituency.* Is the site perceived as a representative one for those who you want to participate? University conference halls are suited for academic functions and hotels' for business meetings.
- *Adequate Facilities.* Different meetings require different facilities. Small meeting need a small cozy room, while larger meetings need larger rooms with more elaborate facilities. Meetings of senior citizens need a good loud speaker. Meetings for young families need a safe space for child care. Be sure to consider all the things you might need before you choose a site.

Room Arrangements / Logistics: Meetings often fail not because of the items on their agenda, but because of the atmosphere in which they occur. Rooms that are too large or small, hot, cold, or noisy can affect participation. Plus, have all the equipment—lectern, microphone, overhead projector—been tested to make sure it won't malfunction during an inopportune moment?

Even a room's layout can drastically alter the atmosphere. Auditorium or "classroom" style seating, for example, usually leads to less participation by members. In contrast, an oval or circle arrangement invites discussion. That said, depending on the purpose of the meeting, an arrangement around a table can result in too much member participation. A compromise often used for board

meetings is a horseshoe pattern, with the presiding officer at the leadership position at the open end. This layout encourages participation, but acknowledges the chair is running the meeting.

Before the meeting, assess the actual room you will use in order to plan the room arrangements and logistical details. Possible items to consider include:

- *Chair Arrangements.* Chairs in circles or around tables encourage discussion and cohesiveness. Podiums and theater arrangements encourage formality. Decide which arrangements are best. Set up fewer chairs than the number expected. It's better to add chairs than have chairs sitting empty.
- *Displays.* Is there a way to display posters without incurring any damage [to] the walls?
- *Outlets for Audio-Visual Equipment.* Will you need to bring extra extension cords?
- *Place for People to Sign In.* Where can you place the sign-in table to assure that you obtain names, addresses, and phone numbers for follow-up?
- *Refreshments.* Do you plan to have refreshments? If so, who will bring them? Can someone else bring the plates or cups? Do you need outlets for coffee pots? Is this a room arrangement whereby people can bring food without disrupting the meeting? Who will handle cleanup?
- *Microphone Set-Ups.* Will you need microphones? Will someone be available to set up and test the equipment? Is there a way to adjust the volume from the back? Is the equipment height adjustable?

Asking people to bring items or to help arrange things for the meeting helps to assure their attendance.

Assign people to bring coffee cups, cookies, tablecloths, agendas, posters, sign-in sheets, tape players, or flowers. Ask different people to set up chairs, sound equipment, or informational displays.

Delegating tasks ahead of time may seem more trouble than it's worth, but it gets people involved in the meeting and the organization also makes the meeting run smoothly, which people appreciate.

CHECK YOUR PROGRESS - I

Answer the following questions.

1. What is the importance of meetings?
2. What is an agenda and what creates good agenda?
3. What arrangements are required to prepare venue for the meeting?

(Check your answer with the one given at the end of unit.)

5.2.5 EQUIPMENTS FOR THE MEETING

Meeting room tools are essential to create a fully functional workspace and these can be used to turn meeting room into a highly productive collaborative environment. The important equipments required for effective meetings are;

- **Computers:** With the increasing reliance on computer-based presentation programs such as Microsoft PowerPoint and the need to access up-to-date information, very few meeting rooms can afford to ignore computers. Ideally, a networked computer in meeting room is essential so that meeting participants can access their files directly.
- **Projectors:** A data/digital projector displays your computer applications. A projector is essential for showing presentations, spreadsheets or video clips to large groups of people.
- **Copy Boards:** Copy boards take traditional whiteboard one step further by offering a means of recording notes. The board is connected to a printer, so any notes on the whiteboard can be printed out and distributed to participants. Newer boards can be connected to a computer, allowing to save notes as a computer file.
- **Interactive Whiteboards:** Interactive whiteboards are connected to a computer and a projector, so you can actually interact with computer-based information. Now with the information you'd have at your desktop available to you in the meeting room, you'll never be stranded without a crucial fact or figure. Like a copy board, an interactive whiteboard can be used to write and save notes, but the interactivity lets you move, sort and group your notes as well.

- **Plasma Display Panel:** A plasma display panel (PDP) is a flat-panel display that offers another alternative for viewing a computer image. A PDP is much slimmer than a standard monitor and offers a significantly larger viewing area (42" to 50"). The major selling point, however, is the exceptionally clear, bright image.
- **PDP Interactive Overlay:** A PDP overlay adds touch sensitivity and annotation capabilities to your PDP (exactly like an interactive whiteboard). For example, SMART Board *for Plasma Displays* interactive overlays from SMART Technologies is designed to work with several popular PDPs.
- **Conferencing:** Conferencing equipment is essential for meetings. Audio conferencing (a system of phones and microphones) lets you share voices. Data conferencing lets you share text, images and data in real time. Some conferencing packages, such as Microsoft NetMeeting software, may actually be included free with your operating system.

Videoconferencing uses telephone or data lines to transmit audio and video.

- **Multimedia Cabinets:** A multimedia cabinet stores and accesses your peripherals like video or DVD players, speakers, scanners, projectors, etc. A multimedia cabinet comes pre-configured with the necessary wires and cables, so all you have to do is plug it in and it's ready to go. It helps in saving time to set up and configure each piece of equipment.
- **Room-Control Systems:** Room-control systems let you control a wide range of electronic equipment (audio, video, projection, lighting, screens, blinds, security and communication) from one central location.
- **Wireless Technology:** Wireless technology helps in effective meetings. The options available are:

Bluetooth: The two major players in wireless options right now are Bluetooth wireless technology and Wi-Fi (IEEE 802.11). Both are international standards that operate on radio frequencies. Bluetooth technology is a great cable-replacement technology because it draws less power. Bluetooth products contain a

tiny short-range radio that allows products like cell phones, printers, laptops, handheld PCs and peripherals to talk to each other without cables. The technology has a range of 30' (9 m) and doesn't draw much power from the device it is installed in.

Wi-Fi: Wi-Fi, also a radio technology, is faster than Bluetooth, has a range of 75–150' (22.5–45 m) in an office and up to 1000' (300 m) in open areas, and requires a greater amount of power. For smaller, battery operated devices, Wi-Fi's larger power draw isn't as useful because it will quickly drain their power supply.

Both technologies allow you to use your computer, peripherals and network without cables – but the benefits they offer are different.

Other Equipments

A meeting will require many AVEquipments and following details shall be checked regarding these.

1. A circuit tester - to make sure that the outlet you plan to use has been properly grounded.
2. Make sure that your remote control is an RF - not IR - model.
3. The remote should be a newer, smaller one that can fit inside your presenter's hand. The RF kind will work for 75 degrees in any direction, and you don't need to point the remote control at the projector. (The IR remote controls are only good for 15 degrees, and you have to point it toward the projector.)
4. A laser pointer - You'll need this if your remote control doesn't have one built in.
5. Spare batteries - especially AA and 9 volt.
6. A small roll of white gaffer's tape (use for highlighting step edges, etc.)and black gaffer's tape (use for taping things down that don't need to be highlighted.)
7. A ground lifter - That's a two-prong adaptor for a three-prong outlet that you can use to remove a 60-cycle buzz if necessary. You can also use it if your three-pronged power cord needs to be plugged into an older outlet.

8. A hum eliminator - This is a small black box that allows you to lift ground hums.
9. A piece of wood, about 24 inches by 3 inches by 1 inch — Use this to raise the front or rear of your data projector when the adjusting legs won't quite do.
10. Two surge-protected multiple outlets as these are always required.
11. A small tensor light that can be dimmed - This is to use when you have a darkened room, but still need to read a script, etc., or when the reading light on the lectern doesn't work.
12. A small set of screwdrivers and a couple of pennies - to be used to open battery compartments, etc.
13. A roll of drafting tape and a black Sharpie - This is for labeling mixer channels, etc. Because drafting tape will stick but not leave a residue on anything, you can use it for hanging flip chart pages, etc.
14. A small bag of audio adapters for any possible audio configuration that you might experience.
15. A 25-foot cable for hooking your laptop to your data projector. Most come with a 6-foot cable, which is fine if you are using the RF remote control. However, if your speaker needs his or her laptop at the lectern, you will need the longer cable.
16. Projection-distance calculator
17. Small flashlight

5.2.6 TIME MANAGEMENT IN MEETINGS

Meetings are notorious for eating up people's time. Here are some ways of ensuring that time is not wasted in meetings:

Start on time: Meetings often start late and run over time, but it doesn't have to be this way. It's time to take your meetings more seriously whether you're the meeting organizer or the attendee, commit to starting and finishing your meetings on time.

Expect attendees to be punctual and the meeting to finish on schedule. Intolerance for tardiness will set a behavioral standard for the group, and

participants will likely conform if expectations are well-defined and consistently enforced.

Listed below are some tips to stay on time.

If You're the Meeting Organizer:

- State that the meeting will begin promptly at the scheduled time and that all participants should be on time.
- Send a reminder e-mail thirty minutes before the meeting begins and encourage meeting participants to arrive on time.
- Ensure that you begin the meeting at the scheduled time. If you've encouraged others to be prompt, don't embarrass yourself by showing up late.
- Close the meeting room doors at the scheduled time. Consider posting a note outside the door stating the meeting's time. This may seem harsh, but it clearly communicates how serious you are about keeping your meetings on time. If the tardy participants don't consider your meeting important enough to arrive on time, perhaps they shouldn't have committed to attend at all.
- State a finish time for the meeting and don't over-run.
- To help stick to the stated finish time, arrange your agenda in order of importance so that if you have to omit or rush items at the end to make the finish time, you don't omit or skimp on important items.
- If your meeting starts a little late, you should still finish the meeting at the scheduled time. It's inconsiderate to assume the participants' schedules revolve around your meeting, so wrap up the meeting when you promised.
- Have a clock visible to the facilitator of the meeting.
- Keep introductions brief (name tags are useful for this).
- Welcome people, but limit introductory remarks.
- Set a pace that will allow the meeting to cover the identified tasks and end at the designated time.
- Note any agreed-upon group interaction guidelines or norms. This can help prevent inappropriate behaviors that can stall a meeting.

- Don't use meeting time to conduct business that only involves one or two parties. Discuss any issue that isn't relevant to the majority of the team at some other time.
- Limit meeting interruptions by having a group policy on cell phone use, emergency contacts, etc.
- If resource materials are needed, put them on the table or on individuals' chairs beforehand. Do not read the material out loud. Highlight necessary information.
- Encourage questions or input with openness but with an eye on the task at hand.
- Use simple language to convey thoughts, avoid jargon that requires lengthy explanation. Refocus discussions and tangential comments.
- Focus on one topic or problem at a time. If something appears unsolvable at the time or requires more consideration or information, be willing to set it aside, assign a time when it will be readdressed, and move on.
- To keep the group from endless debate, agree to a time limit on discussion before decisions are made.
- The group may also assign a person or subcommittee to review and offer prioritized recommendations.
- If you have a 5 to 10 minute refresher break. Be firm about restarting at the end of the break.
- If you business is done before the designated ending time, adjourn. People—and their bosses—will be grateful.

If You are the Attendee:

- Quickly review the agenda before heading to the meeting. It's a good idea to remind yourself why you're attending the meeting. Reviewing the agenda helps attendees be better prepared for the meeting and, in turn, will help focus the meeting, enable all of the agenda items to be covered and allow the meeting to finish on time.

- Make your way to the meeting ten minutes before it actually begins. This will give you enough time to visit the washroom, pour a cup of coffee or deal with any issues that may come up along the way.
- Consider speaking up if the meeting organizer shows up late. There are several ways to do this tactfully without insulting anyone.
- Try to ask only relevant questions during the meeting. If your comment isn't directly related to the topic at hand, don't mention it. Getting off track is one of the main reasons that meetings go over time. If your group can avoid getting off track, you'll all spend less time in meetings.
- Leave the meeting when it was scheduled to end. Politely tell the organizer that you have to leave and excuse yourself from the meeting.
- Don't recap what you've covered if someone comes in late: doing so sends the message that it is OK to be late for meetings, and it wastes everyone else's valuable time.

The following general principles of time management apply to management of time in meetings too.

1. Prioritize your tasks;
2. Get the job done right the first time;
3. Do not waste time;
4. Delegate tasks;
5. Avoid procrastination.

Eliminate meeting time Wasters:

In the quest for an effective meeting, some substances can be banned from the meeting room that waste time as well as distract attention.

- **Personal Digital Assistants (PDAs):** If someone is using a PDA to contribute to the meeting – to download meeting notes, schedule follow-up sessions or swap contact information – great. But all too often, PDAs get the most mileage when a bored participant decides to amuse himself by e-mailing friends or composing a weekly grocery list. If this is the case, it's time to ban PDAs and make your meeting more interesting.

- **Cell Phones:** While cell phones were something of a status symbol in the '80s, we're way past that now. Turn your phone off whenever you're in a meeting – if a call is that important, you shouldn't be in the meeting.
- **PowerPoint:** PowerPoint is a great tool for formal presentations. But it's an unnecessary time-waster if you're simply giving your colleagues a quick update on a project. While you may experience some initial resistance to a PowerPoint ban in your weekly meeting, everyone will thank you when they're able to leave 15 minutes early.
- **Refreshments:** If you simply must have refreshments to endure a meeting, limit the snacks to one per person and distribute them at the start of the meeting. Otherwise a lot of time will be spent in it.
- **Meeting Groupies:** Uninvited guests frequently turn up at meetings. The same people who proudly assert their hatred of meetings will voluntarily attend meetings that are completely unrelated to their jobs. And as any seasoned meeting planner knows, the more people in attendance, the harder it is to accomplish anything. If your meetings are plagued by additional attendees, announce the meeting strictly to those people whose presence is required. If meeting groupies persevere, politely but firmly tell them that they're not required at this meeting.
- **Unnecessary Technology:** Technology is a great way to improve productivity, but too many people abuse it in the meeting room. For example, if you know what Bill in accounting looks like, there's no need to schedule a videoconference – a conference call or data conference will be just as effective.

CHECK YOUR PROGRESS - II

Answer the following questions.

1. What is the role of technology in meetings?
2. What different equipments are needed to facilitate meetings?
3. “Time Management for meetings demands involvement of all the parties in a meeting.” Comment.

(Check your answer with the one given at the end of unit.)

5.3 CONDUCTING MEETINGS

All the advance plans are to be acted upon during the actual conduct of meeting. The chair has to ensure that meeting goes as planned and standard order of business is followed. This standard order may vary depending upon type of meeting.

Standard Order of Meeting:

1. Opening the meeting: Once a quorum is present and it's time to begin, the presiding officer calls the meeting to order by stating, "The meeting will come to order" or the meeting begins.

2. Approval of minutes: In meetings where minutes are to be approved, distribute the minutes to members in advance, so you don't have to read them aloud. The presiding officer can ask, "Is there any objection to approving the minutes?" If there is no objection, the minutes are approved. At an annual meeting, you typically don't approve minutes. Instead, the board or a committee should approve the minutes at one of its regularly scheduled meetings, since few members are likely to remember what occurred at a meeting held a year ago.

3. Reports of officers, boards, and standing committees: The first substantive business item is usually to hear from the officers and established boards and committees. Your presiding officer should find out in advance who needs to report, and only call on those officers, boards, and committees that have reports.

Reports are generally for information only. In such instances, no motion is necessary following the reports. A motion "to adopt" or "to accept" a report is seldom wise except when the report is to be issued or published in the name of the organization or there are recommendations to be implemented.

4. Unfinished business: Unfinished business refers to matters carried over from a previous meeting—a category that is sometimes incorrectly referred to as "old business." "Old business" is a misnomer in that unfinished business is not simply items that have been discussed previously. For organizations that meet at least four times a year, unfinished business may include any matter that was pending when the previous meeting adjourned, was on the previous meeting's agenda but

wasn't reached, or was postponed to the present meeting. Your presiding officer should know if there are items to be considered under unfinished business and doesn't need to ask, "Is there any unfinished business?" Instead, the presiding officer simply proceeds to the first unfinished item. If there is no unfinished business, the presiding officer skips this category altogether.

5. New business: Here items from the agenda are taken for discussion along with items that are tabled on the spot. Most work in a meeting is accomplished during the time slot devoted to "new business," when members can introduce any new item for consideration. As a result, your presiding officer may be unaware of what items will arise under new business (unless you require advance notice for this category).

The presiding officer introduces the heading of new business by asking, "Is there any new business?" A member then can introduce a new item of business by making a motion and obtaining a second. Following the consideration of each item, the chair asks, "Is there any further new business?" This process continues until there are no additional items.

6. Closing the meeting: If all items of business have been considered, chair can declare the meeting closed.

5.3.1 FACILITATION OF MEETINGS

Every meeting should be enjoyable, run efficiently, and build organizational morale. Although these characteristics may be difficult to measure, they are terribly important. No one wants to attend meetings that are boring or poorly run. Efficient meetings respect people's time as their most valuable resource. They also build organizational morale by generating a sense of unity and helping people respect and support one another.

Every meeting needs a facilitator, a person who helps the meeting accomplish its goals. In order to be adequately prepared, the chairperson must know ahead of time that she or he will facilitate the meeting. There's nothing worse than arriving and asking, "Who's chairing this meeting"? If no one has prepared to facilitate, the meeting will probably be poorly run.

Being a good facilitator is both a skill and an art. It is a skill in that people can learn certain techniques and can improve their ability with practice. It is an art in that some people just have more of a knack for it than others. Some positions in organizations, such as board presidents, require them to facilitate meetings; thus, board presidents must be trained in how to do this. Because other meetings don't require that particular people act as facilitators, you can draw upon members with the requisite skills. Facilitating a meeting requires someone to:

- Understand the goals of the meeting and the organization
- Keep the group on the agenda and moving forward
- Involve everyone in the meeting, both controlling the domineering people and dragging out the shy ones
- Make sure that decisions are made democratically.

The facilitator must assure that decisions are made, plans are developed, and commitments are made, but in a manner that is enjoyable for all concerned. A good facilitator is concerned about both a meeting's content and its style. By having the other roles suggested, such as notetakers and timekeepers, the facilitator has some assistance in moving the agenda along. Here are some guides for meeting facilitation:

- **Start the Meeting Promptly.** Few meetings actually begin on time these days, but you do not want to penalize those who did come on time. For large group meetings, plan to start within ten to fifteen minutes of the official beginning time. For smaller meetings, particularly regular organizational meetings, start exactly on time.
- **Welcome Everyone.** Make a point to welcome everyone who comes to the meeting. Do not, under any circumstance, bemoan the size of the group. Once you are at a meeting, the people there are the people there. Go with what you have.
- **Introduce People.** If just a few people are new, ask them to introduce themselves. If the group as a whole does not know one another well, ask people to answer a question or tell something about themselves that provides useful information for the group or the chairperson. The kinds of questions you should

ask depend upon the kind of meeting it is, the number of people participating, and the overall goals of the meeting. Sample introductory questions include:

- What do you want to know about the organization? (if the meeting is set to introduce your organization to another organization)
- How did you first get involved with our organization? (if most people are already involved, but the participants don't know one another well)
- What makes you most angry about this problem? (if the meeting is called to focus on a particular problem).

It is important to make everyone feel welcome and listened to at the beginning of a meeting. Otherwise, participants may feel uncomfortable and unappreciated and won't participate well in later parts of the meeting. In addition, if you don't get basic information from people about their backgrounds and involvement, you may miss golden opportunities.

For example, the editor of a regional newspaper may attend your meeting, but if you don't find out that person's connections, you won't ask for an interview or special coverage.

The chair of a meeting may need to introduce him or herself and tell why he or she is speaking or facilitating the meeting. This is especially true when most people are unfamiliar with the chairperson. It never hurts for chairpersons to explain how long they have been a part of the organization, how important the organization is to them, and what outcomes they hope for from the meeting.

- **Review the Agenda.** Go over what's going to happen in the meeting. Ask the group if the agenda is adequate. While it will be fine 90 percent of the time, someone will suggest an additional item in the other 10 percent. Either the item can be addressed directly in the meeting, or you can explain how and when the issue can be addressed.

- **Explain the Meeting Rules.** Most groups need some basic rules of order for meetings. If you choose to use a formal system, make sure that everyone understands how to use them. If not, a few people can dominate the meeting solely based upon their better understanding of system.

- **Preempt debate.** Resolve non-controversial items through “general consent” or “unanimous consent.” Under this method, the presiding officer asks, “Is there any objection to...?”—for example, “Is there any objection to ending debate?” If no one objects, debate is closed. If a member objects, you can resolve the matter with a motion and vote. Otherwise, you can use general consent to adopt reports and motions, approve minutes, and end debate. In fact, try to place a “consent agenda” near the start of the meeting that includes all non-controversial items, such as adoption of the minutes. Any member can request that an item be removed from the consent agenda and placed on the regular agenda for consideration and vote. The remaining consent-agenda items are then unanimously approved as a unit without discussion.
- **Manage discussion.** Set the discussion time prior to addressing potentially lengthy issues and encourage new discussion—and prevent repetition—by asking for speakers who have not spoken.
- **Alternate pro and con.** After hearing from a proponent, ask, “Is there anyone who wishes to speak against?” When no one wishes to speak on a particular side, ask for unanimous consent to end debate: “Is there any objection to closing discussion? Hearing no objection, discussion is closed.” If people from both sides do continue to speak, pay attention to the length and quality of their remarks. When the discussion seems to have reached the point of diminishing returns, ask end discussion.
- **Encourage Participation.** Every meeting should involve the people who come. Encourage leaders and organizers to listen to people. Seek reports on what people have done and thank them. Urge those with relevant background information on past decisions and work to share it at appropriate times. Draw out those who seem withdrawn from discussions.
- **Stick to the Agenda.** Groups have a tendency wander far from the original agenda. When you hear the discussion wandering off, bring it to group's attention. You can say, "That's an interesting issue, but perhaps we should get back to the original matter of discussion."

- **Stick to the agenda.** Stay focused on your desired outcomes by using an agenda. An agenda—particularly a timed one—can keep the meeting from getting bogged down on one issue. If you're using a timed agenda, stay on track by ending each item on time.
- **Avoid Detailed Decision-Making.** Frequently it is easier for a group to discuss the color of napkins than it is the real issues it is facing. Have a group not get immersed in details, suggesting instead, "Perhaps the committee could resolve that matter. You don't really want to be involved in this level of detail, do you?"
- **Move to Action.** Meetings should not only provide an opportunity for people to talk, but should also challenge them to plan ways to confront and change injustice, in whatever forms it takes. Avoid holding meetings just to "discuss" things or "educate" people. Meetings should plan effective actions to build the organization.
- **Seek Commitments.** Getting commitments for future involvement is usually a goal of most meetings. You want leaders to commit to certain tasks, people to volunteer to help on a campaigns or organizations to commit to support your group. Make sure that adequate time is allocated to seeking commitment. For small meetings, write people's names on newsprint next to the tasks they agreed to undertake. The chairperson may want to ask each person directly how he or she wants to help. One rule of thumb, especially for meetings of less than ten people, is that everyone should leave the meeting with something to do. Discourage people from "observing" meetings. You need doers, not observers. Don't ever close a meeting by saying, "Our organizer will get back to you to confirm how you might get involved." Seize the moment. Confirm how people want to get involved at the meeting. There will be more than enough other follow-up work to be done.
- **Bring Closure to Discussions.** Most groups will discuss items ten times longer than needed, unless the facilitator helps them recognize that they are basically in agreement. Formulate a consensus position, or ask someone in the group to formulate a position that reflects the group's general position and then

move forward. If one or two people disagree, state the situation as clearly as you can: "Two of you seem to disagree on this matter, but everyone else seems to be in agreement to go in this direction. Perhaps we should decide to go in the direction of most of the group."

Some groups feel strongly about reaching consensus on issues. If your group is one of these, be sure to read the book on consensus decision-making listed in the resource section on meetings. Most groups however find that voting is the most appropriate way to make decisions. A good rule of thumb is that a vote must pass by a two-thirds majority for it to be a good decision. If only a simple majority (fifty-one percent) is reached, it does not have strong enough support to make it a good decision. For most groups to work well, they should seek consensus where possible, but take votes in order to move decisions forward and make leaders accountable.

- **Have an endpoint.** Similarly, to avoid unproductive tangents and circular discussions, establish an end time in advance—and adjourn the meeting when you reach it.
- **Encourage and equalize participation.** Discussion at meetings is often monopolized by a single person, but several formal procedures are designed to prevent this. Ask, "Is there anyone who wishes to speak for [or against] the issue who has not yet spoken?" If a member has not participated during a discussion, your presiding officer might even ask, "Do you have any thoughts on this matter?"
- **Respect Everyone's Rights.** The facilitator is the protector of the weak in meetings. He or she encourages quiet and shy people to speak, and does not allow domineering people to ridicule others' ideas or to embarrass them in any fashion. Try one of these phrases for dealing with domineering people: "We've heard a lot from the men this evening, are there women who have additional comments?" (Assuming the domineering one was a man). Or, "We've heard a lot from this side of the room. Are there people with thoughts on the other side of the room?" Or, "Let's hear from someone who hasn't spoken yet."

Sometimes people dominate a discussion because they are really interested in an issue and have lots of ideas. There may be ways to capture their interest and concern, without having them continue to dominate the meeting. For example, consider asking them to serve on a taskforce or committee on that matter.

In other situations, people just talk to hear themselves. If a person regularly participates in your organization's meetings and regularly creates problems, a key leader should talk with him or her about helping involve new people and drawing others out at meetings.

- **Control interruptions and digressions.** Digressions are matters off-point to the issue under discussion. A good presiding officer might acknowledge a tangential issue that has been raised, but note that it's not relevant to the discussion and should be taken up later. If a member attempts to monopolize discussion, you may have to nicely state that because the member has already spoken, other opinions are needed.
- **Manage conflict.** During meetings, members should never get into an argument—or even a direct discussion—with each other. If a confrontation begins between two members, your presiding officer should remind everyone to address all remarks to the chair.
- **Use proper procedures.** Several organizations have adopted or considered proper procedure to help turn long, confrontational meetings into short, relatively painless ones.
- **Use formal procedures when appropriate.** Some meetings must be fairly formal; because of the number of people in attendance, informal discussion is simply impractical. That means observing limits on debate to keep the meeting on time and using formal votes to help avoid legal challenges.
- **Use informal procedures when practical.** Smaller boards can be less formal. In fact, formality can actually hinder business in a meeting of fewer.
- **Be Flexible.** Occasionally, issues and concerns arise that are so important, you must alter the agenda to discuss them before returning to the prepared agenda. If necessary, ask for a five-minute break in the meeting to discuss with the key

leaders how to handle the issue and how to restructure the agenda. Be prepared to recommend an alternate agenda, dropping items if necessary.

- **Summarize the Meeting Results and Follow-Up.** Before closing a meeting, summarize what happened and what follow up will occur. Review the commitments people made to reinforce them, as well as to remind them how effective the meeting was.
- **Thank People.** Take a moment to thank people who prepared things for the meeting, set up the room, brought refreshments or typed up the agenda. Also, thank everyone for making the meeting a success.
- **Close the Meeting on or Before the Ending Time.** Unless a meeting is really exciting, people want it to end on time. And remember, no one minds getting out of a meeting early.
- **End on a positive note.** Thanking members for their time is not only gracious, but likely will result in greater enthusiasm for the association. And that in turn can lead to even better meetings.

5.3.2 FOLLOW-UP OF MEETINGS

There are two main principles for meeting follow-up: Do it, and do it promptly. If meetings are not followed up promptly, much of the work accomplished at them will be lost. Don't waste people's time by not following up the meeting. There's nothing worse than holding a good planning meeting, but then allowing decisions and plans to fall through the cracks because follow-up was neglected. Follow up requires considering following.

1. Make sure that your notetaker prepares the meeting notes soon after the meeting. Otherwise, he or she will forget what the comments mean, and they will be useless later. Organizers should work with the notetakers to assure that these notes are clear and produced in a timely fashion.

2. Call active members who missed the meeting. Tell them you missed them and update them on the meeting's outcome. If you are actively seeking new people, call anyone who indicated that he or she would come, and not just active members.

3. Thank people who helped make the meeting successful, including people who brought refreshments, set up chairs, gave presentations, and played particularly positive roles in the meeting. Don't forget to thank the people "backstage," such as the clean-up crew, child care workers, or parking lot security guards.

4. Call the chairperson. Thank him or her for chairing and review the outcome of the meeting. If appropriate, discuss ways to improve the meeting for next time.

5. Call new people who came to the meeting. Thank them for coming and see about setting up one-on-one meetings with people who look like potential leaders. Be sure to follow up with people while their interest is still fresh.

6. Once the minutes are prepared, write relevant reminder notes in your calendar. For example, if someone agreed to research something by March 15, jot down to call the person on March 7 and inquire about how the research is progressing.

7. Before the next meeting, the officers and staff should assure that tasks that were agreed to at the last meeting are accomplished. Reports should be prepared for the beginning part of the next meeting.

8. Place a copy of the meeting notes in an organizational notebook or file so that everyone knows where the institutional memory is kept. For meetings of your board of directors, the minutes are the legal record of the corporation. Minutes record important legal decisions and are reviewed as part of the annual audit.

PREPARATION OF MINUTES

Minutes are an official record of the proceedings of a meeting, given to members before the start of the next meeting. These are;

- a reminder of what happened at a meeting
- a record of who is to undertake certain actions before the next meeting
- a basis for discussion of matters arising at the next meeting
- A permanent record of your team's discussions and progress.

NEED FOR TAKING MINUTES

Minutes are always recorded for formal meetings for the reasons given below.

1. Permanently recording a meeting lets people know that they have been listened to.
2. Minutes provide a historical record that can be used in future meetings for verification of decisions and as a reminder of events and actions.
3. Minutes can provide important information to people who were unable to attend the meeting.
4. Minutes help keep everyone on track. If a group knows that everything is being documented, it will be more likely to stick to the agenda and act kindly to one another.
5. People are less likely to repeat themselves from meeting to meeting if they feel their concern or issue has been documented.

WAYS TO TAKE MINUTES

- Take written minutes and transcribe them after the meeting.
- Record key points on a flipchart, chalkboard, or whiteboard, and have someone document them at the end of the meeting.
- Tape-record the meeting and type up key points (or make a complete transcript, though this is rarely called for) after the meeting. Remember to ask permission of everyone in the room to record their remarks.
- Type the minutes directly onto a computer during the meeting (though you may need to edit and correct afterward).

DETAILS TO BE INCLUDED IN THE MINUTES

1. Name of the group, place, time, and date of the meeting
2. Names of committee members present (send a sign in sheet around during the meeting)
3. Names of committee members excused or absent
4. List of observers and guests, including their affiliation
5. a statement that the minutes of the previous meeting were approved as read or revised

6. Key items discussed in the order listed on the agenda, with a brief description of the discussion (an actual transcript is usually unnecessary), important comments, decisions, questions, and action steps. It is also very important to document any motions made, the names of the people originating the motion, whether the motion was accepted or rejected, and how the vote was taken (show of hands, voice vote, or other method). If a member of the committee is assigned a specific task, be sure to state the person's name and the responsibility accepted.
7. The time the meeting was adjourned and the date, time, and place of the next meeting (with directions if necessary)
8. The recorder's name and signature
9. A sheet attached to the minutes entitled "Action Items" that lists any action agreed to, the responsible committee member, and the due date.

TIPS FOR TAKING GOOD MINUTES

1. Sit next to the chairperson, if possible, for help or clarification during meetings.
2. Remain neutral in your documentation.
3. Be as clear and concise as possible.
4. Don't try to write every single word unless the exact wording of a statement is important (for example, if the group decides on a mission or vision statement, it should be included exactly as agreed). In most cases, though, it is sufficient to paraphrase what was said, but be alert to the possibility of making changes in meaning.
5. If important decisions have been made during the meeting or tasks assigned, you may wish to take the last few minutes of the meeting to review them with the group to be certain that you have recorded them accurately.
6. Be consistent in bolding or italicizing functions—if you bold the agenda items, for example, do it everywhere. If you italicize decisions, do it everywhere.
7. Use separate paragraphs for each item.

8. Use short sentences if possible.
9. Follow the agenda exactly, with identical numbers and headings, for easy reading and reference. If items were addressed out of order, make a note of it. Don't worry about spelling and grammar while taking the minutes, so long as you Interpretation of notes can be correctly done later. Spelling or grammatical mistakes can be fixed in final copy.
10. Number the pages of the minutes.

Sample minutes

MEETING MINUTES			
Meeting Objective:			
Logistics		Meeting Members	
Date:		1. Leader:	
Time:		2. Facilitator:	
Location:		3. Recorder:	
		4. Attendees:	
Agenda Item	Actions	Person Responsible	By When

CHECK YOUR PROGRESS - III

Answer the following questions.

1. Explain the standard order of conduct of meetings.

2. What steps can be taken to facilitate a meeting?

3. What are minutes of a meeting and how are these taken?

(Check your answer with the one given at the end of unit.)

5.4 SUMMARY

In this unit we have discussed importance of meetings in business and how it has led to the emergence of business of meetings. Meeting requires detailed planning and elaborate execution. Planning includes preparation of agenda, fixing timing and handling venue arrangements that include technological and managerial support. Execution has moderating meeting as its main purpose when chair ensures that agenda is followed and results are achieved. Here productivity is very important and all diversions are purposefully eliminated. All meetings are followed by noting minutes that are sent to the members who thus are reminded of their responsibility for taking actions. A good meeting planner learns from every experience and tries to make subsequent meetings more effective.

ANSWER TO CHECK YOUR PROGRESS

Check your progress - I

1. See Sec. 1.1 and 1.2
2. See sec. 1.2.2
3. See sec. 1.2.4

Check your progress - II

1. See sec. 1.2.5
2. See sec. 1.2.5
3. See sec. 1.2.6

Check your progress - III

1. See sec. 1.3
2. See sub sec. 1.3.1
3. See sub sec. 1.3.2

5.5 GLOSSARY

- **Meeting-** When two or more persons get together for as a group for decision-making, problem solving, planning, and evaluation.
- **Agenda-** An agenda for a meeting is a list of individual items to ensure that the meeting achieves its broad aims.

- **Facilitator/Chairperson-** This person sees that the meeting moves forward and follows the agenda, unless the agenda is changed by a vote of the group.
- **Equipments-** These are tools essential to create a fully functional workspace that turn meeting room into a highly productive collaborative environment.
- **Minutes-** Minutes are an official record of the proceedings of a meeting, given to members before the start of the next meeting.
- **Standard Order of Meeting-** The pre-decided sequence for the conduct of meeting followed in a particular business. This standard order may vary depending upon type of meeting.

5.6 REVIEW QUESTIONS

1. What are the general purposes of meetings? What considerations shall be given to the meeting goals before fixing a meeting?
2. What is the importance of agenda? What is the format of agenda and what items are included in it?
3. Explain the equipments commonly used for conducting business meets.
4. “Time management is very critical for the meeting”. Suggest ways of managing time.
5. How are the minutes prepared and what are the usual contents of minutes?
6. What is venue and what arrangements need to be made for the venue?

5.7 SUGGESTED READINGS

- Burleson, C. W. 1990. *Effective Meetings: The Complete Guide*. New York: John Wiley.
- Gutman, Joanna. 1998. *I Hate Taking Minutes!* London: Kogan Page
- Gutman, Joanna. 2001. *Taking Minutes of Meetings (Creating Success)*. London: Kogan Page.
- Hawkins, Charlie. 1997. *First Aid for Meetings*. Wilsonville, Ore.: BookPartners.
- Haynes, Marion. 1997. *Effective Meeting Skills: A Pratical Guide for*

- Miller, Robert, and Marilyn Pincus. 2004. *Running a Meeting That Works*. Hauppauge, N.Y.: Barrons.
- *More Productive Meetings*. Menlo Park, Calif.:Crisp.
- Nagy, Jenette, and Bill Berkowitz. *Capturing what people say: Tips for recording a meeting*. The Community Toolbox, http://ctb.ku.edu/tools/en/sub_section_main_1155.htm
- Taggart E. Smith. *Meeting Management*, Prentice Hall. ISBN 0-13-017391-6
- www.effectivemeetings.com

UNIT 6: ARRANGEMENT FOR PARTICIPANTS IN MEETINGS- ACCOMMODATION AND CATERING, PRE AND POST TOURS ETC.

Structure:

- 6.0 Objectives
- 6.1 Introduction
- 6.2 Accommodation
 - 6.2.1 Procedure for Accommodation Arrangement
 - 6.2.2 Information Required for Accommodation Booking
 - 6.2.3 Hotel Related Information from members
 - 6.2.4 Hotels' Detailed Chart
- 6.3 Catering
 - 6.3.1 Place of Catering
 - 6.3.2 Catering Contract
 - 6.3.3 Menu Planning for Catering
 - 6.3.4 Cost Saving for Catering
 - 6.3.5 Additional Tips for Catering
- 6.4 Tours-Pre and Post
 - 6.4.1 Information for travel
 - 6.4.2 Transportation
 - 6.4.3 Ground Transportation
 - 6.4.4 Travel Policy
 - 6.4.5 Excursion
 - 6.4.6 Information Collection from Members for tour arrangements
- 6.5 Summary
- 6.6 Glossary
- 6.7 Review Questions
- 6.8 Suggested Readings

6.0 OBJECTIVES

After reading this unit you will learn:

- Importance of travel, catering and accommodation for the participants in the meeting.
- Planning and management of travel to provide best option at low cost.
- To make travel plans.
- Accommodation details to be worked for the members.
- Catering to balance the needs of participants from different places.
- To work for meetings and suggest stay and catering plans.

6.1 INTRODUCTION

Participants for the meeting need facilitation of their tour that includes travel, accommodation, food etc. It is always convenient if it is prearranged as a package but if participants wish to club the business with personal work or leisure, a little flexibility is needed. Meeting planners provide non-packaged services with certain conditions as these help in more participation. The care, concern and meticulous arrangements of tour assistance go a long way in enhancing satisfaction of members. A good travel and stay uplift the mood of participants who contribute in the meeting in a more productive manner. That is why most meeting planners take care of this aspect even though the job is mostly outsourced. They get group discounted rates from service providers not available to members on their own.

However the arrangements for tours usually tend to be detailed if organizers are paying members for attending meetings. Travel and Entertainment policy of the organization shall be taken into account before offering any flexibility to the members so that they know what is reimbursable and what not. The important points to be considered in tour arrangements are;

- Travel and Entertainment policy of the organization
- To get best value for money
- Convenience to members

Following arrangements are made as part of tours management.

1. Travel- From participant's place to the destination of meeting, Local travel to the meeting venue
2. Excursions - local
3. Accommodation - Days of stay, Types of accommodation
4. Food - Number of Meals, Menu for the meals
5. Information concerning above

Conference organizers can use many choices to handle the above arrangements depending upon size of the meeting and resources available.

- They can plan it on their own with the help of in-house resources as in many universities and big campuses of companies.
- They can outsource it from a single company that will arrange everything.
- Outsourcing can be done from different providers for different services.

The general practice is towards outsourcing as it is convenient for the organizers. Usually this task is performed by the travel agencies who give separate rates for meetings and conferences.

6.2 ACCOMMODATION ARRANGEMENTS

6.2.1 PROCEDURE OF ACCOMMODATION ARRANGEMENT

1. Accommodation is provided for specified number of days taking into account the travel plan suggested to participants. Extra days are usually charged from the members and discount on these rates depends on the policy of hotel. Meeting organizers use the following procedures and rules to arrange accommodation.
2. It has to be arranged for a large number of people so an estimate of the number is made to help in making arrangements accordingly.
3. Both the economy lodging (dorms) and motel/hotel rooms are blocked.
4. When making reservations with local hotels, if possible other amenities such as shuttle services (from airports to meeting venue) are also negotiated.
5. Reservations that require guarantees or other financial obligations are avoided or carefully made. In fact, it's best to let the housing/hotel organization handle

their reservations and billing. It shall be clarified in advance how long reservations can be held and what are cancellation deadlines, etc.

6. If it is necessary for a member to attend a meeting of two or more days' duration, or to travel the day before a meeting is held (start time and distance will be taken into consideration), overnight accommodation is arranged.

7. If organizers are paying for accommodation, it shall be made clear for how many days rooms are blocked. After that either the rooms may not be available and participants have to make their stay elsewhere or they can stay on but will have to pay from their pickets.

8. Certain expenses are not reimbursed by the organizers include,

- Lost or stolen tickets, cash, or personal property.
- Fines.
- Accident insurance premiums.
- Costs resulting from failure to cancel hotel reservations.
- Child- or house-sitting expenses.
- In-room movie rental.
- Dry cleaning.

9. In most cases, the accommodation shall be at the venue of the meeting or a suitable, close alternative.

10. In the case of travel the day before a single-day meeting, prior approval must be obtained otherwise members are personally responsible for settling accommodation and meal charges. It should be noted that where accommodation has been booked, it is the member's responsibility if not attending the meeting, to cancel the accommodation. If accommodation is not cancelled, the individual member will be asked to pay the account.

11. Contact the hotel about two weeks prior to the meeting to confirm final numbers decide on menus and finalise the arrangements.

12. If delegates are staying overnight with a dinner in the evening, a predinner drinks reception as an 'ice-breaker' can be hosted, and arrange with the hotel to have this organised.

6.2.2 MEMBER INFORMATION REQUIRED FOR ACCOMMODATION BOOKING

Advance information is obtained from the members to know if they would like assistance as given in sample form in exhibit 1. The purpose is to complete necessary booking process in hotel and to avoid any confusion later.

Exhibit 1: Information for Hotel Booking

MEMBER DETAILS	
Company / Organization	
Salutation	
First Name	
Family Name	
Position	
Company Address	
City	
Pin Code	
Country	
Phone	
Fax	
E mail	
Accompanying Person(s)	
Salutation	
First Name	
Family Name	
Salutation	
First Name	
Family Name	

6.2.3 HOTEL RELATED INFORMATION FROM MEMBERS

The information is collected to give advance choice to members in opting for a particular hotel or the type of room. Organizations have different rules for admitting claims for different types of members in the meeting and by seeing rates in advance members can chose accordingly.

HOTEL ACCOMMODATION	
Hotel accommodation has been pre-reserved at select Official hotels in close proximity to the venue (refer Official Hotel Chart). Members are requested to book their room (s) well in advance, as meeting dates are a peak tourist and conferences season in Delhi. Hotel Check-in / checkout time is 12 noon. Room needs to be booked from the previous night if arriving late night / early morning. A TWO night's non-refundable advance needs to be submitted for a confirmation.	
First choice	
Second choice	
Check-in date	
Checkout date	
No.of rooms	
Room type	
Please note February is a peak tourist season in Delhi and confirmed accommodation is available at special rates only by 30th November 2006 after which the same is subject to availability and rates subject to increase. Please attach "Rooming list" if booking more than one rooms.	
MODE OF PAYMENT	
You may pay for requested services by any of the following modes of payment:	
a. By Bank Draft / cheque	
Please issue the bank draft / cheque in favour of "International Travel House Ltd." Bank draft	
No.	
Dated	
Amount	
b. By Bank transfer	
Payable to: International Travel House Ltd. Beneficiary address: T-2, Community Centre, Sheikh Sarai - I, New Delhi - 17, India Bankaccount no.: 3 1 0 3 5 3 2 2 6 Bank name: American Express Bank Ltd. Bank Address: Hamilton house, Connaught Place, New Delhi -110001 (India) (Please also fax us a copy of the bank transfer at + 91 11 2601 1543)	
c. By Credit card	
Kindly fill in the below authorization format and fax it to + 91 11 2601 1543 / 5113 along with both side clear photocopies of your credit card. I, -----(Name of card holder) authorize "International Travel House Ltd.", to charge my credit card (Visa / Master) No. Expiry date -----for an amount of US\$	
Card holder's address	Country
Last 3 digit on reverse of credit card	
Contact details:	

6.2.4 HOTELS' DETAILED CHART

The details of hotels at the meeting venue are provided to help members to make their choice. Tariff information for participants is also provided for each hotel.

Official Hotel Detail Chart		
To help you chose the right hotel for your stay at New Delhi during the meeting, we are pleased to provide you with some brief details about them. If desired, further details on what to expect from each of the Official hotels, can be provided on request.		
Hotel	Hotel Brief	Facilities
ITC Hotel Maurya Sheraton & Towers Member Leading Hotels of the World	A top echelon hotel. Busy & big but warm and friendly with 500 rooms	6 Restaurants including the celebrated Bukhara & Dum Pukht, Health club, Fitness center, Business center, Shopping arcade, Yoga, Tennis, Beauty parlour etc.
Taj Mahal Member Leading Hotels of the World	The Taj group's most exclusive hotel in town, it spells finesse. 296 rooms & suites	Celebrated Chinese restaurant and Lounges comprise its 5 F & B outlets. Health club, Swimming pool, Beauty parlour, Business center, shopping arcade
Taj Palace Former Member Leading Hotels of the World	Perhaps one of the busiest hotels in town & a sought after Convention center with 422 rooms & suites	4 restaurants including the Orient Express, one of the 50 best hotel restaurants in the World! Nightclub, Health club, Swimming pool, Beauty parlour, Business and convention center, shopping arcade
Hyatt Regency	Located in South Delhi and a 520 rooms hotel	4 Restaurants - 2 Specialty, Nightclub, Health & Fitness center, Swimming pool, Business center, Tennis Courts etc.
The Grand	Located in South Delhi and a sprawling 390 rooms hotel	7 Restaurants & Bar, Health & Fitness center, Swimming pool, Business center, Tennis courts etc.
Shangri La	A brand new hotel in the very heart of the city. The first in India from the deluxe International Shangri La chain	2 Restaurants - 24 hrs coffee shop & 1 oriental specialty restaurant Health club, Spa and fitness center, swimming pool, beauty parlour, business center

The Ashok	The first 5 star deluxe hotel of India. Located in the posh diplomatic enclave amidst sprawling gardens with 550 rooms	9 F & B outlets & Specialty restaurants including a Russian, Korean,. Chinese and a Lebanese! Swimming pool, Spa, Health Club, Business Centre, Night Club & Discotheque etc.
Intercontinental The Grand	Downtown 5 star property with 444 rooms	7 Restaurants & Bars including a Blue Elephant, Health & Fitness center, Swimming pool, Business center, Discotheque
The Metropolitan hotel Nikko	Downtown hotel	3 Restaurants with the Japanese Sakura. All major 5 star hotel facilities
Intercontinental Eros	Located in the South Delhi business district of Nehru Place with	4 Restaurants and a happening Night Club with all 5 star deluxe hotel facilities
Crowne Plaza Surya	Located in a South Delhi business district	4 Restaurants and a Night Club / Discotheque with all 5 star deluxe hotel facilities
The Park	Downtown hotel facing the Jantar Mantar monument. A buzzing and charming boutique hotel	2 Restaurants and a night club / bar. Pastry shop, Business center, swimming pool etc.
Silver Ferns	Located amidst the entertainment zone of Saket in South Delhi. Walking distance with multiplex, & good restaurants	A brand new hotel with a restaurant & contemporary styling in rooms and most modern star in-room facilities.
Centaur	An airport hotel with 375 rooms.	The Government owned hotel boasts of 4 Restaurants and bar, swimming pool, Health club, Beauty parlour, Tennis courts, Shopping arcade etc.
The Connaught	Down town city center 4 star hotels with 79 rooms.	One restaurant and bar. Business center, shopping arcade No swimming pool
Hans Plaza	Down town high rise hotel with 70 rooms	Roof top Coffee shop with some excellent views of New Delhi, Business center, Bar No swimming pool.

CHECK YOUR PROGRESS-I

Answer the following questions.

1. What is the importance of accommodation arrangements in meetings?
.....
.....
.....
2. What process is followed for making stay arrangements for participants in a meeting?
.....
.....
.....
3. Design a form to explain information to be collected for booking hotels for members in a meeting?
.....
.....
.....

(Check your answer with the one given at the end of unit.)

6.3 CATERING

Good breaks for food and refreshments with well-planned meals and snacks are critical to a successful meeting. These offers:

1. Time to relax and energy to work more - Short breaks during meetings can help in ending the monotony of formal discussion and recharge members for another round of discussion. The informal set up of tea time also acts as ice breaker for new members.

2. A good opportunity for informal interaction and networking- Strategically scheduled snack breaks, with drinks and fruit or cookies, can add a touch of class to meeting. These don't usually cost too much but help attendees to network.

All meeting organizers will like to achieve the above objectives without burning holes in their pockets. However, it can't be managed by the organizers unless the meeting is very small, or the food event is very simple. It is always better to find someone else to take care of meals and snacks. Here professional

catering proves very helpful. Professional food services or local caterer can be assigned the job after consulting for what is needed, and what it will cost. In using professional caterers following considerations are important.

6.3.1 PLACE OF CATERING

A separate room shall be arranged for catering and refreshment breaks. This is for a couple of important reasons: in trying to save money by utilizing the same meeting room for meals, group will most likely be asked to leave for an hour or so while the banquet staff breaks down the room and sets up for lunch. After lunch, they will then need a break down and set up period to restore the room back to its original state for meeting to resume. If meeting lends itself to having lunch served while the meeting continues, keep in mind the distraction and noise of the staff serving food and beverage and setting up during meeting. For some, this may not work.

6.3.2 CATERING CONTRACT

Catering contract (otherwise known as BEO - Banquet Event Order) as it called in the hotel industry, should state everything that has been communicated to catering manager. This document is the key to success (or potential disaster) for meeting. This simple piece of paper is the "Rule Book" for the event and will be relied on exclusively and wholly by the entire venue to implement organizers' desires for meeting. It is distributed to the Executive Chef, the kitchen staff, the Banquet Manager and his/her staff, the Audio / Visual Department and often the Maintenance and Housekeeping Departments. Therefore, it is imperative that the information on this document be the most up to date and accurate. If anything on the contract is changed after it has been signed, request for a new contract by the Catering Manager for approval as well as to re-distribute it to the hotel staff. Following key items should be included in this contract:

- Number of attendees and the event's purpose
- Date(s) on which meeting room is booked
- All hidden costs including delivery charges, tips, and overtime
- All food and beverage requests

- Extras- To be clarified from the caterer if table linens and dinnerware are provided free or cost extra.
- Times of these scheduled meals or breaks.

The written contract is the only means of verifying that everything requested has been noted and most importantly, will be carried on the day of event.

6.3.3 MENU PLANNING FOR CATERING

Planning a menu for meetings requires careful consideration of all dietary needs along with keeping food light so that energy levels remain high. Following general guidelines can be followed for planning menu for meals.

- **Breakfast:** Breakfast is typically the meal for starches. Many people may be on low carbohydrates diets and so continental breakfasts can leave them unsatisfied. Adding yogurt, fresh fruit salad, hard cheeses, cottage cheese can round out a continental breakfast and keep the low carbohydrates dieters happy. For beverages, coffee and tea (both caffeinated and decaffeinated), and juices shall be offered.
- **AM Break:** Muffins and pastries tend to be the most popular morning snack. Some caterers get creative with protein bars or smoothies. Beverages are essential at break times so add water to the coffee, tea and juices.
- **Lunch:** If budgets are tight and hot meals are not possible, adding soup to sandwiches or wraps gives an inexpensive hot option. Vegetarians in the crowd must be given meatless options. Pasta, although usually an inexpensive option, can be very heavy and slow down the mental alertness for afternoon sessions. Offer a variety of salads, some including a source of protein such as chicken to lighten the meal.
- **PM Break:** Something light is better for afternoon break such as fruit kabobs and mineral water. Snack foods such as popcorn and nuts offer a fun alternative.
- **Dinner:** Theme dinners provide fun. A country, a colour or an activity can be selected to create a menu, with decorations and networking activities to fit. If

the meeting is for more than one day, one meal shall be off site at a restaurant – or both. This can offer a more casual atmosphere and can be a great way to break up more formal or intellectually challenging activities.

In the whole menu planning style and cultural concerns must be cared for. A good style will help in brand building of organizers as it is considered to a part of meetings. Food may not be lavish but can still be served with finesse. Cultural concerns enhance the satiation of members. Participants to the meeting come from different places bringing their food preferences. Including and balancing all in menu becomes a challenge. For example, in an Indian meetings effort is made to include north, south and continental food items to cater to regional choices.

6.3.4 COST-SAVING FOR CATERING

Cost of catering is very important as all arrangements are budgeted. Cost has to be balanced with variety, food value and nutrition, style etc. A little planning can go a long way in reducing unnecessary costs without compromising with the quality. Some measure used for cost savings and the strategies for cost reductions are;

1. Negotiate with food services in such a way that organizers are not liable for food costs beyond what they can cover. Usually food planners allow up to 10% more people than contracted.
2. Seek sponsors for specific meals where possible. Some larger vendors are happy to get the publicity that comes from sponsoring a breakfast, lunch, reception, or even a dinner. Let the sponsor choose the caterer and take care of the arrangements.
3. For small meetings, many if not most of the meals can be left up to the attendees. A good list of local eateries can be provided include the information about which are within walking distance, which are not, and how to get to those that are not.
4. Keep and Know history: Chances are, not everyone who registers for a meeting is going to eat every meal. By looking at historical patterns of how many people actually attend food functions, and how much they consume at

- breaks and at cocktail parties, payment for meals and drinks that aren't being consumed can be avoided.
5. Control what's served: On breaks, food service workers often refill empty coffee urns to the top, even if there's only five minutes left in the break period. That's a lot of coffee going to waste. It can be checked with planning staff first before refilling, particularly in the last few minutes of the break. Instead of filling up full, authorize small filling. Same thing applies to wine. Food service personnel can be told to open one bottle of red and white per table and fill glasses only on request because many people don't even drink wine. If a table requests more wine, the servers shall check with the planner before opening another bottle. There may be half empty bottles unused at other tables.
 6. Bulk breakfasts: For continental breakfasts, order in bulk than per-person packages can be economical. The packages often include two bagels, three cups of coffee, two juices—in other words, more food than is necessary. By ordering in bulk, serving can be cut in half, figuring people will eat one bagel, two cups of coffee, one juice, etc. And if it's a full breakfast, buffet meals shall be ordered, not plated.
 7. Use house brands: House brand cocktails and wines instead of premium brands save money.
 8. Negotiate bartender fees: Negotiate to eliminate the bartender fees.
 9. Stand-up tables: For cocktail receptions, use stand up tables instead of sit down tables. In this arrangement people are more likely to network, which is good, but also, they are less likely to hang around and drink and eat all night—saving money.
 10. Don't pay more for drinks: Whether it's a cash bar or hosted bar, don't pay more for drinks than paid in the hotel outlets (bars and restaurants).
 11. Lines are OK, to a point: At cocktail receptions, having medium-sized lines at the bar is acceptable. Long lines are a no-no, but lines that are 5 or 6 deep encourage networking and discourage over-indulging on cocktails.

12. Ask the chef: Meeting with the chef or catering personnel before the meeting to see if the menu of the facility where meeting is held can be used. Asking the chef to preparing more of the same food in advance can result in cost savings. Also, asking for seasonal or regional specialties may be less expensive.
13. Lock in the menu prices: If the hotel will not provide a specific menu in advance, at least agree that the menu prices will not increase more than a fixed percentage per year.
14. Eliminate alcohol altogether: Or eliminate the hard liquor and mixed drinks. Serve only soft drinks, bottled mineral water, juices, beer, and wine.
15. Order as much as possible "by consumption." Uneaten food and drink can be returned and not charged. This works well with soda and packaged foods like potato chips, but can also be done with perishables.
16. Re-use food if possible: Wrap uneaten cookies and doughnuts from the coffee break and provide them at lunch with the dessert options.
17. Instead of a hot breakfast, serve an extended continental breakfast by adding fresh fruit, yogurt, and cereal to the regular offerings.
18. Skip the dessert, salad, or soup. Dessert can be served at breaks.
19. Distribute box lunches instead of holding a formal sit-down lunch.
20. Ask the sales office which other groups are using the hotel at the same time. By having the same menu, gains on economies of scale can be passed on in cost savings.
21. Place expensive food items in harder-to-reach places on the banquet table.
22. Try staffed food stations, such as stir-fry stations and pasta tables.
23. Avoid expensive delicacies.
24. Find a local winery or microbrewery to sponsor your liquor costs.
25. Use smaller plates—people will eat less.
26. Offer pitchers of water rather than bottled water.
27. Use a controlled-pour system. Make sure the bartenders measure what they pour: If charges are by the drink served, opt for a "liberal ice" policy and

weaker drinks in general. If you are charged by the bottle, the mixed drinks may be too strong.

28. Ask the hotelier if a discontinued wine label is available that can be consumed at a reduced rate.

6.3.4 ADDITIONAL TIPS & TACTICS FOR GOOD CATERING

Taking care of little matters can go a long way in improving catering services. A few of these are:

- Timing food to be served so that clanking silverware and confusion won't disrupt the flow of the meeting.
- Staff your catered event with own employees to save money.
- Find out what services and supplies are included in the caterers' quotes such as music, table linens, and entertainment.
- Prepare a written log of the event and costs within 24 hours of the event's close.
- Conduct drawings or giveaways during the meals to keep everyone's concentration during the event or meeting.
- Ask the caterer about the servers' style of dress or whether it is a matter of choice.
- Host a tasting for team to find the 'cream of the crop' before you decide what to serve your customers.

CHECK YOUR PROGRESS - II

Answer the following questions.

1. Why are catering important for the meeting and what aspects are considered in planning for it?

.....

2. Explain important cost saving measures for catering.

.....

3. Discuss important aspects of menu planning in meeting catering.

.....

(Check your answer with the one given at the end of unit.)

6.4 TOURS-PRE AND POST

Travel to the meeting venue and back and the local travel involves a number of arrangements to be made. Participants always appreciate detailed travel information as well as assistance so that they can choose the best possible option. The important arrangements required are;

6.4.1 INFORMATION FOR TRAVEL

1. The basic information required by the attendees is supplied to all that includes- Details of Airports for International Travellers, like distance from the main city points and venue. Number of Terminals handling different flights etc.
2. Customs and passport control, visas etc. Necessary formalities regarding visa and responsibility of members for the validity of visa and travel documents. Types of visa and cost, Single-entry, Multiple-entry, Single-transit and Double-transit, visa –on-arrival. Information if prices vary according to the nationality of the applicant and according to currency rates.
3. Passports: Passport requirements for entering in the country. Eg. Nepali citizens do not require any document to travel to India. Similar treaty can be found between many countries.
4. Information about City
 - Distances from major place and driving directions
 - Directions and transportation approaches to city and hotel.
 - Rental car agencies.
 - Other hotels in area.
 - Photographs of the area or city where meeting will be held.
 - Photographs of the speakers (black & white best).
 - Shopping malls and areas.
 - Restaurants in immediate area, also in city.
 - Museums, zoos, or other places of interest.
 - Art shows, music or theater, other entertainment.

5. Information on meeting venue: Directions to venue, nearby hotels and other places of interest.
6. Maps: Participants want to know how to travel to meeting venue. They all come from different parts and may not have any knowledge of meeting area. Map will assist in locating meeting venue and the important hotels or cities nearby where stay is possible.

For example, participants coming to Haldwani for the meeting may like to stay at Nainital and travel from there. This also helps in understanding how to reach there?

6.4.2 TRANSPORTATION

General information to be supplied for transport can be categorized as;

1. Travel Time: This depends upon infrastructure conditions along with distances. It is always advisable to give information in advance. Travelling across countries makes this difference highly visible. If an area is prone to landslides, trains run late, flights are cancelled then participants shall be advised to plan for such extra time.
2. Travel Cost: This is very important and is uniform by kilometers in case of bus and train travel but for others it differs. An approximate idea of the cost will still help. If discounted travel is offered through any airlines or car rental, same shall be conveyed.
3. Travel Connection: Specific information about connectivity of conference venue, train, aircraft timings will help in itinerary preparation.
4. Travel Insurance: In India, this comes with air tickets but for others you may advise participants to take such insurance. It is even mandatory in some countries. It protects organizers from any liability.
5. Shuttle service: From accommodation units to conference venue if the hotels are not within walking distance to the conference, in case of bad weather, or for handicapped shuttles should be provided. But all the costs should be calculated for this service.

6.4.3 GROUND TRANSPORTATION

Members shall be informed about several possibilities to reach the airport - car, bus, taxi or minibus. At least following information shall be provided.

- Buses- Frequency of buses, important buses to be used, how to buy tickets and from where i.e. from vending machines or newsagents, charges of bus travel.
- Taxi- available from where? As for Delhi airport it can be suggested that taxi service can be availed through booths manned by Delhi Police. The price consists of Rs 100 boarding fee and the charge should be Rs 8/km.
- Minibus- shuttle service between the airport and the city. Minibuses will stop at Connaught Place. Minibuses are for 6 passengers. Price for a single trip is Rs 100 per passenger.

A sample of ground transportation details for cars and coaches is exhibited below. Similar information can be given for other modes of travel.

EXHIBIT 2: TRANSPORT TARIFF - COACHES

TRANSPORT TARIFF - COACHES					
Vehicle Type	Airport Transfer (one way)	4 hrs / 40 kms local running	8 hrs / 80 kms local running	Extra Running	
				Per k.m	Per hour
10 Str AC Coach	INR 1755	INR 1755	INR 2340	26	208
15 – 18 Str Coach	INR 2115	INR 2115	INR 3400	32	234
27 – 35 Str Coach	INR 2600	INR 2600	INR 4400	39	260
Volvo (36 –40 Str)	INR 4680	INR4680	INR 8775	71	650
Volvo (38 Str) with Chemical Toilet	INR 5400	INR 5400	INR 10100	91	780
* Service tax, parking to be paid extra					

EXHIBIT 3: TRANSPORT TARIFF - CARS

TRANSPORT TARIFF - CARS					
Vehicle Type	Airport Transfer (one way)	4 hrs / 40 kms local running	8 hrs / 80 kms local running	Extra Running	
				Per k.m	Per hour
Indica AC	INR 530	INR 530	INR 875	10	39
Esteem, Ford Ikon, Opel Corsa, Hyundai Accent	INR 790	INR 790	INR 1400	16	65
Mitsubishi Lancer, Honda City	INR 995	INR 995	INR 1875	21	78
Chevrolet Optra	INR 1115	INR 1115	INR 2105	24	98
Toyota Corolla, Skoda Octavia	INR 1285	INR 1285	INR 2340	26	130
Toyota Camry, Honda Accord	INR 1755	INR 1755	INR 3160	35	260
* Service tax, parking to be paid extra					

6.4.4 TRAVEL POLICY

If organizers are paying for the travel then they expect adherence to their travel policy by the travel agent as well as by the participant. The purpose of the policy is to pay reasonable and necessary travel and meeting expenses incurred as a result of official business subject to appropriate documentation. The traveler should neither gain nor lose financially.

The general policy guidelines followed by organizations are;

1. *Air travel:* All air travel may be arranged by official travel agents designated by organizers for this purpose. Meeting coordinators will book flights that are the most appropriate to the meeting times. 'Preferred provider' will then fax or email a flight itinerary to individual members. It is important that members make sure their contact details are kept up to date to reduce the chance of missing or mis-directed itineraries.

E tickets will be available only at the airport on the day of departure and will be issued on proof of identity (ie photo I.D).

Reimbursement of air travel expenses personally arranged by a member is not normally payable.

2. Indirect flight plans: Unless advised otherwise, organizers will arrange for direct air travel to and from meeting venues. In order to ensure compensation cover, any deviation from direct air travel must be requested in writing, and approved prior to the meeting. Sufficient time should be given to meeting coordinator to make special flight arrangements, which will require members reimbursing organizers for additional costs incurred in for the flight itinerary.
3. Class of travel: All travel is booked at economy class rates, except for the few. Members who are asked to fly long distances may be entitled to business class travel. Organizers can provide advice on this matter.
4. Frequent Flyer Points: Under the terms and conditions of the travel contract with airlines, customers travelling on "official business" may not be allowed to accrue frequent flyer points for travel.
5. Cancellations and Changes to Itinerary: If the flights booked are not suitable or last minute changes to flights need to be made.

Members are able to contact preferred provider direct to make amendments, who have a special number for corporate bookings and this must be used for amending members' travel.

In all cases, the Meeting Co-ordinator must be advised of all variations made as additional costs may be incurred when such changes are made.

6. Own Arrangements: It hosts allow participants to make their own travel arrangements; they are expected to use the most economical mode of travel that is suited to the itinerary and the purpose of the trip. Tourist, economy, coach or "standard" accommodations for air travel are to be used whenever practicable. When possible, travelers should take advantage of discount rates.
7. Use of personal or rental automobile is allowable where itinerary, number of travelers, accompanying equipment or baggage, or the like support the choice.

If itinerary is altered for personal reasons, the traveler is expected to pay any additional costs incurred. If first class air travel is used instead of a less expensive alternative, written justification must be provided with the request for reimbursement or reimbursement will be limited to the cost of the less expensive mode of travel.

8. Ground transport: Members are entitled to ground transport to and from approved meetings including travel to and from airports. In all cities members are required to arrange their own ground travel and, where this involves travel by taxi, the expense incurred will be reimbursed. Whenever practical, cars are to be rented from agencies with which the hosts have negotiated corporate rates. When a more costly rental is employed, justification must be included in the travel report, or reimbursement may be limited to the cost of the less expensive rental. When the traveler uses a rental car also for a personal side trip, he or she is expected to pay the appropriate portion of both the per-diem and the mileage expense. Similarly, the cost of airport parking can be reimbursed when a member's car is parked at the home airport.

All individual claims for incidental expenses must be supported by an original receipt and the claim form signed by the member. In cases where a receipt is not issued (eg airport car parking and motorway and bridge toll fees) or a receipt has been misplaced, a request may be demanded.

9. Use of private vehicles or public transport: Members are permitted to travel to and from meeting venues by private vehicle or public transport subject to prior approval. In some cases, it may be more convenient and cost-effective for committee members to travel to meetings by means other than airline, eg car, bus or train. When seeking approval to use a private vehicle, a member is to provide copies of current driver's license, vehicle registration and comprehensive insurance in order to ensure personal compensation cover. Travel to and from the meeting venue must be via the most direct route. Any liability for damage or theft of a private vehicle while it is being used for official purposes may not be accepted by the hosts. Expenses incident to

mechanical failure or accidents to personal cars are not reimbursable, nor are fines for parking or traffic violations.

Members will be reimbursed for such travel in accordance with determinations, ie payment is calculated on distance travelled/ or the equivalent to the lowest discounted airfare reasonably available on the route on the day/s of the meeting, whichever is the lesser amount. Tolls and charges for parking at off-campus meeting sites and stopovers are reimbursed in addition to the mileage allowance.

Members claiming reimbursements are requested to include details of the vehicle, distance travelled, with the claim for reimbursement of incidental expenditure form.

10. Expenses Not Reimbursed: Expenses that are not reimbursable include:

- Lost or stolen tickets, cash, or personal property.
- Fines.
- Accident insurance premiums.
- Costs resulting from failure to cancel transportation .
- Penalties or fees for cancellation or change of discounted tickets when the cancellation or change came about from personal choice.

6.4.5 EXCURSION

A pleasure trip to nearby attraction may be organized for members for which nominal amount may or may not be charged. Such trips are almost becoming norms these days to attract participants to the meeting. The increasing trend towards conducting meetings at popular tourist places or resorts has further enhanced the attractiveness of excursion. Organizers have to balance the benefits of excursion in the form of enhanced productivity and its cost. On the other participants save the travel cost to destination and further get group discounts. In any case advance details shall be obtained from the participants for their willingness for excursions as all might not be interested. It will help in planning accurately otherwise unnecessary cost may be incurred.

6.4.6 INFORMATION COLLECTION FROM MEMBERS FOR TOUR ARRANGEMENTS

For planning ground transport, air travel or excursion, confirmation from members is required so that rates can be negotiated based on size of group. The sample form used to collect such information is given in exhibit 4.

Exhibit 4: Sample form for Pre and Post Tour Arrangement

AIRPORT TRANSFERS	
Please note airport transfers are complimentary for all category rooms in deluxe hotels. For other hotels, the same can be provided at a special tariff of US\$ 20 / Rs 900 per transfer. Please indicate whether airport transfers are required upon arrival / departure & advise flight details.	
Arrival transfer	
Departure transfer	
Arrival on (date)	
by (flight)	
at (time)	
from	
Departure on (date)	
by (flight)	
at (time)	
to	
PRE / POST EXHIBITION & LOCAL SIGHTSEEING TOURS	
Please indicate your preference to participate in the pre / post-expo tours. Full tours advance needs to be given for a confirmation. We will advise you details and options on receiving your request.	
Interested in local tours	
Interested in pre / post event tours	
LOCAL TRANSPORT Transport for local running for full day (8 hrs / 80 Kms use) OR full day plus (12 hrs / 100 Kms)	
Transport type	
Date	
required: From	
required: To	
No. of Days	
AIR TRAVEL	
Please advise us your requirement for domestic air travel Onward	

Number of persons	
Sector	
Date	
Return:	
Number of persons	
Sector	
Date	
Arrival car transfer	
Departure car transfer	
Local Delhi sightseeing tours	
Pre/post event tours	
Miscellaneous (Hostesses, Networking Dinners, Local Transport etc.)	
TOTAL	

MODE OF PAYMENT

You may pay for requested services by any of the following modes of payment:

a. By Bank Draft / cheque

Please issue the bank draft / cheque in favour of "International Travel House Ltd." Bank draft

No.	
Dated	
Amount	

b. By Bank transfer

Payable to: International Travel House Ltd. Beneficiary address: T-2, Community Centre, Sheikh Sarai - I, New Delhi - 17, India Bank account no.: 3 1 0 3 5 3 2 2 6 Bank name: American Express Bank Ltd. Bank Address: Hamilton house, Connaught Place, New Delhi -110001 (India) (Please also fax us a copy of the bank transfer at + 91 11 2601 1543)

c. By Credit card

Kindly fill in the below authorization format and fax it to + 91 11 2601 1543 / 5113 along with both side clear photocopies of your credit card. I, ----- (Name of card holder) authorize "International Travel House Ltd.", to charge my credit card (Visa / Master) No. Expiry date -----for an amount of US\$

Card holder's address	
Country	
Last 3 digit on reverse of credit card	

Contact details:

CHECK YOUR PROGRESS - III

Answer the following questions.

1. What types of travel arrangements would be required by the participants traveling for a meeting?

.....
.....

2. Explain important aspects of travel policy that shall be considered while making travel arrangements for the meetings.

.....
.....

3. What information shall be collected from the members of a meeting to make their travel arrangements? Explain with the help of a sample form that can be used for this purpose.

.....
.....

(Check your answer with the one given at the end of unit.)

ANSWERS TO CHECK YOUR PROGRESS

CHECK YOUR PROGRESS - I

1. Sec 1.1 and Sub Sec 1.2.1
2. Sub Sec 1.2.1
3. Sub Sec 1.2.2 and 1.2.3

CHECK YOUR PROGRESS - II

1. Sec 1.3
2. Sub Sec 1.3.4
3. Sub sec. 1.3.3

CHECK YOUR PROGRESS - III

1. Sub Sec 1.4.1
2. Sub Sec 1.4.4
3. Sub Sec 1.4.6

6.5 SUMMARY

In this unit we have learned the importance of three main aspects of travel, stay and food for conducting a good meeting. These are very important for the success of any meeting and require use of good management skills to balance the costs and benefits of these arrangements. For small meetings, such details can be cared by meeting organizers directly but not for the large events where external professional help almost becomes mandatory. This lesson elaborates how professionals make these arrangements benefiting participants, hosts and still earning their profits with the help of economies of scale.

6.6 GLOSSARY

- **Accommodation Arrangements** Include stay of participants for attending meeting.
- **Pre and Post Tours** Travel arrangements for the participants before and after the meeting. It includes excursion as well.
- **Catering** Arranging meals and refreshments for the participants during meetings and outside the meeting at their place of stay.
- **Excursion** Trip for sight seeing.
- **Travel Arrangements** All ground and air travel facilitation for the members.
- **Frequent flyer benefits** When a traveler repeatedly flies on an airline, discount can be offered for every subsequent travel to build loyalty. Such plans are offered by hotels too.
- **Outsourcing** Purchasing a service from outside.
- **Travel Policy** Guidelines for arranging travel

6.7 REVIEW QUESTIONS

1. Explain the importance of travel, accommodation and catering arrangements in improving productivity in meetings.
2. Give main issues specified in travel policy to be considered in making travel arrangements. What is the purpose of such policy?

3. Discuss the complete process of arranging accommodation beginning from collection of information from the participants.
4. Discuss the factors to be considered while making catering arrangements for the meetings.

6.8 SUGGESTED READINGS

- Burlison, C. W. 1990. *Effective Meetings: The Complete Guide*. New York: John Wiley.
- Hawkins, Charlie. 1997. *First Aid for Meetings*. Wilsonville, Ore.: Book Partners.
- Haynes, Marion. 1997. *Effective Meeting Skills: A Practical Guide*
- Miller, Robert, and Marilyn Pincus. 2004. *Running a Meeting That Works*. Hauppauge, N.Y.: Barrons.
- *More Productive Meetings*. Menlo Park, Calif.: Crisp.
- Nagy, Jenette, and Bill Berkowitz. *Capturing what people say: Tips for recording a meeting*. The Community Toolbox, http://ctb.ku.edu/tools/en/sub_section_main_1155.htm
- Taggart E. Smith. *Meeting Management*, Prentice Hall. ISBN 0-13-017391-6
- www.effectivemeetings.com
- web sites of travel agencies and conference organizers

UNIT 7: MICE MARKET IN INDIA - INTERNAL AND EXTERNAL

Structure:

- 7.0 Objectives
- 7.1 Introduction
- 7.2 Growth of MICE in India
- 7.3 Business Travel
- 7.4 MICE market Size in India-Internal and External
- 7.5 Government's Efforts to Promote MICE Tourism in India
- 7.6 MICE facilities in India
- 7.7 Support structure for MICE in India
 - 7.7.1 Existing Support Structure
 - 7.7.2 Expected Support Structure
- 7.8 Status of MICE in India
- 7.9 Future Trends shaping the MICE market in India
 - 7.9.1 Low cost carriers
 - 7.9.2 Budget Hotels
 - 7.9.3 Service Apartments
 - 7.9.4 Corporate Travel Agents
 - 7.9.5 Technology
 - 7.9.6 Loyalty Travel
- 7.10 Summary
- 7.11 Glossary
- 7.12 Review Questions
- 7.13 Suggested Readings

7.0 OBJECTIVES

After reading this unit you will learn about the status of MICE market in India in following terms:

- Importance of MICE segment
- MICE facilities
- Potential for internal and external markets
- MICE Events in India
- Support Structure for MICE
- Problems in Developing India as a MICE destination

7.1 INTRODUCTION

The MICE segment includes Meetings, Incentives, Conferences and Exhibitions under the general umbrella term of Business Tourism. MICE tourism has experienced an enormous growth during the past decade and is becoming one of the drivers of the regional and national economies.

MICE industry is one of the fastest growing segments within the tourism industry generating millions in revenues for cities and countries. Europe and North American markets are mature markets for this segment, whereas the Asian and Eastern European markets are emerging into new destinations.

Europe and United States still remain the major markets worldwide in respect of the number of meetings, conferences and exhibitions. According to the *International Congress and Convention Association (ICCA)* 5,283 registered events took place in 2005, a rise of 479 over 2004. As per ICCA's global ranking, USA and Europe dominate in the MICE business, with Vienna ranking first in the meeting industry followed by Singapore and Barcelona in the second and third place respectively.

Top ten countries in MICE Business

Rank	Country	Meetings
1	U.S.A.	376
2	Germany	320
3	Spain	275
4	United Kingdom	270
5	France	240
6	Netherlands	197
7	Italy	196
8	Australia	164
9	Austria	157
10	Switzerland	151

Top ten cities in MICE Business

Rank	City	Meetings
1	Vienna	129
2	Singapore	125
3	Barcelona	116
4	Berlin	100
5	Hong Kong	95
6	Paris	91
7	Amsterdam	82
8	Seoul	77
9	Budapest	77
10	Stockholm	72

7.2 GROWTH OF MICE IN INDIA

Growth of MICE market in India is linked to general economic scenario. With growth of industry and increasing FDI (Foreign Direct Investment), business here is on upswing leading to MICE events being organized in the country for domestic as well as inbound visitors. As a subset of business travel, MICE directly link to business travel in the country. As per WTTC report, Business Travel is estimated at INR260.8 bn, (US\$6.0 bn) in year 2006 and by 2016, this should reach INR822.1 bn or US\$12.9 bn. And business travel is linked to growth of tourism here that is growing at an impressive double digit rate. Domestically, the birth of low cost carriers such as Jet Airways, Sahara and Kingfisher has dramatically increased the affordability of internal air travel. This has provided a boon for both domestic travel and international visitors.

Investment in new and upgraded airports in the main gateways of Delhi and Mumbai and major business hubs of Chennai, Bangalore, Kolkata and Hyderabad as well as other strategically important Indian regional areas, has provided access to more of India making it more convenient for international and domestic travellers.

There is a nationwide hotel boom adding more than 50,000 new rooms under global brands such as Four Seasons, Mandarin Oriental, Sofitel, Aman, Marriott, Crowne Plaza, Novotel, Grand Hyatt, Shangri-La and Radisson. They are badly needed to meet both the astonishing growth in domestic and international business, MICE and leisure traffic as well as major international events such as the Commonwealth Games to be held in New Delhi in 2010.

With the seemingly bright future the present MICE tourism scenario in the country is not very rosy. India has natural splendour in abundance, yet the country ranks a distant 27 in the MICE chart and gets just 0.92 per cent of the total 10,000 conferences and meetings held globally every year.

The inbound MICE (meetings, incentives, conventions and events) segment is growing at 15 to 20% annually. It is estimated that the total national and international MICE meetings market all over the world is in excess of \$270 billion and South-East Asia itself has a potential of \$80 billion.

According to industry estimates, the Indian in-bound MICE market in first seven months in 2004 was \$20 million, which is 40% more than the same period last year.

Importance of MICE has been recognized by the government and it is stated in Tourism Policy, 2002 as part of Improving and Expanding Product Development. It says, "India, despite its size, significance and attributes with world class cities such as New Delhi and Mumbai, receives a miniscule proportion of global MICE market. It is imperative not just for India's tourism development, but also for the development of international and domestic trade and commerce, that India constructs a world class international convention centre in Mumbai."

India is going the global way and MICE is fast becoming a major part of its travel and promotional budgets. In the Indian context, incentives is at present the largest component of MICE but in a maturing market, it's only a matter of time before the entire gamut of MICE activities are undertaken by the Indian corporate world.

Today, there are distinct travel divisions within tour companies and airlines that exclusively target MICE movement. Destinations have also begun to market MICE products to specialised agencies and the corporate world at large.

CHECK YOUR PROGRESS - I

Answer the following questions.

1. What is the status of global MICE business?

.....
.....

2. What is the scenario of MICE business in India?

.....
.....

3. How India fares in MICE business globally?

.....
.....

(Check your answer with the one given at the end of unit.)

7.3 BUSINESS TRAVEL

Business travel is the largest segment of travel and today India's corporate travel market is today estimated at no less than US\$ 3 billion (around Rs 150 billion). The composition of the business travel market in India has changed over time. Traditionally the bulk of this market consisted of small businessmen and traders travelling primarily intra-regionally in South and South East Asia to conduct business in such countries as Taiwan, South Korea and Singapore. This was primarily small-scale businesses, dealing with suppliers and customers, but was nevertheless a large and very well-resourced - if frequently poorly recorded - market.

This segment still forms a major component of the business travel market, but in recent years it has been supplemented by large numbers of white collar workers from the more formal, salaried sector. Because it is new and because of its rapid growth, this segment has attracted the greatest attention among industry observers. The growth of the economy coupled with the development of successful Indian companies and the establishment of a large number of multi-

national groups in India has meant that international business travel has flourished as a result.

The burgeoning IT sector particularly, but also such areas as pharmaceuticals, telecommunications and the financial sector, have been fuelling growth as their executives attend meetings at regional headquarters or head offices as well as attend training sessions locally, regionally and in the USA and Europe. There are, of course, specific regional pockets that are fuelling this expansion. The "Silicon Triangle" of Bangalore, Hyderabad and Chennai as well as the thriving business community in Mumbai and - more recently - Delhi are particularly important in this respect.

The expanding economy has also brought about a proliferation of travel for meetings, incentives and conferences. These relate primarily to dealer incentives as a reward for meeting or surpassing sales targets but increasingly staff incentives as a means of motivating performance and loyalty have begun to feature. Such incentives have also become more sophisticated in recent years so that, for example, conferences on board cruise ships have become especially popular and MICE travel to distant places has been expanding quite rapidly. This segment of travel has not only grown per se but it is also worth noting that it has, in addition, introduced international travel to some people who have never previously been abroad and is thus helping to create a new confidence for first-time travellers.

According to American Express, business travel is growing at a rate of some 7-8% a year. It notes in its first Survey of Business Travel Management that companies in India spent, on average, Rs 16.45 mn (approximately US\$460,000 at 1997 exchange rates) on travel and entertainment in 1997 and, of this, around a third was accounted for by international travel. When it comes to expenditure on air travel, the international segment, unsurprisingly, accounts for a much larger share, as does expenditure on accommodation abroad - 47% and 41% of the totals respectively. The services sector was by far the highest spender both at home and overseas.

According to FHRAI survey of Indian Hotel Industry 2004-2005, number of business tourists is a major market segment as shown in table below.

Type of Hotel	Domestic business travellers market segment (per cent)	Foreign business travellers market segment (per cent)	Meeting Participants (less than 100 guests)	Meeting Participants (more than 100 guests)	Average stay of business guests(days)
Five Star Deluxe	19.1	28.1	4.1	6.8	2.1
Five Star	30	21.4	2.2	6.2	2.1
Four Star	34.6	13.7	3.4	4.2	2.0
Three Star	39.3	6.2	4.3	6.8	2.6
Two Star	45	7.7	1.5	3.4	2.8
One Star	47	4.6	2.3	3.0	3.6
Heritage	18.2	14.1	2.4	4.1	1.9
Others	38.1	4.5	2.2	7.0	2.1
All India	36.9	10.3	3.0	5.9	2.4

Business Tourists in Indian Hotels 2004-2005: According to Domestic Tourism Survey, 2002-2003 of NCAER (National Council of Applied Economic Research), around 8 per cent trips are taken business and trade purpose. The data for top five states in domestic business trips is given in Table.

Business and Trade Trips in India

Name of State	Business and Trade trips as a per cent of total domestic travel
Karnataka	15.0
Andhra Pradesh	12.7
Uttar Pradesh	10.8
Maharashtra	7.9
Punjab	7.5

7.4 MICE MARKET SIZE IN INDIA - INTERNAL AND EXTERNAL

Internal market consists of MICE events organized in the country for domestic participants and external is for inbound visitors when participants come here attracted by the country's beauty and good arrangements. The exact idea of size of internal market is very difficult as data under this head is not classified by ministry of tourism. Besides, registration for internal meetings is not required at any single place. At best scattered information is available from planners like travel agents, hotels and venues. According to FHRAI survey of Indian Hotel Industry 2004-2005, Banquets and Conferences contribute 7.7 percent of total revenue though this figure varies according to type of hotel as given in the table below.

Revenue from Banquets and Conferences in Indian Hotels 2004-2005

Type of Hotel	Per cent Revenue from Banquet and Conferences	Revenue per occupied room from Banquet and Conferences
Five Star Deluxe	6.5	622
Five Star	9.6	553
Four Star	10.3	467
Three Star	9.7	259
Two Star	4.4	70
One Star	4.2	40
Heritage	12.2	601
Others	6.0	132

The growth in this segment is facilitated by ICPB (Indian Convention Promotion Bureau) that facilitates organization of events in the country.

MICE external includes MICE events for foreign participants. Exclusive events in this category are yet to take off but such events are organized where foreign participants come in big number. For the holding of International conventions / conferences etc., the government has streamlined channel of proposals, according to which clearances are accorded by the nodal / administrative ministries of the Govt. of India. However, such proposals are

required to be sent at least 8 weeks ahead of the event giving the following information:

- Topic / topics to be covered in the event.
- Venue of the event.
- Date of the event.

Tentative list of the participating countries and participants with nationality, brief background of participants in the event regarding address, personal and passport details.

While a good number of domestic meetings are held, India is yet to take off as inbound destination.

7.5 GOVERNMENT'S EFFORTS TO PROMOTE MICE TOURISM IN INDIA

Government of India has also realized the business potential of MICE and its following efforts are noteworthy.

1. Policy: It is included in Tourism Policy, 2002 as part of Improving and Expanding Product Development. It says, "India, despite its size, significance and attributes with world class cities such as New Delhi and Mumbai, receives a miniscule proportion of global MICE market. It is imperative not just for India's tourism development, but also for the development of international and domestic trade and commerce, that India constructs a world class international convention centre in Mumbai."

2. Apex Body to Promote MICE: Government has promoted the India Convention Promotion Bureau (ICPB) as India's apex body to showcase India's ability to hold conventions and conferences of all shapes and sizes. Sponsored by India's Ministry of Tourism, the members of the bureau also include Air India, Indian Airlines, major Hotels, Convention Venues, leading Travel Agencies & Tour Operators, Professional Congress and Event Organizers, Educational Institutions and State Tourism Development Corporations.

The ICPB is meant to be a catalyst to provide support to conference planners, organisations, associations and other trade bodies, during the bidding

process for international conferences as well as to undertake marketing activities overseas. This organisation is a member of Union of International Association (UIA), which is the premier world organisation in the conference industry.

3. Incentives to Promote MICE: The government is considering granting infrastructure status to all budget hotels and convention centres set up in Delhi and National Capital Region between now and the 2010 Commonwealth Games.

This will enable them to enjoy a 10-year tax holiday as in case of other infrastructure projects such as roads, ports and power.

4. Streamlining of Organization of Conferences: The guidelines for conducting international conferences have been liberalized in the year 2000. The procedure to obtain permission for conducting international conferences is for convenience of organisers and to facilitate the delegates to obtain 'conference visa'. Government has prepared detailed guidelines for the organization of international conferences on following lines.

- What is International Conference?
- What does not constitute international conference?
- How to proceed for a clearance?
- What is nodal / administrative Ministry?
- Time frame required to be followed
- Visa to the foreign participants

In case of difficulty in getting visa, Onus of obtaining clearance for event

1. What is International Conference?

International Conferences / Seminars / Workshops (herein after referred to as events) are those events where substantive discussions / deliberations / interaction and exchange of thoughts and ideas will take place on a specific subject matter and in which participants from foreign countries will take part.

2. What does not constitute an international conference?

a. Meetings organized by any business institution having foreign participants from its sister concern abroad, and solely on the subject matter with the business issues of that business institution.

b. Sports meets and sports events organized by recognized sports bodies of India where sports-persons of foreign countries will take part.

c. Events of performing arts such as Drama Festivals, Mussaira, Kavi Sammelan etc. in which groups from foreign countries will take part.

d. Meet of businessmen/industrialists from India and abroad organized by Indian Chambers of Commerce where trade and business issues will be discussed.

3. How to proceed for a clearance

The organizers conceiving an idea of holding an event in India will be required to submit proposal which must contain information like:-

- i. Name of the organizer with complete mailing address.
- ii. Topic / Topics to be covered in the event.
- iii. Venue of the event.
- iv. Date of the event.
- v. Tentative lists of the participating countries and participants with nationality, brief background suiting participation in the event, address, personal and passport details.

Proposal should invariably be submitted to the nodal ministry and not to the Ministry of Home Affairs. The nodal Ministry will give clearance to the event. The nodal Ministry will obtain clearance of Home Ministry or other agencies, if necessary within the time frame (8 weeks). For organisers it will be a single window clearance.

4. What is nodal/administrative Ministry?

The nodal / administrative Ministry means the Ministry of Govt. of India which is dealing / regulating framing rules etc. in respect of subject matter chosen for the event. For example, if an organizer is proposing to hold an event on the topic of "Adult Non-formal education", then, the nodal / administrative ministry shall be Ministry of HRD, D/o Education. Suppose an organizer proposes to hold an event on topic related to empowerment of women in India then the nodal ministry shall be Ministry of Social Welfare, Deptt. of Women and Child Development etc.

5. Time frame required to be followed

Organizers are required to submit their proposal to administrative/nodal ministry at least 8 weeks before the commencement of the event.

6. Visa to the foreign participants

Once an event is cleared by nodal Ministry, organizers may send invitation to foreigners who wish to participate in the event. Foreigners should invariably be advised to opt for "conference visa" only.

[In the Invitation letter, the organizers should mention the details of clearance accorded by nodal Ministry for conducting the event].

With invitation letter the participants should approach Missions abroad for grant of conference visa.

7. In case of difficulty in getting visa

Some of the participants may face problem in obtaining conference visa. In these cases, organizers should immediately obtain and furnish the following particulars of the foreigners to nodal ministry with specific request for visa:-

- i. Name
- ii. Nationality
- iii. Date of birth
- iv. Place of birth
- v. Passport Number
- vi. Date & Place of issue of Passport

8. Onus of obtaining clearance for event

Organizers need not request Ministry of External Affairs and Ministry of Home Affairs directly for clearance. On receipt of the proposal from the organizers, nodal / administrative ministry will examine the proposal and if they feel that clearance of MHA and MEA is required the same shall be obtained by them and they in turn grant overall clearance to organizers. Onus of obtaining clearance of MHA & MEA would rest with nodal / administrative ministries and not with the organizer.

CHECK YOUR PROGRESS - II

Answer the following questions.

1. What is Business travel? Discuss its importance for Indian Tourism?

.....

2. What is Internal and External MICE market? Explain in the context of India.

.....

3. What efforts are being made by the government of India to promote MICE in India.

.....

(Check your answer with the one given at the end of unit.)

7.6 MICE FACILITIES IN INDIA

India provides an impressive combination of accommodation and other conference support facilities to hold a successful Conference. To mention a few; Vigyan Bhawan in New Delhi, Centre Point, Renaissance Hotel and Convention Center in Mumbai, the BM Birla Science and Technology Centre in Jaipur, the Jaypee Hotels & International Convention Centre, Agra and the Cochin Convention Centre, Kochi etc together with facilities in the business hotels and resorts at various centers in the country. A large number of Convention Centres are available in India with a seating capacity of up to 1700 persons. The important conference centres in the country are at New Delhi, Mumbai, Agra, Bangalore, Chennai, Cochin, Goa, Hyderabad, Jaipur & Kolkata. Some important hotel chains like the Taj Group, ITC-Welcomgroup, the Oberoi's, Meridien Hotels, Marriott Hotels etc. also have excellent conference facilities. India's MICE infrastructure has undergone a sea-change with the setting up of new convention hotels of international standard in Mumbai in Western India, which includes Renaissance (1750 pax), Grand Hyatt (1300) J. W Marriot (650 pax). The other important convention destinations in Southern India include Kochi - Le-Meridian,

Cochin Convention Centre with a main auditorium seating 1600 pax., Chennai - Le Meridien (800 pax) and Hyderabad - Hotel Viceroy (2000 pax.), ITC Hotel Sonar Bangla in Kolkata (700 pax.), Hyatt Regency (550 pax.). In addition, facilities are available in the existing hotels like Ashok and Taj Palace in New Delhi, and Jaypee Hotel & Convention Centre at Agra and other business hotels. All these Hotels and many others provide world class exceptional facilities for international meetings. The exhibition industry has also gained fresh impetus with exhibition centres like Pragati Maidan in New Delhi the premier exhibition venue with 62000 sq.mtrs. of areas., the Nehru Centre in Mumbai and the Chennai Trade Centre in Chennai amongst several other options.

Facilities available at all the venues are;

- Convention Centres, Conference & Banquet Halls
- Exhibition Centres
- Auditoriums & Stadiums for hosting opening / closing ceremonies & other events
- Accommodation in good 5-star and 4-star hotels
Restaurants & Bars, Recreation activities like Golf Course, Yoga & Ayurveda Centre, Discotheque, Sports like Tennis, Squash, Badminton, Health Club with Spa facilities
- Easy accessibility in terms of domestic and international flights

IMPORTANT VENUES IN THE COUNTRY FOR MICE BUSINESS

All the major cities have good facilities and the details of important venues with their facilities are,

- **Chennai Trade Centre:** The Chennai Trade Centre plays host some of the finest exhibitions and conventions. The Centre caters to various clients and customers of varied industries.

The ground floor area of the Convention Centre is 6714 sq.mtrs which includes a multipurpose hall of 1900 sq.mtrs, a Stage of 500 sq.mtrs, Banquet hall of 750 sq.mtrs, Lounge of 269 sq.mtrs, Business and Meeting rooms. The

Multipurpose hall can accommodate 1500 persons and it can be partitioned in two equal halves with the help of a sound proof Foldable Partition. This would enable holding of the conventions of 750 persons or even lesser number in the main hall. Apart from the main hall there are about six rooms of different capacities varying from 25 sq.mtrs to 135sq.mtrs which can accommodate meets/conventions of different sizes. There is also a provision for a Food Court in an area of 320 sq.mtrs in the first floor. At the entrance there is an open plaza of about 800 sq.mtrs with an uniquely designed porch. There are also VIP lounges/rest rooms and green rooms for the stage performers.

- **Trade Centre Bangalore:** Located at a prime area in Whitefield, Bangalore, the Trade Centre Bangalore (TCB) spans over 50 acres with 4 modules of 5,000 sq. mtrs. each of exhibition halls and support services planned for developing in a phased manner. The TCB is architecturally and technically designed to be a state-of-the-art modern exhibition complex with all the possible amenities. The facility is well-planned. In the first phase, one hall of 5,371 sq. mtrs. is set up with heights ranging from a minimum of 6 mtrs. to 9.5 mtrs. to facilitate movement of all merchandise including machinery. An additional area of 4,000 sq. mtrs. is available outside the hall along with periphery of the Hall. In addition there is a conference room for 200 delegates and a VIP lounge. The TCB is centrally located at a distance of about 7 km. from the Bangalore Airport and 25 km. from the Bangalore City Railway Station. It is also within 15 km. radius of most of the prestigious 5-Star hotels in Bangalore. The Trade Centre, Bangalore is managed by Karnataka Trade Promotion Organisation, a joint venture of ITPO and Karnataka Industrial Area Development Board (KIADB).

- **Mumbai Metropolitan Regional Development Corporation Grounds (MMRDC):** The MMRDC ground in Bandra-Kurla Complex, Mumbai, plays host to some of the finest and mega events in India. From film award functions to business conventions, the MMRDC ground is well-equipped to meet various exhibition or conference needs. The infrastructure and paraphernalia is state-of-the-art and caters to the global client base.

- **Salt lake Stadium:** Colloquially it is referred to as the Yuva Bharati Krirangan. And, it comes alive during football matches between local crowd favourites like East Bengal, Mohun Bagan and Mohammedan Sporting Club. The stadium was built in 1984 and holds 120,000 people in a three-tier configuration. Other than the fun and games the stadium even caters to various trade fairs, conventions, exhibitions and conferences.
- **Pragati Maidan:** Founded in 1982 on the eve of the Asian Games, the Pragati Maidan has played host to thousands of events. The festivals, fairs, conventions and exhibitions held in Pragati Maidan result in industrial collaborations, global alliances and joint ventures on a large scale. Divided into smaller buildings and compounds, Pragati Maidan hosts plethora of national and international exhibitions of all kinds.

This Pragati Maidan exhibition complex, the only one of its kind in India, has 18 halls, 22 permanent pavilions, covered space of 130,000 square meters and an open area of 180,000 square meters. Its scientifically designed exhibition hall, complete with a network of infrastructural facilities in a lush green setting, makes it the automatic choice of exhibition organizers from India and abroad. The fair complex offers excellent infrastructure including air-conditioned auditoria and conference room, a press lounge, a business information center, restaurants, banks, post offices etc.

Some of the renowned events held in Pragati Maidan are the India International Trade Fair and World Book Fair.

- **HITEX Exhibition Centre:** HITEX Exhibition Centre unfolds tremendous opportunities for international players to converge at this dynamic destination and explore newer dimensions, establish partnerships and venture to take business to greater heights. It is located strategically at Madhapur - the emerging business and technology hub. This new age exhibitions venue is set to open up exciting opportunities in the global arena. This magnificent facility spread over nearly 100 acres is the star attraction of Hyderabad, a city that is already a sought after destination.

The first phase of the master plan for HITEX consists of:

- Three indoor Exhibition Halls - 3500 sq.m.each(37,660 sq.ft./hall)
- Open Exhibition Area - 32,825 sq.m (353,197 sq.ft).
- Trade Fair Office Building.
- Entrance Plaza (housing Registration and Ticketing Counters).
- Car Parking (1200 cars).

The choicest of luxury hotels are located within 10-km range of HITEX Exhibition Centre. 5 exhibition halls with similar infrastructural facilities, a well-equipped congress building with conference halls and a lakeside multi-cuisine restaurant with tables for nearly 180 guests are in the pipeline. Apart from these, the other important venues are:

- **NSE Exhibition Complex:** (formerly Bombay Exhibition Centre) Western Express Highway Goregaon (East) Mumbai.
- **Le Royal Meridien – Mumbai:** Sahar Airport Road, Andheri (East) Mumbai
- **Renaissance Mumbai Hotel And Convention Centre:** Near Chinmayanand Ashram Powai, Mumbai
- **Grand Hyatt Mumbai:** Off. Western Express Highway, Santacruz (East) Mumbai
- **ITC Hotel Grand Maratha Sheraton and Towers:** Sahar Airport Road, Andheri(E), Mumbai
- **World Trade Center:** Cuffe Parade Mumbai
- **Nehru Science Center:** Worli, Mumbai
- **India Trade Promotion Organisation:** Pragati Bhawan, Pragati Maidan New Delhi - 110 001
- **Habitat World:** India Habitat Centre Lodhi Road, New Delhi
- **FICCI:** Federation House, Tansen Marg, New Delhi
- **Taj Palace Hotels and Convention Center:** Sardar Patel Marg New Delhi

- **NSIC Exhibition Centre:** NSIC Bhawan, Okhla Industrial Estate, New Delhi
- **Le Meridien:** Windsor Place, Janpath, New Delhi
- **The Ashok, New Delhi:** 50B, Chanakyapuri, New Delhi
- **India Expo Center Expo XXI:** 2nd Floor, Som Datt Tower, K-2, Sector 18 Noida
- **Hyderabad International Convention Centre:** Novotel & HICC Complex, (Near Hitec City), P.O. Bag 1101, Cyberabad Post Office, Hyderabad

7.7 SUPPORT STRUCTURE FOR MICE IN INDIA

7.7.1 EXISTING SUPPORT STRUCTURE

Today, there are distinct travel divisions within tour companies and airlines that exclusively target MICE segment. Destinations have also begun to market MICE products to specialised agencies and the corporate world at large. The business of MICE holds enormous potential for any country. It is estimated that a person travelling to a country for a conference or convention spends anywhere four to eight times more than a normal leisure traveller. They spend more on food, more on business centre services.

India is globally connected to a network of over 50 international airlines and several domestic airlines, which provide convenient connectivity within India.

Added to this is an elaborate network of surface transportation system. There is an excellent Railway system running through the entire country. All-important cities are connected with state-of-the-art 'Shatabdi & Rajdhani' Express trains. Special trains like Palace on Wheels and Royal Orient Express, comprising of air-conditioned saloons decorated in the old Maharaja style offer guests a chance to stay on the train and visit colourful Rajasthan and fascinating Gujarat. An excellent network of roads, national and state highways, luxury coaches, Indian & foreign-make vehicles add to the convenience and comfort of surface travel. India offers an educated manpower base where fluency in English and other official international languages can be expected.

7.7.2 EXPECTED SUPPORT STRUCTURE

Tourism element is a by-product of conventions and meetings. The decision makers of international conferences will not select a venue on the basis of a country's scenic beauty, cultural heritage or amazing wildlife. A planner looks for meeting facilities, accommodation, world-class airports and connectivity, transportation facilities, government support and competitive pricing; leisure options are just a corollary. With time expectations have increased and following changes are visible in this market.

1. Technological impact: internet, laptops and mobile power points, wireless hot spots, audio-visual equipment
2. Social changes: more women travelling on business, increasing number of older business travelers and conference delegates, safety and political stability, need for a more multicultural approach...
3. Human resources: demand for highly skilled professionals and for educational programming within the industry.
4. Requirements of meeting planners:
 - Restructuring of the meeting planning
 - More professional planners
 - Increasing security and political stability concern
 - Changes in facility requirements
 - Quality standards
 - New focus on Delegates experience based on the added benefits of a positive social and destination experience

In view of above changes following strategies are recommended to create The Right MICE Product.

- One-on-one direct marketing with corporate buyers and MICE planners
- Expose corporates to the product on offer
- Understand the segment and service it accordingly
- Create just one benchmark product to make the difference
- Identify a unique strength that competitors cannot boast of

- Create a value proposition around it
- The tourism ministry must frame a policy at the earliest
- Visa procedures should be simplified and permission must be given within a stipulated time
- Connectivity and infrastructure need to be improved
- Understand that the MICE product is not just destination driven, but people driven
- Joint action by the private and public sectors.
- Effective action by the regional body, aimed at improving the rotation and coordinating the preparation of databases.

7.8 STATUS OF MICE IN INDIA

The country is being promoted for global event but it is still popular for domestic events. A calendar of events in 2007 gives an idea about it.

Calendar of Events in 2007

<i>January</i>	<i>February</i>
IMMA STONE FAIR 2007 04 - 07 Jan Venue: Chennai Trade Centre, Chennai Organiser: IMMA	IT India Fair 2007 30 Jan - 02 Feb Venue: Pragati Maidan, New Delhi Organiser: ITPO
Bikex India 05 - 07 Jan Venue: Pragati Maidan, New Delhi Organiser: Sunstar Expositions Private	International Leather Goods Fair 31 Jan - 03 Feb Venue: Chennai Trade Centre, Chennai Organiser: ITPO
GITEX India 2007 09 - 11 Jan Venue: HITEK, Hyderabad Organiser: Dubai World Trade Centre	TravelWorld 2007 01 - 03 Feb Venue: World Trade Centre, Mumbai Organiser: Express Travel & Tourism and The Indian Express Group
AME - Apparel Machinery Exposition 11 - 14 Jan Venue: Pragati Maidan, New Delhi Organiser: CMAI	TMMS : Times Mumbai Motor Show 01 - 04 Feb Venue: Bandra-Kurla Complex, Mumbai Organiser: Fairfest Media
TTF : Travel & Tourism Fair and OTM : Outbound Travel Mart 12 - 14 Jan Venue: Bangalore Organiser: Fairfest Media	India STONEMART 2007 01 - 04 Feb Venue: Export Promotion Industrial Park, Jaipur Organiser: CDOS

Garment Technology Expo 2007 12 - 15 Jan Venue: India Expo Centre EXPO XXI, Greater Noida Expressway, New Delhi Organiser: Garment Technology Expo	Componex / electronicIndia 2007 06 - 08 Feb Venue: Pragati Maidan, New Delhi Organiser: IMAG
Mumbai Shopping Festival Expo 12 - 21 Jan Venue: Bandra-Kurla Complex, Mumbai Organiser: Fairfest Media	CHEMTECH + PHARMA WORLD EXPO 06 - 10 Feb Venue: Bombay Exhibition Centre, Mumbai Organiser: Chemtech Foundation
Mumbai International Book Fair 12 - 21 Jan Venue: Bandra-Kurla Complex, Mumbai Organiser: Fairfest Media	EnvironWater World Expo 2007 06 - 10 Feb Venue: Bombay Exhibition Centre, Mumbai Organiser: Chemtech Foundation
PETROTECH 2007 15 - 17 Jan Venue: Pragati Maidan, New Delhi Organiser: Reed Exhibitions India	Globalcomm India 2007 07 - 09 Feb Venue: Pragati Maidan, New Delhi Organiser: Interads Ltd
India Rubber Expo 2007 17 - 20 Jan Venue: Chennai Trade Centre, Chennai Organiser: AIRIA	Aero India 2007 07 - 11 Feb Venue: Yelahanka Air Force Station, Bangalore Organiser: FICCI
Texmac India 17 - 20 Jan Venue: Pragati Maidan, New Delhi Organiser: IMAG	India International Motor Show 2007 08 - 11 Feb Venue: Chennai Trade Centre, Chennai Organiser: Conventions & Fairs (India)
Clean India Show 18 - 20 Jan Venue: Pragati Maidan, New Delhi Organiser: Virtual Info Systems	TTF & OTM 10 - 12 Feb Venue: Mumbai Organiser: Fairfest Media
IMTEX 2007 18 - 24 Jan Venue: Bangalore International Exhibition Centre, Bangalore Organiser: IMTMA	Meditec 2007 10 - 12 Feb Venue: HITEX, Hyderabad Organiser: Orbit Tours & Trade Fairs
TTF : Travel & Tourism Fair and OTM : Outbound Travel Mart 19 - 21 Jan Venue: Chennai Organiser: Fairfest Media	International Engineering & Tech Fair 13 - 16 Feb Venue: Pragati Maidan, New Delhi Organiser: CII
India International Coatings Show	GITF 2007 - Goa International Trade

19 - 21 Jan Venue: Fair Ground, 3 J.B.S. Haldane Avenue, Behind Hotel ITC Sonar Bangla, Kolkata Organiser: Services International	Fair 14 - 18 Feb Venue: Campal Ground, Panjim, Goa Organiser: Arabian Exposition
India International Garment Fair (IIGF) 22 - 24 Jan Venue: Pragati Maidan, New Delhi Organiser: International Garment Fair Association	Bio Asia 2007 15 - 17 Feb Venue: HITEX, Hyderabad Organiser: Ernst & Young
Dermacon 2007 25 - 28 Jan Venue: Chennai Trade Centre, Chennai Organiser: IADVL	TTF & OTM 16 - 18 Feb Venue: New Delhi Organiser: Fairfest Media
ELECTRIKA- 2007 25 - 29 Jan Venue: Palace Grounds, Bangalore Organiser: Prestige Expositions Private	Greentech Safety Award 2007 20 - 22 Feb Venue: HITEX, Hyderabad Organiser: GreenTech Foundation
Build Expo 2007 25 - 29 Jan Venue: CODISSIA Trade Fair Complex Coimbatore; Organiser: Codissia	OHSAS INDIA 2007 20 - 22 Feb Venue: HITEX, Hyderabad Organiser: GreenTech Foundation
March	Inter Airport India 2007 21 - 23 Feb Venue: Pragati Maidan, New Delhi Organiser: Mack-Brooks Exhibitions
Label Summit India 2007 07 - 08 Mar Venue: Taj Palace Hotel, New Delhi Organiser: Tarsus Group Plc	IAAPI TRADE SHOW 21 - 23 Feb Venue: Bombay Exhibition Centre, Mumbai Organiser: IAAPI
AAHAR - SPRING SHOW 2007 08 - 12 Mar Venue: Pragati Maidan, New Delhi Organiser: ITPO	Fire and Safety Expo 2007 22 - 24 Feb Venue: Bombay Exhibition Center, Mumbai Organiser: Green Tech Fairs
Gardening Fair 08 - 12 Mar Venue: Pragati Maidan, New Delhi Organiser: ITPO	Interiors & Exteriors 2007 22 - 25 Feb Venue: Campal Ground, Panjim, Goa Organiser: Arabian Exposition
HOSPIMedica India 2007 09 - 11 Mar Venue: Pragati Maidan, New Delhi Organiser: Cidex Trade Fairs Private	International Leather Goods Fair 23 - 25 Feb Venue: Netaji Indoor Stadium, Kolkata Organiser: ITP

Everything About Water Expo 2007 15 - 17 Mar Venue: Chennai Trade Centre, Chennai Organiser: EverythingAboutWater	April
Disaster Management 2007 19 - 21 Mar Venue: Pragati Maidan, New Delhi Organiser: Services International	Panelexpo 2007 02 - 05 Apr Venue: Pragati Maidan, New Delhi Organiser: FIPPI Industry Fair Design India Pvt. Ltd
Convergence India 2007 20 - 22 Mar Venue: Pragati Maidan, New Delhi Organiser: Exhibitions India Pvt. Ltd	Indian Houseware Show 15 - 18 Apr Venue: India Expo Centre & Mart, Greater Noida Expressway, New Delhi Organiser: Export Promotion Council for Handicrafts
Zak Interior Exterior Expo and Int. Furniture Fair 23 - 25 Mar Venue: Chennai Trade Centre, Chennai Organiser: Zak Group	ChemSpec India 2007 18 - 19 Apr Venue: Bandra-Kurla complex, Mumbai Organiser: Services International
India Travel Mart Chandigarh 23 - 25 Mar Venue: Chandigarh Organiser: India Travel Mart	Satte Openworld 2007 19 - 22 Apr Venue: Pragati Maidan, New Delhi Organiser: ITTFA
Airport and Airline 2007 Expo 26 - 28 Mar Venue: Pragati Maidan, New Delhi Organiser: Exhibitions India Pvt. Ltd	GarFab - TX 21 - 23 Apr Venue: Town Hall, Varanasi Organiser: Xhibition & Konferences India
May	Post Harvest India 2007 23 - 25 Apr Venue: Pragati Maidan, New Delhi Organiser: Unitech Exhibition
ICON 2007 03 - 05 May Venue: India Expo Centre EXPO XXI, Greater Noida Expressway, Noida Organiser: DGM World Media	ROOF INDIA 2007 & CLADDING INDIA 26 - 28 Apr Venue: Pragati Maidan, New Delhi Organiser: Unitech Exhibition
Interiors International India 03 - 05 May Venue: India Expo Centre EXPO XXI, Greater Noida Expressway, Noida Organiser: DGM World Media	June
Hospitality International India 2007 (HII)	Palm India Expo 2007

03 - 05 May Venue: India Expo Centre EXPO XXI, Greater Noida Expressway, Noida Organiser: DGM World Media	07 - 09 Jun Venue: Bombay Exhibition Center, Mumbai Organiser: Studio Systems
India Knit Fair 2007 09 - 11 May 2007 Venue: IKF Complex, Tirupur, India Organiser: AEPC	Cinema India Expo 2007 07 - 09 Jun Venue: Bombay Exhibition Center, Mumbai Organiser: Studio Systems
July	FM Radio Expo 2007 07 - 09 Jun Venue: Bombay Exhibition Center, Mumbai Organiser: Studio Systems
Ad Today 2007 20 - 22 Jul Venue: Bangalore Organiser: Buysell Interactions	September
Photo Today 2007 20 - 22 Jul Venue: Bangalore Trade Center, Bangalore Organiser: Buysell Interactions	INTERPHEX India 13 - 15 Sep Venue: Bombay Exhibition Centre, Mumbai Organiser: Reed Exhibitions India
November	INMEX India 2007 27 - 29 Sep Venue: Mumbai Organiser: PDA Trade Fairs
27th India International Trade Fair 2007 14 - 27 Nov Venue: Pragati Maidan, New Delhi Organiser: ITPO	December
Fire India 2007 21 - 23 Nov Venue: Bandra-Kurla complex, Mumbai Organiser: Services International	Fespa World India 2007 07 - 09 Dec Venue: Pragati Maidan, New Delhi Organiser: Services International
	8th International Conference on Gas-Liquid & Gas-Liquid-Solid Reactor Engineering 16 - 19 Dec Venue: New Delhi Organiser: IIT

7.9 FUTURE TRENDS SHAPING THE MICE MARKET IN INDIA

The global business market is undergoing many changes that will alter business travel in general including MICE. The important developments are.

7.9.1 LOW COST CARRIERS

Air Deccan, Air-India Express, Kingfisher and SpiceJet.... Ring the advent of Low Cost Carriers (LCC) that are soon to crowd the Indian skies. The concept of 'Low Cost Carriers' or 'No Frill Airlines', though a global success is gradually catching on with the Indian traveller. Targeted primarily at the middle-class or train traveller, the question in point is will this concept be feasible for the Indian business traveller? The answer is yes due to varied reasons. Firstly, there is a visible trend both globally as well as on the Indian scene, where corporations are becoming more aggressive in cutting travel expenses and the service gap narrows between big traditional airlines and 'discounters.' Secondly, the primary objective of LCC was and remains faster connectivity at a cheaper price - to transport a passenger in the shortest possible time at the most affordable price. Travel experts also point to the fact that employers that never seriously considered low-fare carriers are making it easier for employees to book on them.

Other reasons for the LCC concept to catch on with business travelers is that the corporate traveller is clearly comfortable with the internet, conversant with satellite ticket printing to go with the e-ticketing phenomenon.

Subsequently, the Indian business travel scene is undergoing a metamorphosis - value for money - is the new mantra. Liberalisation has made businessmen expand bases and set up operations at cheaper localities, which are, however, poorly connected. These airlines will offer connectivity links between smaller cities and major metros which in turn will help usher in industrial development. Secondly, the main criterion of most Low Cost Carriers in India was to make travel a feasible option. Another huge market for 'No Frills' are those who prefer to travel internationally to South East and Middle East Asian destinations rather than travelling domestically because it is more affordable. For

a business traveller, LCC serve the ideal purpose of service at your fingertips as one can easily book a ticket via internet and save almost half of what he would have otherwise spent. Then, there is the simplicity in the whole process and ease of buying a ticket. One just has to dial and buy the ticket. The flight too is easy with free seating. It is this simplicity that has caught the fancy of business travellers always on the move. No Frills airlines have created an Internet-based model at 1/10th the cost.

In India overall aviation is growing at 25 per cent, the domestic market which is currently 19 million should increase to 45-50 million in the next five years. With such a positive scenario lined up, the LCC scene is definitely on the rise and much more is in store for business travellers.

7.9.2 BUDGET HOTELS

More than 50 per cent of occupancy of a majority of hotel members of the country's largest hotel association, the Federation of Hotels And Restaurants Associations of India (FHRAI) reportedly comes from the business travel segment. The average room rate (ARR) realised from business travellers is normally higher than from leisure travel, according to FHRAI reports.

Yet until recently, business travellers have had very little to choose from between the upscale five star hotels and the vast and cluttered universe of largely unclassified fare, ranging from the confusion of minimalism and lack of quality, to a mediocre product far too overvalued. Heightened demand and a current run of healthy occupancies has seen international, local budget as well as, five-star brands enter and revolutionise this fray, opening up a long overdue avenue that the business traveller will be the first to claim. Some of the new players include Homotel, Kamfotel, Courtyard by Marriott, Country Inns & Suites, Ibis and Fairfield Inn.

IHCL, last year, launched the indiOne brand that will build 500 hotels in the next ten years under the concept of Smart Basics wherein the room night is pegged in the vicinity of Rs 1000. Here factors like cleanliness, security and the core room product are key to a mid- segment hotel within which Smart Basics fit

in. These also provide Wi-fi and a cybercafe within the hotel premise to position the brand for the profile of corporate travellers who use the mid-segment and there are a lot more of them than the ones patronising five-star hotels. Service needn't be obtrusive and costs can be saved therein without actually depriving the guest of quality and at the same time giving the guest privacy.

7.9.3 SERVICE APARTMENTS

Picture this: A 400 sq. ft Taj Club double room costs around Rs 18,000 a day and a two-room (450 sq. ft) suite Rs 22,000 a day. The 1,700 sq. ft presidential suite can make your pocket lighter by a whopping Rs 100,000 a day! Now compare this with a 1,500 sq. ft two-bedroom residence at the Indian Hotels' service apartments, Taj Wellington Mews. It is in the same vicinity of south Mumbai, but costs just Rs 13,500 per day. The cost effectiveness of service apartments is making them second home for expatriates and business executives on the move.

The concept of service apartments, though a recent phenomenon in India, is an established global concept. Villas in Spain, flats in the UK, apartment complexes in the US, have all created a vibrant and viable market for those wanting more than just a room in a hotel. Service apartments are the latest trend in accommodation, offering the comfort and convenience of a home without the hassles of having to maintain or look after it. Ideally suited for medium to long staying guests, service apartments are a natural choice for corporate employees or expatriates relocating to a particular city, non-resident Indians visiting the country for long spells, people is renovating their homes and of course foreigners visiting the city for long durations.

The concept of service apartments offers a cost advantage and a longer term commitment, both from the service provider/receiver's perspective. Further, it is a good idea for companies to retain such service apartments where there is a regular movement of personnel within the country, where the company does not want to maintain its own guesthouse. With most apartment hotels strategically located in the city centre, mainly in the commercial and financial districts of

metropolitan cities, the concept is particularly popular with business travellers, both mid-level and senior management level business executives.

Having established itself in the business travel circuit, what sets the service apartment concept apart from regular hotels is basically the price. On an average, the difference in price between the hotel and the apartment hotel can vary as much as 15 to 30 per cent.

Other advantages include food costs, for example, guests staying at five-star hotels spend anything between Rs. 1,500-Rs. 2,000 daily on meals whereas in the apartments the guests have the option of cooking their own meals. One can also save a bundle on laundry services. Thus looking from long-term perspective apartment hotels are very economical. Some of the first movers are Indian Hotels' 80-apartment Taj Wellington Mews, the 147-apartment Grand Hyatt Residences, The 42-unit Grand Residency and Four Seasons, which is due for completion by the end of 2005. Others include the Vipul's Peach Tree, Enkay condominiums and Ambience Apartments in Gurgaon and Savoy Suites in Noida. Oakwood, a global player in the hospitality sector, is also setting up service apartments in various cities like Bangalore, Mumbai, New Delhi and Chennai.

7.9.4 CORPORATE TRAVEL AGENTS

The, role of Corporate Travel Agents (CTAs) has metamorphosed over the years. Gone are the days when corporates who in absence of access to information had to depend solely on the travel agent. Today information is instant and available to everyone and agents are automated and equipped to meet increasingly complex travel needs of the corporate traveller. However, the corporate largely remains suspicious of the travel agent. The reason for this is that they have been aware of the commissions airlines were giving agents who were passing it on to their clients in a relative proportion. This led to the introduction of the management fee in the corporate travel arena to do away with the ambiguity that this practice was creating. Corporate Travel Agents today are working to change this perception. One way to achieve this was to deepen the transparency factor by educating corporates with the nuances of reservations and price premiums that

corporate travel inextricably entails. Companies now have a greater awareness of how technology is giving them a clearer picture of how travel dollars are spent, helping them manage costs more effectively.

7.9.5 TECHNOLOGY

Travel and technology today are the Siamese twins of progress and are then, inseparable. Both global and Indian business travellers firmly believe that technology, instead of upsetting business travel, might in fact boost it. Consider a recent World Travel Tourism Council (WTTC) report, which indicates that business travel globally is on the rise, currently registering a growth of 5.7 per cent. It also accounted for US\$ 600 billion and is expected to grow to US\$ 895 billion by 2014 at a growth rate of 3.1 per cent per annum. In India, the performance of the business travel segment is even more impressive and outstrips world growth. And while all this was happening, technology was making its own leaps and bounds with high-tech video conferencing facilities, webcams and virtual reality mode of conferencing.

Companies use a group-wide video conferencing system, Net meeting services and wide area conference calling. Internet is now being used more extensively. Instead of decreasing the traffic, the spin-off is that, many business travellers now think that the current advancements in technology like email, video conferencing, telecommuting, high-speed telephonic communications and mobile communication technologies have helped make the world a smaller place, making communications easier, thereby helping businesses to spread their tentacles across the globe. Online bookings, e-ticketing, Wi-Fi Internet connectivity, easy access to information whether on land, sea or sky, the omnipresent laptop and mobile phone are just a few areas where technology has completely changed the face of travel.

A recent research conducted by feBusiness Traveller revealed that 41 per cent of business travellers rated the ability to access email on the move as the most important factor, 21 per cent voted for laptop/mobile power points, while 11 per cent voted for in-car satellite navigation, 20 per cent for broadband on

planes/trains and seven per cent for wireless hot spots - a clear indication that technology has been one of the key facilitators of growth in the business travel segment. Some of the technological advancements that have helped build travel are:

- **Internet Technology:** The advent of internet technology has helped expand the utility of Global Distribution Systems (GDSs), allowing end-consumers to directly interact with the GDS systems. This means that the traveller can now book his itinerary with his travel agent, from anywhere in the world and at anytime of the day or night. Communication is another area where the travel distribution industry is witnessing a revolution.
- **GPRS:** GPRS (General Packet Radio Service) offers instant connections and provides more bandwidth that will enable a host of interactive services and new products, making both planning travel and travelling a whole lot easier.
- **Business Centre Facilities:** The advent of broadband and wireless Internet has brought about a drastic change in the role of a hotel business centre. The latest in this area is 'smart meeting rooms' with state-of-the-art technology, viz video conferencing, phone conferencing, webcasting, etc.
- **Mobile Connectivity:** The impact of mobiles is becoming hard to overstate, especially for the corporate traveller, who is persistently on the go. So when the boundaries of mobile telephony, both in terms of hardware design and technological integration are being pushed, it means good news for the corporate road warrior.

7.9.6 LOYALTY TRAVEL

The boom in the aviation sector has can only spell out 'success' for business travellers. With increased connectivity and more airline options, business travellers can accrue increased 'miles and smiles' while in actuality creating more, loyalty travel with their respective carriers. As per a recent worldwide research, members of frequent-traveller programmes with airlines, hotels, car rental companies and credit card providers earn more than 650 billion miles or points every year. Astonishingly, about 75 per cent of these accumulated travel rewards

are never redeemed. The obvious answer for a frustrated traveller is to merge or exchange points with somebody else.

Reminiscing the past, airline-credit card tie-ups is an offshoot of co-branding programmes - in which a card issuer and a merchant join forces to produce a 'special edition' card - which first emerged in the mid-1980s. One of the first participants was American Airlines, which partnered with Citibank Visa to grant customers one free frequent-flyer mile for every dollar charged on the American Airlines Citibank Visa card. But it wasn't until credit card wars intensified in the early 1990s that 'co-branding took off', according to an international observer.

Subsequently, with the increase in airline offering from India, airlines, hotels, car rental, phone and credit card companies are all budding up with one another to offer member rewards. One may have accumulated more points than you think when you merge partner points. And partners at least can make it easy to earn more points with a minimum of effort and expense.

Today, airline-credit card company tie-ups have brought a whole range of benefits to the traveller. These spans from insurance cover, upgrades, free tickets to not only the card holder but to his/her companion, kids; access to executive lounges and a host of other goodies. No wonder then that more and more business travellers are availing of this facility. Apart from the rosy scenario that one has of the airline-credit card tie-ups, there are certain areas of concern such as:

Fliers are under pressure from their employers to shop around for the lowest fare, regardless of carrier, making it more difficult to collect miles on a single airline.

Airlines are slowly eroding the value of miles by raising award levels or making it more difficult to find flights to use miles.

Low-fare carriers offer deep discounts on routes that make it easier and cheaper to just pay the fare rather than shell out miles for a trip.

However, the attractive bouquet of benefits offered will certainly see a sizeable growth in the loyalty programmes segment in the next few years.

In conclusion one could say that even with the positive growth in business travel, companies are following the cost cutting norm. As per an American Express Business Travel Survey, while there will be more trips, travellers plan to spend company funds wisely. Business travellers of every stripe, whether they are senior executives or rank-and-file employees, are under increasing pressure from CFOs and shareholders to save money.

Nearly 60 per cent of frequent business travelers around the globe say that in the coming year they'll book more economy-class air tickets than at present, while over 35 per cent will not. About five per cent are undecided. The MICE organizers need to pace their arrangements according to the developments detailed above.

7.10 SUMMARY

The lesson covers status of MICE market in detail. Beginning with importance of global MICE market, the discussion on MICE in India explains the size of MICE market and the efforts made by the government to promote this. The important facilities and venues are discussed in detail. A detailed list of events scheduled in 2007 is given to give an insight into Indian MICE market. MICE traveler is different from other travelers and is heavily affected by the developments taking place. The developments cover how major changes are affecting this market.

CHECK YOUR PROGRESS - III

Answer the following questions.

1. Discuss facilities for MICE in India.

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2. How are the low cost carriers and budget hotels influencing the Indian MICE market?

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3. Discuss the impact of Technology on the MICE market.

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(Check your answer with the one given at the end of unit.)

ANSWERS TO CHECK YOUR PROGRESS

CHECK YOUR PROGRESS - I

1. See Sec. 7.1
2. See sec. 7.2
3. See sec. 7.1 and 7.2

CHECK YOUR PROGRESS - II

1. See sec. 7.3
2. See sec. 7.4
3. See sec. 7.5

CHECK YOUR PROGRESS - III

1. See sec. 7.6
2. See sub sec. 7.9.1, 7.9.2 and 7.9.3
3. See sub sec. 7.9.5

7.11 GLOSSARY

- **Business Travel:** Travel that is taken up for business purposes. It can be by small businessmen or by the employees of corporate houses.
- **Low Cost Carriers:** Airlines offering low cost, no frills but efficient services.
- **Budget Hotels:** Smart hotels providing low cost, no frills but efficient services.
- **Corporate Travel Agents:** Specialized travel agents that handle the travel arrangements of business travelers.
- **Loyalty Travel:** It is the scheme by travel marketers of giving discounts to their loyal consumers to encourage repeated purchase. It is often used in airlines as frequent traveler scheme.
- **Smart Meeting Rooms:** Meeting rooms with state-of-the-art technology, viz video conferencing, phone conferencing, webcasting, etc.

- **GPRS:** GPRS (General Packet Radio Service) offers instant connections and provides more bandwidth that will enable a host of interactive services and new products, making both planning travel and travelling a whole lot easier.

7.12 REVIEW QUESTIONS

1. Explain the status of MICE Travel in India?
2. What are the important MICE venues available in India? Briefly explain their facilities.
3. What is status of support structure for MICE in India? What is expected in view of changing scenario?
4. Explain the trends likely to change the face of MICE in India.
5. How can an international MICE event be organized? Explain the facilitation by the government of India.

7.13 SUGGESTED READINGS

- India Chronicle, March 2007.
- Fe Business Traveller.
- Mega Trends in Tourism in Asia Pacific, Jan 2006. UNWTO
- Indian share one per cent in international MICE market. The Press Trust of India Ltd. 12/12/2006.
- MICE Tourism in India: A Hot MICE Destination For Meetings, Incentives, Conferences and Exhibitions. www.indialine.com
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UNIT 8: INCENTIVE TOURS BUSINESS AND ITS MANAGEMENT

Structure:

- 8.0 Objectives
- 8.1 Introduction
 - 8.1.1 The Incentive Program
 - 8.1.2 Types of Incentives
 - 8.2.3 Travel as an Incentive
- 8.2 Incentive Travel
 - 8.2.1 Special Requirements of Incentive Travel
 - 8.2.2 Management of Incentive Travel
 - 8.2.2.1 Management by Corporate
 - 8.2.2.2 Management by Incentive Travel Company
- 8.3 Tracking and Monitoring Incentive Travel Programs
- 8.4 Current Developments in Incentive Tours Management
- 8.5 Summary
- 8.6 Glossary
- 8.7 Review Questions
- 8.8 Suggested Readings

8.0 OBJECTIVES

This unit will provide you knowledge of:

- Concept of Incentives
- Concept of Incentive Travel and its advantages over other incentives
- Planning for Incentive Travel
- Managing incentive travel
- Tracking and monitoring results of Incentive Travel
- Trends in Incentive travel

8.1 INTRODUCTION

8.1.1 THE INCENTIVE PROGRAM

The incentive program is a "planned activity designed to motivate people to achieve predetermined organizational objectives." Simply put, it's a structured plan to get people to do what you want them to do.

Why do people do the things they do? It's because their behavior is being influenced by a variety of factors that motivate them. For instance, hunger motivates a person for food. When an *incentive* (an object or event that is valued) is included with a specific goal, an individual is further motivated to achieve the goal. One of the most fundamental equations in all psychology is:

$$\text{Ability} \times \text{Motivation} = \text{Performance.}$$

However, an individual is not motivated to obtain every incentive offered to him or her. The incentive has to have a perceived value, and when the individual is willing to expend effort to obtain the incentive, it becomes a goal.

The concept of incentive motivation recognizes that the characteristics of the goals we work to obtain influence our behavior. From the perspective of incentive motivation, *experts conclude that incentives are the major force underlying what we do*. We work to obtain the goals that are emotionally meaningful to us.

8.1.2 TYPES OF INCENTIVES

Incentives can be given in many forms and these have always been a concern of HR and Marketing managers. The common incentives are Cash, profit sharing, bonuses, merchandise, and, more recently, travel.

Cash, as a motivator, is an unemotional award. Its value is concrete, and while it could be used to purchase a lifestyle award, most likely it will be charged against a pile of bills or deposited into a leaky checking account where it soon ceases to exist. And with the demise of the cash award goes the memory of its origin.

Desire for a lifestyle award is emotional, almost palpable for some people. It is this hunger for what is just out of reach that a lifestyle incentive feeds and

nurtures. A lifestyle award evens out the playing field, and what has previously been unattainable is now within grasp.

8.1.3 TRAVEL AS AN INCENTIVE

The traditional non-travel incentives have lost some of their appeal in recent years due to higher living standards among top achievers. Incentive travel has distinct advantages over merchandise or cash rewards. Travel better matches people's needs for achievement, recognition, and reward than do products. It offers maximum visibility for winners and allows them to network with other high achievers. A sense of achievement, a sense of pride, reward for efforts, and recognition among colleagues are the important perceived attributes of incentive travel program.

Studies show that monetary incentives do not motivate as well as non-monetary incentives and monetary rewards have less lasting value. It has been found that it would take double the money to make a reward as worthwhile as any other incentive reward. Travel rewards work best when companies want to set apart the incentive program from monetary compensation so that the reward system does not become expected. There will be a greater impact on employees if the recognition value for the awards is high. The travel incentives can be offered to employees as well as customers.

Why does travel work better?

- Travel provides a symbol of achievement and a lasting reminder of the achievement and the positive feelings that go along with it.
- Cash disappears into the bank account or wallet - in fact, cash award recipients use it to pay bills, can't remember what they spent it on, or don't even know they received it!
- Travel is seen by others and it is socially acceptable to "boast" of the achievement. The same certainly cannot be said for cash.
- Travel provides a guilt-free form of reward, often something the participant would not otherwise buy, whereas a participant may feel guilty for not spending cash on necessities.

- Travel has a higher perceived value. The actual cash value becomes secondary to the recognition.
- Travel connects the participant to the program’s sponsor; cash has a fixed value with no emotional connection.
- The participant’s family is often involved in the reward selection and the reward chosen may benefit the entire family whereas cash disappears into the family budget to pay for necessities.

Awards such as travel are used to avoid the pricing or compensation issues raised by the use of cash. Individual incentive travel has grown increasingly popular at companies that realize they can inspire a higher level of performance by letting their winners travel independently.

CHECK YOUR PROGRESS - I

Answer the following questions.

1. What is an incentive and what is its link with performance?

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2. What are the different types of incentives?

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3. Explain the advantages of travel as an incentive over cash and merchandise.

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(Check your answer with the one given at the end of unit.)

8.2 INCENTIVE TRAVEL

The concept of incentive travel was created in 1958 by James A. Maritz, a son of St. Louis jeweler Edward Maritz. He sold businesses on the idea of awarding employees with watches and jewelry as motivational "sales builders," and in so doing, he saved E. Maritz Jewelry Co. from bankruptcy during the Great Depression. Maritz Travel Co., still the industry's leading practitioner, has evolved into a global behemoth, with 2005 revenue of \$1.35 billion. Its clients include 28 of the Fortune 50.

It is a modern management tool used to accomplish uncommon business goals by awarding participants an extraordinary travel experience upon attainment of their share of uncommon goals. The goals of incentive travel include stimulating sales, improving profitability and productivity, increasing market share, increasing morale, and decreasing absenteeism. A few more are-

- Recognition of key employees
- Sales incentives
- Consumer appreciation
- Customer promotions
- Special prizes
- Outstanding customer service
- Hiring bonuses
- Retirement gifts

In the incentive travel, the US travel market remains the largest in the world, worth around \$24 billion, annually. Most of the European incentive travel market is generated by the UK, followed by France, Germany and Italy. Nevertheless, the Scandinavian countries, Austria, Belgium and Spain are all fast developing as outbound incentive travel generators. In Asia China, Vietnam and Cambodia are emerging as top incoming destinations of incentive travel.

In the Indian context, incentives is at present the largest component of MICE but in a maturing market, it's only a matter of time before the entire gamut of MICE activities are undertaken by the Indian corporate world. The Indian sub-

continent is emerging as one of the finest Incentive destinations in the world owing to the diverse culture and geography. From the icy Himalayas to the tropical islands and from citadels in the desert to verdant jungles it is a world in itself. With the emergence of exciting new destinations every year one has unparalleled choices for the incentive operator here. The incentive programmes are a combination of old world charm and tradition interlaced with modern cosmopolitan sophistication.

8.2.1 SPECIAL REQUIREMENTS OF INCENTIVE TRAVEL

Group incentive travel rewards groups of winners, usually salespeople and resellers but, in some cases, non-sales employees as well. To distinguish these programs from ordinary meetings, companies usually make sure they involve special events, banquets, outdoor activities, and lots of free time. These groups often demand unusual creative twists, room comparability at hotels, and special recognition for participants. Most programs include spouses, and some even include children.

Individual incentive travel is used in all categories of incentive programs for salespeople, resellers, consumers, operations employees, and others. A growing number of hotel properties, airlines, cruise lines, and even destination management companies have developed special products offering enhanced personalized services for winners--at a price, of course. Many of these products are resold through incentive companies and corporate travel agencies on a commission basis in the form of individual certificates.

8.2.2 MANAGEMENT OF INCENTIVE TRAVEL

Incentive travel management requires active involvement of corporate offering it and the incentive management company managing it.

8.2.2.1 MANAGEMENT BY CORPORATE

Corporate manages incentive travel for its targets groups before it decides to outsource some aspects. It includes following important aspects.

1. Making the Case of Incentive travel
2. Justification of Incentive Travel

3. Preparing Program structure
4. Administer in-house or use agency
5. Program funding
6. Sell program to management
7. Sell program to clients
8. Ensure success?

1. Making the case of Incentive Travel: How can any organization stay ahead of the game and ensure they're optimizing what can be achieved through effective incentive travel programs? Incentive Travel initiatives have proven themselves to be a tremendous and valued asset by assisting organizations in achieving business performance objectives. However, maintaining and growing the motivational drive achieved from participants will always remain a challenge. Competition, increasing audience expectations, diversity, and legislative pressures, are but a few of the influencers impacting the performance of these initiatives.

2. Justification of Incentive Travel: It needs to be brought out why incentive travel is expected to do better than cash or a variety of merchandise awards.

3. Preparing Program Structure: Preparing the detailed program structure requires establishing focus regarding following;

i. *Decide who should participate and who would be your target audience?*

The participant shall, when motivated, can most directly impact the program's goals. Factors that determine participants are -

- Accessibility - is the information available to contact participants directly?
- Budget
- Company policy - are there company policies in place that limit the participation. The incentive programs motivate the middle category of performers as top people are going to be self-motivated by recognition and ego, so while it's important to include and recognize your top performers, it's really the middle performers that will be motivated to stretch for those opportunities for success.

- Target audience can be anyone, for example:
 - Sales Personnel
 - Support Personnel
 - Production Employees
 - End Users
 - Distribution Channel / Dealers

ii. *Performance objectives or establishing the right goals. Goals should be:*

- Realistic
- Measurable
- Attainable

Also, keep it simple! Limiting goals to 2 or 3 primary objectives helps keep the communication clear and keeps your audience engaged and not confused. The greatest award earning opportunity should directly tie in with the primary goal of the program. 60 -75% of the incentive award budget can be allocated to participants for achievement of the primary objective.

Some of the common goals could be to increase;

- Sales
- Safety Awareness
- Education / Training
- Customer Service
- Recruitment
- Suggestion Program
- Safety Awareness
- Productivity Improvement
- Employee Recognition
- Quality Improvement
- Service Awards
- Lead Referral
- Employee Retention

- Attendance
- Customer Service
- Wellness
- Or to decrease
- Waste
- Turnover
- Accidents
- Or to Build
- Loyalty
- Relationships
- Moral

iii. *Define success?*

Success can be usually defined as a combination of tangible and intangible factors:

- Tangible Successes (Effect on Bottom Line) examples are:
 - Increased Sales
 - Employee Retention
 - New Customers
 - Increased Market Share
 - Decrease Loss Time Incidents
 - Profits on Sales / Return on Investment
- Intangible Successes examples are:
 - Improved Moral
 - Sense of Belonging
 - Strengthened Relationships

iv. When to roll out the program and determining the length of the program. Keep in mind other factors within the company that may affect the timing of the program such as other marketing, sales promotion and advertising efforts.

v. Rule structure of the program shall be prepared in a way that can be easily and clearly communicated and when combined with the right awards, will be

appealing and motivating to target audience. Programs fall into 2 basic categories:

- Open-ended programs such as point based programs, plateau (step-up) programs, goal-based programs or a combination.
- Closed-end programs are good for a “fixed budget” since no matter how many participants achieve the goal, no more budget amount will be issued. Examples of this type of program are the top fix number of people receives the established award.

Once you’ve determined whether it will be open or closed ended, there are 7 basic award plan structures:

1. Per unit awards - participants earn points for each unit sold and accumulate points towards a goal, usually a long-term program.
2. Hit & Win awards - simple structure - when they hit the goal, they receive the payout. Good for both long and short term and ensure that the company pays only for results achieved.
3. Plateau Awards - incremental award levels and criteria that participants must achieve to qualify for awards at each level. Good for short term programs, especially those with a one-time payout.
4. Award Pools - Present a group of participants with a fixed award amount that can be divided equally based on performance. Good when looking to foster team effort or individual effort is difficult to measure.
5. Games, sweepstakes, etc. - present participants with the CHANCE to win awards based on entries they earn for achieving defined performance criteria. Sweepstakes can be marketed in an exciting manner and may be a good use of limited budget relative to the size of the target audience.
6. Contests - a closed-ended structure that uses a fixed budget and a fixed number of winners such as Win, Place, Show
7. Competitive Groups - a variation on the contest structure that can be built around team, geographic or sales organizational structure.

4. Administer in-house or use agency: Determine whether the program will be managed internally or outsourced to an agency. In selecting travel suppliers, make sure they can deliver precisely what was promised at the cost budgeted. Make sure to understand their cancellation policies in case the program doesn't generate as many winners as planned.

Major players in today's incentive travel and motivational meetings business include airlines, cruise lines, hotels, destination management companies, adventure travel suppliers, corporate-events consultants, restaurants, and attractions.

Incentive travel and motivational meetings businesses is a challenge because they require high levels of service that many suppliers can't, or don't want to, offer. Examples: coming up with an exciting product that will motivate and inspire participants; special services that make people feel like winners; and a creative approach to make the program stand out. But putting forth the extra effort has its rewards, because there are experienced corporate buyers who know they'll have to pay more to get more.

- **Industry Players:** Depending on your product or service, you may sell through more than one channel and will encounter numerous other suppliers. Here's an overview.
- **Incentive companies** range from small shops offering specialized services to large full-service agencies offering merchandise, training, communications, reporting, catalogs, gift certificates, and travel. Most incentive companies won't get involved with small groups unless other business is involved.
- **Travel fulfillment companies** provide only the travel portion of an incentive or meeting program. They don't provide much promotional support, can't help much with developing program structure or performance measures, and won't be able to help if merchandise is involved. Often these companies are small or are associated with corporate travel agencies.
- **Corporate travel agencies** often have group divisions that handle incentive travel. These companies are lumped with incentive companies in industry.

- **Destination management companies** are an often overlooked but critical resource for companies with incentive groups too small for incentive travel companies to service. These companies, based in popular travel destinations, can arrange everything from rooms and ground transportation to elaborate events, special meals, and unusual experiences most travelers can't obtain on their own.
- **Hotels** active in the business-travel arena often have a meetings/incentive travel department that can assist with the special requirements of incentive users: room comparability for winners, group check-in, volume pricing, and special events, such as theme parties. Talk directly with an incentive salesperson if possible.
- **Cruise lines** active in incentive travel also have special departments to handle the needs of incentive users: such things as cabin comparability, special events, entertainment, promotional material, and meetings with the captain. If a cruise line doesn't have a meetings or incentive department, it's probably not in the business.
- **Airlines** often have meetings/incentive departments that can provide group pricing, promotional material and special in-flight amenities, although the last have become hard to obtain.
- **Tourist boards** are one of the most valuable, but often overlooked, resources for incentive travel planning. Most can provide you with promotional material, off-the-record recommendations of hotels and destination management companies, and other information about the destination.

Agency usually looks into following issues:

- Who wants your product or service?
- What demographic group or audience buys and enjoys the product or service your company sells or the destination where you are located?
- Is it a large market?
- Difficult to reach?
- Who wants your category of product or service, and how strong is the demand?

5. **Program funding:** Determine how much to invest in the incentive program. It will depend upon expected results of using incentive travel but an estimate is used in advance to convince higher management to sanction the budget.
6. **Sell program to management:** The persons interested in using incentive travel as motivational tools need to sell idea to the management to get support for budget and logistics. It will require determining what incentive travel award will reinforce the message, fit the budget, suit the tastes and demographics of the audience, and be commensurate with the action that management is requesting. Further determining the tax implications is essential as travel can be taxable to recipients under certain conditions, and special tax forms may be required.
7. **Sell program to clients:** The corporate has to sell its incentive travel programme to its target group to get the desired performance from them. But it has to make sure that what the audience is asked to do is reasonable in light of past performance or behavior.

An attractive promotional campaign contributes greatly to the success of an incentive program. Consistent communication provides an opportunity to keep target audience engaged with messages that are attention getting, positive and informational throughout the campaign.

A strong promotional campaign will:

- Focus on Program Goals
- Project Program's Unique Theme
- Create and maintain excitement
- Be an extension of your corporate culture
- Customized Elements Available
- Theme and Logo Development
- Promotional Material
- Teaser Mailings
- Announcement
- Postcards

- Dimensional Mailings
- Ad Specialty Items
- Direct Mail
- Electronic Mail

8. **Ensure success:** Management has to ensure success of the incentive programme in terms of enthusiasm generated among potential target, participation in the programme and motivational and behavioral success of running the incentive. It requires:

- Decide how to track performance and develop a clear way to measure results.
- Determine what obstacles to achieving the program's goals may exist because of such things as market conditions or employee morale.

When the program is completed, carefully measure the results to determine if it has achieved the objectives. Survey of both winners and non-winners will give an idea of the difference made as a result of incentive. An incentive travel not linked properly to targets or with wrong targets can do more harm than good. Poorly run programs will also give the same results.

8.2.2.1 MANAGEMENT BY INCENTIVE TRAVEL COMPANIES

Incentive travel companies manage the business of incentives for their clients and are often held responsible for poor results. The business of incentives is highly sensitive that has both motivational and operational aspects about it therefore these companies need to look into following aspects to effectively manage incentive business.

1. Understanding Potential Market
2. Marketing to the market

1. Understanding Potential Market: It requires analyzing following.

- **Product positioning.** Where does its product or range of products fall in the corporate marketplace? Is it upscale or mass market? Does it have a product or service that most companies will need as part of a meeting or incentive program (examples: hotels, air travel, restaurants, or something unusual, such as

adventure travel)? Can its product or service be used to motivate and engage people? Is it having the ability to handle large groups? Are its employees capable of providing personal service?

- **Adaptability to the marketplace.** Can the company handle the special requirements of the incentive travel and motivational meetings markets? Examples: having to offer multitiered pricing to middlemen and end users; using multiple distribution channels; meeting erratic and difficult-to-project volume and timing demands; having to live with big swings in group sizes. If a major corporate user is counting on having a large group at property, he or she doesn't want to learn at the last minute about a new construction project that could negatively affect the experience.

Management will also have to live with the fact that a program sold this year may not result in actual guests until as much as a year later. Determine the average group size your company is prepared to handle. The corporate market offers some high-volume prizes but also lots of small orders flowing through numerous sources.

- **How will you go to market?** The major companies with adequate resources can sell both to resellers, such as incentive companies, meetings services companies, and corporate travel agencies, and to the end user. Others sell primarily through resellers. However in market, success lies in identifying the key people most likely to buy in giving them meaningful rewards for doing business with you.
- **Develop the overall strategy.** This step should precede the process of selecting specific tactics. The tactics will depend on your overall plan, market positioning, and distribution channels. The strategy should spell out such things as reasonable goals, market opportunity, unique selling proposition, current and future market positions, projections, and methods of going to market. Most of all, it must define market positioning as specifically as possible.
- **Devote the necessary resources.** Many companies send a lone manager out into the incentive business with little in the way of staff or marketing support. Fortunately, this market's size makes it relatively affordable to penetrate, but

that doesn't stop some companies from wasting significant resources in programs that bear little fruit.

- **Develop an account-based strategy.** Since relatively few companies will make up a huge percentage of your organization's revenues in this marketplace, every sales and marketing effort should be entered in a continually updated database of your best prospects. Through the use of sales automation, this information can be applied to all of your organization's sales and marketing efforts. Companies using account-based management get far more mileage from advertising, trade shows, and direct mail because they are able to translate the marketing into measurable sales.
- **Don't market unless someone follows up.** Most companies in the corporate marketplace spend considerable sums on advertising, direct mail, and trade shows and almost nothing on making sure the leads are followed up, tracked, and acted upon. Lead follow-up is so tedious and seemingly unproductive that most salespeople would rather not do it at all, so it might be fine to consider outsourcing the process or hiring part-time salespeople to do the job. Lead follow-up not only helps find golden opportunities amidst the considerable number of poor-quality leads generated by any marketing effort but enables to determine cost-per-customer, the best index for use in determining how to apply marketing money.

2. Marketing to the Market: Compared to most consumer markets, the incentive travel and motivational meetings businesses are relatively inexpensive to penetrate in terms of sales and marketing money. And new technology, such as sales automation and the Internet are reducing costs even more. The basic sales and marketing procedures differ little from those that prove successful in any business-to-business situation. They include the following:

- **Advertising:** While not necessarily required, advertising offers a rapid way to get known in the incentive business. Advertisers that have a system for conscientiously following up leads will invariably see their advertising break even.

- **Direct Mail:** Because most corporate customers buy on an occasional basis, any type of response-oriented advertising yields relatively little return. There are few offers that will get a company to do an incentive program when they don't want to do it. Direct mail in this business works best when targeted at a specifically defined prospect list and fortified with useful information and added-value offers that encourage people to sample the product. It becomes even more productive when used to build databases of qualified buyers.
- **Trade Shows:** Because most of the industry's key middlemen and buyers go to trade Shows, suppliers who know how to exhibit can more than pay for their investment at these shows. They also get invaluable names of future prospects and get the critical face-to-face contact that has become increasingly difficult to get through sales calls. Critical steps for success include a pre-show marketing plan to make sure buyers know you're there; some sort of at-show visibility to direct them to your booth, and a post-show program to reach buyers looking for merchandise throughout the year. Most important of all, however, is a lead follow-up program.
- **Lead follow-up:** Most companies fail to follow up effectively on leads generated from advertising, direct mail, and trade shows. Why? Nobody wants to do it. Most leads generated from marketing efforts are not serious prospects, and many involve tedious phone-tag and calls that go nowhere. However, the benefits of effective lead follow-up warrant finding a solution: If only two leads in ten represent viable prospects (the average return of the best marketing program), you can more than pay for your marketing investment and build a long-term, continually updated database of serious prospects.
- **Database Management:** If your company doesn't use a contact-management program, you are missing out on the lowest-cost way to identify and focus on the people most likely to buy. By having your salespeople using their contact-management programs and uploading their databases regularly into a central location, you can significantly reduce your costs by identifying the

organizations most likely to buy your products and services, then communicating systematically with them.

- **Relationship-building:** Many companies that manage to come up with a good database of serious prospects do little more than send out brochures or trade show invitations. Savvy marketers go a step further and send out informative newsletters or other forms of communication on a regular basis. By providing potential customers with useful information in a concise, benefits-laden format, you stand a better chance of being chosen when people are in a buying mode.
- **Long-term sales follow-up:** Most suppliers leave it to salespeople to keep up with prospects; often, there's no consistent plan for long-term follow-up. Developing a means of consistently following up with prospects can pay off handsomely, since these are the people most likely to buy. This sort of follow-up often can be provided by the same organization charged with doing initial lead follow-up.

CHECK YOUR PROGRESS - II

Answer the following questions.

1. Explain the importance of goals fixing, target market identification and selling incentive travel to this market.

.....

2. How can an incentive planer decide whether market has enough potential or not?

.....

3. Discuss the marketing strategies used by travel planners.

.....

4. Who are the major industry players in incentive travel business?

.....

(Check your answer with the one given at the end of unit.)

8.3 TRACKING AND MONITORING INCENTIVE TRAVEL PROGRAMS

Incentive travel programmes are one of the many incentive options with a company and it would evaluate it constantly to judge these against; other incentive options and, the goals of incentive travel to monitor it against other incentive options, firm will compare results achieved from it with the results of alternatives used in the past. A conscious effort is also made here to segregate the impacts of environmental factors on results. This analysis of use of incentive travel itself may indicate choice of other motivational tools in future.

But once it is concluded that incentive travel is the best tool available, it is evaluated against its own benchmarks of the objectives, execution and costs. The process used is simple control process of comparing performance against goals and any variation is analyzed in detail to reveal the underlying causes. These may help firm in continuing with incentive travel albeit with different objectives, revised budget and execution plan. Like any good control, hereto tracking is continuous to enable firm take timely action.

8.4 CURRENT DEVELOPMENTS IN INCENTIVE TOURS MANAGEMENT

- **New Technology:** Technology continues to play a huge role in the incentive travel market. Travel agencies report that Internet use to research potential venues will increase by 20 percent next year. In the EIBTM (European Incentive Business Travel Market) 2004 report, 51 percent of those polled said that wireless and broadband connection would have the ‘biggest impact on business and incentive travel’ in the next few years. It is expected that the number of computers with wireless connection and broadband connection will triple by the end of 2005. This trend could result in a dramatic rise in direct on-line bookings by the incentive recipient at the expense of the travel agent. The same is happening in India too.

“The Internet is an ideal tool to manage the four major components of any incentive program: promotion, program administration, award selection and

award fulfillment,” running incentive programs online saves money and time while allowing greater control.

- **Saving money:** Given the option, most companies will choose to avoid the expenses involved in printing and mailing incentive program announcements, registration forms, cards, catalogs, points statements, program materials and reports. By moving programs online, promotional and administration materials can be delivered through websites and emails, either exclusively if budget is an issue, or to complement a print campaign. 1
- **Saving time:** Online catalogs feature the latest merchandise available and can include other providers (such as stores), other online offerings and services, and even client merchandise—all with lightning speed. Products can be quickly added or removed in accordance with availability or employees’ changing tastes.
- **Gaining greater control:** Administrators typically find that online programs offer not only additional levels of program control, but also the ability to change program parameters more easily than can be done offline.

Greater control also means less confusion by giving all program participants a central resource for finding program details and rules. Programs that have dynamic information—such as sales contests and points-based performance improvement programs—can better remain up-to-date online. Companies can quickly change the program rules structure, add a bonus point promotion, or increase the incentive value of a specific product. Implementing changes can occur in a matter of hours or days, which was never an option when programs were dependent on printed communications.

- **Changing Demographics:** Workforce dynamics have changed dramatically over the past few years, and will continue to do so at an increasing rate. Percentage of women will increase in business/incentive travel market. This will increase demand for resort and spa destinations. Safety also will be more of an issue. As it is impossible for many working people to leave children at home, many packages will have to include incentives for children as well.

- **Competition:** The emergence of ‘low cost’ destinations is a distinct move away from the luxury label that was a former prerequisite for all incentive travel. Although low cost is now a factor, quality is still a vital component. Incentive travel too is seeing players in Asia and Middle East entering with aggressive marketing.

CHECK YOUR PROGRESS - III

Answer the following questions.

1. What is the importance of tracking and monitoring incentive travel programmes and how is it done?

.....

2. Discuss the impact of Internet on Incentive Travel Business Management.

.....

3. Explain the key trends in the market influencing incentive travel.

.....

(Check your answer with the one given at the end of unit.)

8.5 SUMMARY

In this unit, one important segment I (Incentive) of MICE is explained. It introduces the concept of incentive as the reward to direct behaviour in the desired direction. It is one type of motivational tool that can be used on diverse target groups. Incentives can be in the form of cash or kind and overtime the popularity of cash has declined. It has been replaced by lifestyle products and services and travel is one such benefit. Incentive travel management requires detailed planning and execution by the company that is offering it as a reward. Since arranging travel has become a specialized activity, this is often outsourced. These incentives planners manage it with an eye on the goals of their corporate client and another on their own objectives. This asks for detailed work on the part of both. The incentive travel as a reward is constantly evaluated for its efficacy

against other motivational choices and its own benchmarks. This is a new and emerging area where innovations are fast altering the rules of market play. Technology coupled with changing trends is all set to change the shape of this industry in future.

ANSWER TO CHECK YOUR PROGRESS

Check Your Progress - I

1. See sub sec. 8.1.1
2. See sub sec. 8.1.2
3. See sub sec. 8.1.3

Check Your Progress - II

1. See sec. 8.2.2.1
2. See sec. 8.2.2.2
3. See sec. 8.2.2.2
4. See sec. 8.2.2.2

Check Your Progress - III

1. See sec. 8.3
2. See sec. 8.4
3. See sec. 8.4

8.6 GLOSSARY

- **Incentive:** Objects or events those are valued, which incite to action or effort. Something valued by an individual or group that is offered in exchange for increased performance. “A stimulus or condition that exists in an organization with the expectation of directing or influencing the behavior of organizational members”
- **Incentive Motivation:** The characteristics of the goals one works to obtain will influence his/her behavior.

- **Incentive Program:** A planned activity designed to motivate an individual to achieve predetermined organizational objectives.
- **Incentive System:** An organized program of rewards and/or recognition offered for the purpose of motivating employees, consumers, dealers etc. in specific ways. Attributes of an incentive system include intentionality (deliberately developed with the intention of influencing performance); externality (devised and administered by agents external to the participants); standardization (applied in a clearly defined manner that specifies participants affected by the incentive system, the nature of the incentive/s and the rules for attaining specified rewards). The program by which incentives are offered for the achievement of work goals and assessment procedures are identified and explained. The four types of incentive system formats or schemes are: quota, piece rate, tournament, fixed rate. Also, open-ended, closed-ended, and plateau type programs.
- **Incentive Travel:**
 1. Any form of face-to-face event designed to motivate, either directly or indirectly. This includes the traditional definition of a formal, qualifying incentive program that offers incentive travel as one or all of the awards. It also includes any motivational use of a face-to-face event to accomplish a business objective — distinct from meetings designed to get work done and communicate routine information.
 2. Packaged programs for individuals and significant others, used in every type of program from employee recognition to consumer sweepstakes and contests. Many major airlines and hotel chains sell certificates for such awards, and there are several dozen companies that package and resell them.
- **Group Incentive Travel:** Qualifying meetings and incentive trips held in especially appealing destinations, usually targeting salespeople and resellers— among the most potentially powerful in terms of impact but also among the most logistically complex.

8.7 REVIEW QUESTIONS

1. What is the concept of Incentive?
2. What is Incentive Travel? Why is it better than other forms of incentives?
3. Explain the planning and management of incentive travel by the company offering it to its different client groups.
4. What planning and management is required for incentive travel by an Incentive Tour Company?
5. How is Incentive travel influenced by the changing market trends?

8.8 SUGGESTED READINGS

- Online Incentives: The Fast, Flexible Motivation Solution.
- www.useonlineincentives.org
- www.ctm-incentives.com
- www.incentivemarketing.org
- Making the Business Case for Your Incentive Program. Incentive Marketing Association.
- “Incentives, Motivation and Workplace Performance: Research & Best Practices,” Spring 2002, Research sponsored by The International Society for Performance Improvement and funded by the SITE Foundation
- “The benefits of Tangible Non-Monetary Incentives,” 2003 by Scott Jeffrey, University of Waterloo, published by the SITE Foundation
- “Measuring the ROI of Sales Incentive Programs,” Spring 2004, S. Gopalakrishna, Research funded by the SITE Foundation.
- Incentive Travel - A Key Niche Sector in the UK Travel Market. A Market Research Report By the U.S. Commercial Service, UK. August 2005.
- The EIBTM 2003. Industry Trends and Market Share Report. www.eibtm.com

BLOCK 3: MANAGEMENT OF CONFERENCES

UNIT 9: PROCESS OF PLANNING AND ORGANIZING EVENTS

Structure:

- 9.1 Objectives
- 9.2 Introduction
- 9.3 Event
- 9.4 Planning an Event
- 9.5 Organizing / Executing an Event
- 9.6 After the Event
- 9.7 Checklists
- 9.8 Summary
- 9.9 Expected Questions
- 9.10 References

9.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- To understand how to define the objectives for an event
- To understand how to decide for event planning
- To understand how to organize and execute the event
- To understand after the event processes

9.2 INTRODUCTION

It is slightly difficult to optimally plan for Events, a point that we will discuss in this unit. Moreover, in this Unit we will discuss the functions of the various planners involved in the planning and executing processes of the Events. Furthermore, in this unit after the event process will also discuss to have a better planning for future events.

9.3 EVENT

An Event is any gathering of people for a specific purpose. In other words, an event is an occasion where you gather people together to create, discuss, dance, decide etc. Events can be of various forms and can be undertaken for a variety of reasons. Because of this, there is a need for different levels of planning activity and preparation by event organizers, dependent on what type of event is being contemplated. There are many types of events that are organized and these can be on a small or large scale, be one-time events or repetitive activities that occur daily, weekly, monthly or once a year.

9.3.1 TYPES OF EVENTS

- Corporate Meetings
- Seminars and workshops
- Luncheons, Receptions and Weddings
- Award Ceremonies
- Product launches, Trade exhibitions
- Entertainment and sporting events
- Special events – e.g. Commonwealth games, Cricket World Cup

9.4 PLANNING AN EVENT

The process of “Planning” in tourism sector is something that is essential and it helps in smoothly implement the policies on ground level. On the other hand, planning for Events is something that is quite different in its essence because it requires an understanding of the whole environment that it evolves and operates in. The basic framework is the same for organizing all events, so once

you have created one great event, you can use many of the same skills for a completely different event next time.

The various steps involved in planning an event are:

- Identify and define the Objective
- Identify the participants
- Achieve the event's objective and appeal to the participants
- Building an Organizing Team
- Creating the Agenda
- Making the Event Budget
- Covering Your Costs
- Raising Funds for Your Event
- Promoting Your Event
- Coordinating the Media
- Logistics

9.4.1 IDENTIFY AND DEFINE THE OBJECTIVE

The very first step in planning an event is to identify and define the “Objective”. Basically, an objective is a goal and objectives should be SMART:

S	-	Specific
M	-	Measurable
A	-	Attainable
R	-	Realistic
T	-	Time-bound

The objective we identified and define should match these criteria.

For example: Some possible objectives from the event could be as follows:

- Raising awareness
- Raising money
- Moving an idea or activity forward
- Generating energy for further events
- To reach a specific number of participants
- To achieve coverage in the media

9.4.2 IDENTIFY THE PARTICIPANTS

The next step is to identify the participants for the event. There are many potential participants who might not spring to mind immediately. Think about other organizations and groups of people who might be interested in your event. Make a database of the potential participants and then officially invite them. These may be people and organizations you have never approached before – this is the chance to meet them. You never know what can result from bringing together new people and different organizations under one event.

Once you decide whom you want to participate, think about what you want to do with them.

For example: Some possible activities are given as followings:

- Exchange ideas
- Listen
- Watch
- Participate in a physical activity

9.4.3 ACHIEVE THE EVENT'S OBJECTIVE AND APPEAL TO THE PARTICIPANTS

In totally, there are many different kinds of events like educational and informative. Other events are geared towards raising money and these include every type of idea or activity that will generate income for your organization or goal. Some more ideas include organizing a festival, a concert, or another type of entertainment; holding a raffle or an auction; or selling goods or materials.

Other events are “people-to-people” and focus mainly on bringing people together. Whether the people are professional colleagues who want to get to know each other better or whether they don't know each other at all, the basics for creating a successful event are the same. And some events are simply preparation for other events – like planning meetings, informational meetings and preliminary events.

There are many different types of events and of course most events fit into more than one category of event. Once you have decided what event you want to

have, you need to “Get Organized”. Make a list of all the tasks (or ideas for your event) and decide how you are going to accomplish them. You will need to organize your time accordingly. Depending on the size of your event, you will probably want to work with another person or a small group and share responsibility for planning the event.

9.4.4 BUILDING AN ORGANIZING TEAM

An “Organizing Team” is a group of individuals that supports the goals of the event and assists with its planning and execution. Building a good organizing team is one of the most important pieces of planning your event. Your organizing team is so important because they make the event happen.

Within the organizing team, you will make decisions about the event and event planning. Therefore, you need a good decision-making process and communication process so that everyone’s input and effort is valued and considered. In order to function properly:

- Many organizing committees meet regularly and discuss the issues at hand, gaining ideas, insight and energy from members of the team.
- Many organizing committees have a coordinator or co-coordinators who facilitate meetings and coordinate the work that all the other team members are doing.

Tasks are all steps needed to accomplish something. In this case, tasks are all the steps needed to plan the event, like, for example, setting the agenda, finding a suitable venue and so on. The tasks span from responsibilities during the planning of the event and through to the actual event itself.

Depending on the scope of your event and the size of your organizing committee, you will probably have a few people who are more active and taking more responsibility than others.

That is totally natural and happens in every planning process – some people take on more central roles while others choose to be responsible for specific tasks. Each is a part of the larger whole and necessary for making the event happen. Each should be given credit for the role they play.

9.4.5 CREATING THE AGENDA

i. **Activities within your event:** Deciding how to allocate time during your event is one of the most important elements of planning a good event. As you plan, remind yourself of your event's objective and your target participants so that you can plan your event to appeal to your participants.

If your event requires audience participation, like a conference or a meeting, think about ways to make the structure interesting, in addition to the content.

For example:

- If your conference participants are mainly meeting in large rooms and big groups to hear speakers, you could also plan time in the schedule for participants to gather in small groups, either to discuss ideas or as another forum for the presenters.
- If you are holding a panel, you should always leave sufficient time for a question and answer session and let your audience know that there will be time for their questions at the end.
- If your program schedule includes time for people to engage with each other and the material in a more interactive way, they will gain more from the experience and your event will reflect their whole participation.
- If your event is longer than a day, you might want to include a specifically social or social/cultural event so that your participants can take a break from the agenda and relax. The relaxing process is not only fun – the distance also assists people in digesting the information they've been working with all day.

ii. **Allocating Time:** As you allocate time, make sure that you include sufficient time for every stage of the event and that you make time for meals and coffee and tea breaks. Also, if your event requires participants to move from one venue to another – from, say, a sports field to a reception hall – make sure that you allocate sufficient time for transit.

iii. **Staffing the event:** To run the event, you need facilitators. Often members of the organizing committee will facilitate the event themselves and often you will

bring in an outsider to facilitate for you. Depending on what your event is, you will have several different types of facilitation at the event.

iv. **Setting the date:** Setting the right date is one of the most important tasks at hand. When you are looking for a suitable day, make sure that:

- Your event happens on a day without other major events. For example, choose to have your event on a day other than a religious holiday, a major sports event (like the Cricket World Cup) or another event that much of your target audience will attend.
- Pick a time when your target audience is likely to attend. For example, if you are planning an event on a university campus, you probably want to have your event in the middle of the semester and not during final examinations!

Picking the right time of day for the event is just as important as setting the date. As you choose the time, remember to keep it mind that: You need to choose a time that is convenient for people to arrive. For example, if your participants will primarily be using public transportation to arrive, make sure that your event will not run later than public transportation.

9.4.6 MAKING THE EVENT BUDGET

When you are making a budget, look at the money you will spend (expenses) and the money you may bring in (revenue). You should always cover your expenses for your event. If you are planning a fund-raiser, you should aim to make a profit. The following are the points need to be considered while making the budget for an event:

- Venue (location):** Do you need to rent a space? How much will it cost? Are there any additional costs, like insurance or wages for a receptionist? Are any of the costs recoverable, like a security deposit that is returned if nothing in the space is damaged during the event?
- Catering:** Will you provide food and drinks during the event? How much will they cost?
- Promotion:** You want to promote your event. Some options are flyers, posters, stickers, mailed invitations or announcements. You can also

purchase time on the radio or on television, or purchase a notice on a billboard or a banner. All of these things cost money, from making photocopies to hiring a radio ad (Another great way to promote your event – expense-free! – is in interviews and articles on the radio and in the newspaper.)

- iv. **Materials:** The materials you may use during your event may range from flip charts and markers for a presentation to printed literature that you hand out to participants to other paraphernalia including pins, stickers, and T-shirts. Also, you should use name-tags at most of your events.
- v. **Presenters:** Will you be having presenters at your event? What costs will they incur? Do they charge a fee, and will you pay for their transportation, accommodation, and meals?
- vi. **Documenting the event:** The cost of documenting the event is generally the cost of camera film and film development or video tapes. You may want to rent sophisticated video equipment, too, and you'll need a volunteer or to hire someone who knows how to use it!
- vii. **Subsidizing participants:** If the cost of your program is prohibitive to some participants, will you subsidize their attendance?

9.4.7 COVERING YOUR COST

There are a few different ways you can cover your costs and most people use a combination of these methods:

- i. In-kind contributions
- ii. Donations, contributions and grants
- iii. Cut costs

Why do businesses give in-kind donations and embassies, foundations, individuals and development agencies give grants? Many of them support your cause and a contribution is a way for them to help you and show their support. It is a good way for them to promote themselves as positive actors their name in the community. You can receive assistance in the form of in-kind contributions, money, and technical assistance. All three can be key elements to your event.

You should always publicly recognize your donors. Some organizations that give you in-kind contributions will ask that you recognize them publicly; others simply expect that you will do so. If you are printing a program or any other literature for your event, you should include a list of donors and recognize in-kind donations specifically.

9.4.8 RAISING FUNDS FOR YOUR EVENT

You may not always need to make an income, but if you do, here are a few ideas. For an event, one of the easiest ways to generate income is to charge an entry or attendance fee for your participants. Another way to generate income for your event or organization is to sell goods at the event. For example, you could sell food or baked items at the event at a high enough price to cover the cost of your materials and a low enough cost to encourage people to buy.

9.4.9 PROMOTING YOUR EVENT

i. **Reaching Your Participants:** What is one thing you absolutely need for a successful event? “Participants”

To get participants for your event, you need to invite them. You should create marketing or outreach plan for bringing attendees to your event, allocate tasks among the organizing committee and get started.

Here are a few ways to attract participants:

- **Invitations:** face-to-face, over the telephone, over email, or in regular postal mail.
- **By hand:** Hand out publicity leaflets everywhere you can.
- **Publicizing the event:** in local newspapers or newsletters, with posters or flyers, on the radio, in community centers, schools, on bulletin boards, and anywhere else you can think of.
- **Announce your event during other events:** at meetings, concerts, lectures, and other public gatherings, ask to make an announcement and promote your event.

ii. **Word-of-Mouth:** Talk to potential participants about your event. Talk to them one-on-one, tell them about the event and answer their questions about

it. Ask them if they are coming and encourage them to attend. Follow up with them before the event to remind them and make sure they are coming. Talk about your upcoming event in social settings like parties or meals. Go to classrooms, meetings and other events to announce your event and invite participants.

iii. **Publicity Materials:** Bringing participants to your event is a task into which you should invest energy and resources. Make your publicity materials and announcements attractive and creative. Be sure to include this information:

- Name of event
- Location of event
- Time of event (start and finish time)
- Cost of event
- Contact information

9.4.10 MEDIA

Media coverage ranges from newsletter notices to special feature articles on the radio, television, the Internet and in newspapers and magazines. It is a great way to let people know about your organization and what you are doing and it is a great introduction for potential members. It is also very satisfying for event organizers to see other people talking about the fruit of their labour. Your objective is for journalists and editors to be interested enough in your event that they give it media coverage. It is great if they will interview the organizers before or during the event and the participants during the event. They should also take lots of pictures.

Make your event newsworthy. Feature a well-known artist or thinker or come up with a joint statement that you send out to the media.

Some probable steps including in utilizing the media as a promoting channel are:

- Issue a press release.
- Call in to radio shows and talk about your event.
- Buy advertisements on the radio, television and in newspapers.
- Write an article on your event and publish it on the Internet.

9.4.11 LOGISTICS

Logistics are all the details that make the event happen. They range from: ordering the food from the caterer to making sure that clean-up happens after the meal; from finding the right location for the event to making sure that you have all the props you need, like flip-charts, markers and other materials for participants; from creating a system for participants to register for the event to placing the name tags on the registration table. In short, logistics are the details that make the event happen.

Members of the organizing committee should be responsible for coordinating each of the logistical tasks. Logistics can be divided into these basic categories:

- i. Agenda
- ii. Venue
- iii. Inviting Speakers and Facilitators
- iv. Props
- v. Materials
- vi. Meals and Refreshments
- vii. Responding to Inquiries & Confirming Attendance
- viii. Registration
- ix. Lodging
- x. Transportation
- xi. Documenting Your Event

The brief details are given as followings:

- i. **Agenda:** The agenda, from the perspective of logistics, is how the event looks when broken down according to time. It is exactly where the participants will be at what times, and who is responsible for what piece of the agenda. For a workshop, the agenda could look something like this:

Time	Activity	Who's responsible
10:00 – 10:15	Arrive, get refreshments, sit down	Mr. A
10:15 – 10:45	Presentation of the Agenda, discussions	Mr. B
10:45 – 11:25	First half of the workshop	Mr. C
11:25 – 11:35	Break	-
11:35 – 12:15	Second half of the workshop	Mr. D

- ii. **Venue:** There are many details about the venue that need to be worked out. These include: where the event will be located; how long the event will last; who will set up; who will clean up. If your event is large and requires multiple rooms or multiple locations, the logistics of the location become more complicated.
- iii. **Inviting Speakers and Facilitators:** If you will be having speakers and outside facilitators at your event, they need to be invited. You should contact them, introduce yourself, explain your event, and ask for their participation. Be sensitive that many public speakers and facilitators make their living through speaking and working at events and conferences, so be prepared to pay their fee or offer an honorarium (a payment given to someone for services for which fees are not legally or traditionally required).
- iv. **Props:** Props are the tools you need to run the event, including flip-charts, markers, and whatever else your presenters and participants need. Additional props could include a stereo system, a slide projector and an overhead projector.
- v. **Materials:** The materials that you use include the literature that you will provide for your speakers, participants, and the media. You may want to make packets or folders as Welcome Packs to give out upon arrival. Following are the items need to include in the welcome kits:
- A welcome letter from the head of the organization
 - Biographies of the speakers
 - A map of the event location
 - Name tags
 - An evaluation form to be completed at the end of the event
 - Writing paper and a pen or pencil
 - Information on the surrounding area (such as places to visit, to eat, to buy necessities) if people are coming from a distance

You will also have specific information relevant only for the participants, the speakers, or the media.

vi. **Meals and Refreshments:** Think about all of the events you have attended when you were hungry or needed refreshment. It is highly important that you include meal and refreshment breaks during your event and that you organize them well.

The logistics for the meals and refreshments include:

- Ordering the food from the caterer
- Organizing the food pick-up or delivery
- Organizing the set-up and clean-up of the food
- Making sure that you have coffee, tea, water and / or other drinks available
- Creating a simple and organized system for food dispersal

If you will be serving meals at your event, how will you identify who eats? Will they show their name tags, or will they receive “meal tickets” that they trade in at every meal? Whatever your system, make sure it is organized.

vii. **Responding to Inquiries & Confirming Attendance:** When potential attendees contact you for information about the event, you should have a pre-planned way to respond to their request, for example, answering their questions and asking for their contact information so that you can continue to be in touch with them. Make a list of all potential attendees with their contact information (phone number, email and postal addresses) and mark whether they will attend the event and whether they wish to receive more information about the topic or your organization. Some people might not be able to attend the event, but may want to be invited to future events.

viii. **Registration:** If your event requires registration, you should create a system for keeping your records, and, just in case of emergency, more than one person should be able to access the records at all times. In your registration materials, you should have the:

- Participant’s name
- Participant’s contact information
- Organization with which the participant is associated (including a school or university)

You should also include:

- Whether or not the participant needs lodging
- Whether or not the participant requires special meals (vegetarian or specific food allergies)
- Whether or not the participant has paid the registration fee

ix. **Lodging:** If your participants and speakers will be staying overnight for your event, you need to organize lodging for them. Often out-of-town participants and speakers will stay overnight with participants from in-town, while sometimes participants will stay at a conference centre, a youth centre, or a hotel or hostel.

x. **Transportation:** If you will provide transportation to and from the airport, bus station, or train station, you need to organize the transport ahead of time. Also, if you will need transportation from site to site during the event, you need to arrange that ahead of time, too.

xi. **Document your event:** There are a number of ways for you to document your event:

- Take copious notes during sessions, speeches and discussions.
- Take many photos.
- Make an audio or video tape of the event.

9.5 ORGANIZING / EXECUTING AN EVENT

After all the planning and required paper-work, the start of your event has arrived. You have invested time, energy and resources into planning and your big day is finally here.

By now, all of your major planning should be done and you should only have small tasks left, like picking up the food and drinks and displaying your materials etc. Before your event begins, think about the objectives you want this event to accomplish (which is already identified in planning phase). Keep those objectives in mind throughout the event and guide your event towards the goals you set. Also the goals you aim to achieve will guide you if you need to address any unexpected situations that might arise.

Beyond the above mentioned points, do not forget the followings crucial elements:

- Communicate with the other organizers throughout the event.
- Greet your participants.
- And finally go with the flow of the day.

9.5.1 TIPS FOR THE DAY OF YOUR EVENT

You should remember the following tasks to be completed during the event:

- Welcome everyone:** Make sure that participants are welcomed as they arrive at the venue. If you are having speakers, welcome your speakers outside of the venue and escort them in.
- Registration:** You have a few tasks to take care of for registration. They include:
 - a. Assigning of name tags.
 - b. Giving out of event materials, including the schedule.
 - c. Making sure that lodging is taken care of.
- Information table / Registration Desk:** Make sure that someone is available throughout the event to answer questions or direct participants who get lost. Also, if your event is longer than a day, you may have people who will need to register after the first day.
- Venue Maintenance:** The venue must be prepared before the event and maintained throughout the event. And if the event is longer than a day, the venue must be tidied daily.
- Staff the Event:** To staff the event, you must have people doing things such as staffing the registration table, welcoming participants and speakers, and tidying the venue. You should have someone:
 - Introduce the speakers
 - Moderate discussion
 - Keep time
 - Record the talk and the discussion

- vi. **Coordinate the Media:** The media contacts should co-ordinate the media at the event. They should meet and greet the journalists, give them their packets of materials and organize people to give interviews.
- vii. **Transportation:** If your event requires transportation, organize it.
- viii. **Evaluation Forms:** Encourage your participants, speakers and organizing committee to complete the evaluation forms and then collect the completed forms! At some events, you will give out the evaluation forms at the end of the event. At other events, evaluation forms will be included in the materials packet. However you give the form, make sure you get it back completed.
- ix. **Record your event:** Take photos, videos, and written notes of the event.

9.5.2 WHAT TO DO IF SOMETHING GOES WRONG

Before the event, the organizers must authorize a person or a few people to make emergency decisions during the event, in case something needs to be changed or corrected. This during-the-event decision-making process is an essential part of making sure that the event runs smoothly, and keeps running no matter what.

What could go wrong?

What to do about it?

- Bad weather? Have an indoor venue just in case.
- Fewer participants show up than you expected? Divide the room in two and hold a more intimate gathering.
- Speaker cancels? Have a back-up plan! Have someone stand in and speak, or moderate a discussion, or show a film.
- The venue is locked until 9 but the event starts at 8? Start outside.

9.6 AFTER THE EVENT

9.6.1 LET'S WRAP UP YOUR EVENT

There are also certain tasks remained after the event completion.

“Your event is over and hopefully you achieved all or most of your objectives. Now it is time to wrap up!”

You might be experiencing a mixture of feelings – perhaps you are exhausted from all the hard work; maybe you are exhilarated by the new ideas and connections that your event brought to life; you could even be frustrated by something in your event that turned out unexpectedly.

Hopefully your event also generated something positive that was unplanned and surprising. Whatever you are feeling, there is still more to do to actually finish your event: thanking supporters and contributors; disseminating post-event materials; and following up on any other commitments you made during the event.

Also, you should take time to reflect on your event and think about what lessons you can draw from it. Soon you may be preparing for your next event!

9.6.2 REFLECT AND ASSESS

Once your event is over, you should take time to reflect and assess on how it went and follow-up on opportunities that were created out of the event.

As you reflect on your event, think about:

- How did the event go overall?
- Who was there?
- Did your target participants come to the event?
- Did you follow your agenda? Did the agenda meet the participants' needs?
- How was your media coverage?
- How was your pre-event planning?
- Were you prepared for the event?
- What would you do differently in the planning of your next event?

To effectively analyze the post-event feedback, listen to the impressions and opinions of different people (like organizers, participants and observers) very keenly. Moreover, by discussing the event with different people, you will gain a much deeper understanding of what the real impact of the event was. Be sure to discuss the organizing process with the organizing team. The evaluation forms included in your participation materials, can assist you as you think over the event.

9.6.3 FOLLOW-UP

Your event follow-up can be thought of in the following three categories:

1. Correspondence
2. Delivering post-event materials
3. Thinking ahead

1. **Correspondence:** After your event, you should be in touch with the people who were a part of the event. Reaffirm the relationships that you are building.

You should write thank-you letters to:

- Your sponsors
- Your speakers
- Your venue hosts, your caterers, and other people who were a part of making the event happen
- If it is appropriate, your participants

In your ‘thank you’ letter, you should recap the event and the role the sponsor or speaker played in making it. If you have photos you can send them, include them in the letter.

2. **Delivering post-event materials:** Send participants, speakers and sponsors the relevant documents or materials that come out of your event, like:

- Minutes or a summary of the proceedings
- A declaration

Send donors and participants copies of your media coverage. Let everyone know how successful your event was.

3. **Thinking ahead:** As this event ends, think about what you can take from it to your next event. Did you:

- Make new contacts?
- Start to plan future collaborations or events?
- Gain insight into how to organize an event?

As you reflect on your event after it’s over, remember to take notes of your thoughts and ideas. You can use these thought processes to further innovate your next event.

9.7 CHECKLISTS

9.7.1 CHECKLIST FOR PLANNING YOUR EVENT

Have you:

- Decided on the objectives for your event?
- Decided what kind of event you want to have?
- Decided if you will organize the event on your own or with a team?

If you decide on organizing as part of a team, have you:

- Found other people who will organize the event with you?
- Divided up the tasks that need to be accomplished?
- Decided how you will make decisions in your group?

In your list of tasks to be accomplished, have you included?

- Setting a date for your event?
- Picking a venue?
- Setting a time?

Have you:

- Made a budget?
- Made a plan for obtaining funds?
- Secured your venue?
- Created a plan for promoting your event?
- Created promotional materials?
- Decided what type of media coverage you want?
- Set an agenda?
- Invited speakers?
- Invited participants?
- Written or collected the Welcome Pack materials for your participants?
- Written or collected the Welcome Pack materials for your speakers?
- Written or collected the Welcome Pack materials for representatives of the media?

- Made sure your venue caters to people with disabilities?
- Organized documentation of your event?
- Taken care of all the details, like:
 - Organized transportation, if necessary?
 - Ordered the food and organized the meals?
 - Organized lodging, if necessary?
- Confirmed the attendance of your participants and speakers?
- Arranged for child care, if necessary?
- Arranged for translation, if necessary?
- Created a map to your venue or given directions?

Are you prepared to?

- Be flexible in case anything unexpected happens?

Most Important, is someone accountable for making sure each of these tasks is accomplished?

9.7.2 CHECKLIST FOR EXECUTING YOUR EVENT

Have you:

- Made sure everything is ready:
 - The Welcome Packs?
 - The venue?
 - The food?
 - The props that the speakers will need?
- Made a back-up plan, just in case?

Is someone:

- Welcoming the participants, guests, speakers, and media representatives?
- Registering the participants and giving them their Welcome Packs?
- Coordinating the media and making sure the journalists have what they need?

- Staffing the event, facilitating the meeting, introducing the speakers?
- Staying at the registration/information desk during the entire event to give assistance?
- Making sure the venue stays clean and neat?
- Documenting the event?
- Passing out the evaluation forms?
- Collecting the evaluation forms?

9.7.3 CHECKLIST FOR AFTER YOUR EVENT

Are you:

- Reflecting on and assessing your event?
- Reading your evaluation forms?
- Writing thank you letters to the speakers, the media, your funders, and anyone else who supported your event?
- Creating and delivering post-event materials?

Will you:

- Think ahead about how you pursue connections made and ideas generated during this event?
- Think about how you can organize an even better event next time?

9.8 SUMMARY

The process of event management is simple if all the phases involved in it are given appropriate attention. In the planning phase major thinking need to put because it set base of the event.

After that, in organizing or executing the event, mutual co-ordination is required among all the major sections. The crisis handling strategies also need to frame and implement in case of their requirements. The various check-lists contribute significantly in handling the scenario of crisis management before, during and after the event. After commencement of the event, the feedback and various responses need to pen-down to avoid any future discrepancies.

9.9 EXPECTED QUESTIONS

- Q1: What do you mean by the term event? Explain all the major phases of planning an event?
- Q2: Explain the various logistical tasks that are the responsibilities of members of organizing committee and also explain the basic categories of logistics?
- Q3: What are the various problems may be arise during organizing an event and suggest some strategies to solve them?
- Q4: Explain the importance of 'after event' phase and what are the certain tasks that covered in this phase?
- Q5: Define and explain the significance of various checklists before, during and after the event?

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UNIT 10: ORGANIZING INTERNATIONAL CONFERENCES IN INDIA; LEGAL FORMALITIES

Structure:

- 10.1 Objectives
- 10.2 Introduction
- 10.3 India as a MICE Tourism Destination
- 10.4 Guidelines for various events / conferences organized in India
- 10.5 Guidelines for extending financial support for events / conferences organized in India
- 10.6 Guidelines for Market Development Assistance (MDA) Scheme – Active Members of Indian Convention & Promotion Bureau (ICPB)
- 10.7 Annexure (s)
- 10.8 Summary
- 10.9 Expected Questions
- 10.10 References

10.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- To know and understand about Indian potential as MICE Tourism Destination
- To know about the guidelines for organized events and conferences in India
- To know about the guidelines extending financial support for events / conferences organized in India
- To know about the guidelines for Market Development Assistance (MDA) Scheme – Active Members of Indian Convention & Promotion Bureau (ICPB)

10.2 INTRODUCTION

It is slightly difficult to optimally plan for Events, a point that we will discuss in this unit. Moreover, in this Unit we will discuss the functions of the various planners involved in the planning and executing processes of the Events. Furthermore, in this unit after the event process will also discuss to have a better planning for future events.

10.3 INDIA AS A MICE TOURISM DESTINATION

With the splendid Himalayan ranges in the north and an endless stretch of golden beaches in the south, India is a vivid kaleidoscope of landscapes, magnificent historical sites, royal cities, rich culture and incomparable hospitality. Being the oldest civilization of the world, India boasts a fascinating amalgamation of traditional & contemporary.

In the recent years India has emerged as one of the most sought after MICE destination. India provides an impressive combination of accommodation and other conference support facilities to hold a successful conference. High-tech facilities matching global standards are offered at conference and meeting venues in India.

India is projected as a credible MICE destination through an impressive combination of accommodation and other conference support facilities to hold a successful Conference. Some of the laudable venues are - Vigyan Bhawan in New Delhi, Hyderabad International Convention Centre (HICC) at Hyderabad, Centre Point, Renaissance Hotel and Convention Center in Mumbai, the Jaypee Hotels & International Convention Centre, Agra and the Cochin Convention Centre, Kochi. Some important hotel chains like the Taj Group, ITC-Welcomgroup, the Oberoi's, Meridien Hotels, Marriott Hotels also provide excellent conference facilities. India provides facilities including convention centres, exhibition centres, conference & banquet halls, accommodation in 5-star and 4-star hotels, restaurants & bars.

India is in a constant process of upgrading its MICE facilities. As an emerging globalized service industry, MICE is especially valued by national

government for its high growth potential, highly beneficial innovations, large opportunities for employment, large industry associations and the efficient utilization of assets. The Indian Government realizes the fact that the long-term sustainability of conference business can be ensured through building an extensive network of allied infrastructure, which ranges from availability of hotel rooms, excellent connectivity to the venue, a well-developed transport network and other tourist attractions. The government is providing financial support for developing international convention centres and tourism related infrastructure.

India is easy to access from airports worldwide. It is also connected with a network of several domestic airlines, which provide convenient connectivity within India. In addition there is an elaborate network of surface transportation system.

An excellent Railway system runs through the entire country. Special trains like Palace on Wheels and Royal Orient Express, comprising of air-conditioned cabins decorated in the old Maharaja style, equipped with world class amenities to enhance the pleasure of travelling. An excellent network of roads, national and state highways also makes it congenial to travel.

Apart from world class facilities India is also a perfect destination for leisure activities. From world's highest mountain peak to some of the best beaches, from dry deserts to lush green forests, from the timeless Taj Mahal to bustling cities, from backwaters to snow peaked mountains India has it all. India is also home to a number of UNESCO World Heritage sites.

For adventurous tourists attractions include river rafting, river crossing, trekking, bungee jumping, rock climbing mountaineering, Para- gliding, to name a few. The other recreational activities like Golf Course, Yoga & Ayurveda Centre are also available. One can also find one of the world's best spas here.

India's capabilities to host meetings, conferences and conventions have been proved through several events in the past. If your organisation is searching for a rejuvenating and inspirational destination for your next conference, meeting or incentive, look no further than Incredible India.

10.3.1 CONFERENCE FACILITIES

What makes India different from any other destination is the myriad of experiences that it offers. It's a place that grows on you. This is one land where the ancient and the modern co-exist. India has literally everything that a visitor wants to experience and offers people a complete holiday both physical and mental. This is perhaps the reason why we have so many repeat visitors.

Presently, India is served by about 40 International airlines with weekly average seat capacity of 78000. Air India and other international airlines connect gateway cities of India globally. Thus India is within easy reach worldwide. Air India's Maharaja Hospitality is well known around the world and it takes care of the needs of the passengers. Indian Airlines, Alliance Air, Jet Airways, Sahara and various other domestic airlines connect various tourist destinations, metro cities and towns of India. Indian Airlines also flies to some of the neighbouring cities like Kathmandu, Bangkok and Singapore, making India easily accessible by air.

Added to this and elaborate network of surface transportation system. There is an excellent railway system running through the entire country. All important cities are connected with state-of-the-art 'Shatabadi and Rajdhani' express trains. Special trains like Palace on wheels and Royal Orient express, comprising air-conditioned saloons decorated in old maharaja style offer guests a chance to stay on the train and visit colourful Rajasthan and fascinating Gujarat. Two of the largest convention centres in the country continue to be Vigyan Bhawan and Ashok Hotel in New Delhi besides conference facilities in the other important hotel chains like Taj Group of hotels, Welcome group and Oberois etc. the exhibition industry has also gained fresh impetus as Pragati Maidan in New Delhi is now the premier exhibition venue with 62000 sq.mtrs. of areas. The other important conference centres in the country are Agra, Jaipur, Bangalore, Chennai, Cochin, Kolkata, Mumbai & Hyderabad.

With the expansion in the network of airlines operation on the domestic routes, better tourist surface transport systems including the Indian railways, new

centres of information technology, many new convention hotels and meeting facilities, India is now ready to position and market itself as an important MICE destination.

10.4 GUIDELINES FOR VARIOUS EVENTS / CONFERENCES ORGANIZED IN INDIA

The Ministry of Tourism has been providing assistance to various Tourism, Travel and Hospitality Trade Associations for their events in India as per guidelines cited below.

Over a period it has been observed that events organized by the Tourism, Travel and Hospitality Trade Associations in India and in abroad serve very little purpose in promoting India and inbound tourism to India. Therefore, the Competent Authority has decided that in future assistance to various Tourism, Travel and Hospitality Trade Associations will be provided for holding events in India.

1. The revised guidelines on the subject will now read as follows: “Tourism, travel and hospitality trade Associations play a key role in development, promotion and marketing of tourism being the major stakeholders. These Associations hold various events in India from time to time with the assistance of their members, sponsors and Ministry of Tourism. These events, inter alia, focus on discussing various contemporary issues relating to development, promotion and marketing of tourism, formulation of strategies for the purpose, holding interaction with other stakeholders, enhance and encourage participation of the trade members for the development, promotion and marketing of Tourism.”

2. The Ministry of Tourism has been assisting various events organized by such Associations from time to time. A need has now been felt that proper guidelines should be framed for supporting the events organized by various Tourism, Travel and Hospitality Trade Associations.

3. Considering the above, following guidelines are framed with the approval of the Competent Authority, for supporting the events organized by various Tourism, Travel and Hospitality Trade Associations in future:

- i. The Ministry of Tourism will give assistance only to the National level Associations of tourism, travel and hospitality stakeholders.
- ii. The assistance would be given to tourism, travel and hospitality trade Associations for conducting various events in India as per the following norms:
 - a. Associations having membership between 50 to 250 can be given assistance upto maximum amount of Rs.5 lakh in a financial year.
 - b. Associations having membership between 251 to 500 can be given assistance upto maximum amount of Rs.10 lakh in a financial year.
 - c. Associations having membership between 501 and 750 can be given assistance upto maximum amount of Rs. 15 lakh in a financial year.
 - d. Associations having membership between 751 and above can be given assistance upto maximum amount of Rs.20 lakh in a financial year.
- iii. The support for various events will depend on case to case basis considering the deliverables and returns within the overall limit prescribed in para (ii) above. The guidelines in no manner give the right to the Associations to demand the maximum assistance.
- iv. Association membership will be considered as on 1st January of the year in which a proposal is submitted and for the purpose only those members who are approved by the Ministry of Tourism, will be taken into account. It will be the personal responsibility of the Secretary/President of the Association to correctly certify the membership of the Association as on 1st January of the year. In case any information provided to the Ministry is found wrong including that on membership, the Association will forfeit the right for future assistance and the person certifying the membership will be legally proceeded against.
- v. All proposals for assistance will be sent to the Ministry of Tourism 45 days in advance by the Secretary or President of the Association giving complete details of the event programme, other sponsors and deliverables to the Ministry in form of publicity, branding, etc.

4. All proposals for financial support by the tourism, travel and hospitality trade Associations will be processed by the respective Divisions (TT & Hotels) of the Ministry of Tourism and recommendation sent to implementing division i.e. Domestic Offices.”

10.5 GUIDELINES FOR EXTENDING FINANCIAL SUPPORT FOR EVENTS / CONFERENCES ORGANIZED IN INDIA

Approved Guidelines for extending Financial Support for Events / Conferences organized at the National / International Level that have potential for the Promotion of Tourism to and/or within the Country:

1. The Ministry of Tourism, Government of India provides Financial Assistance to State Governments and UT Administrations for organizing various Fairs, Festivals and Tourism Related Events.
2. It is, however observed that there are Special Events organized at the National / International Level that provide a large and effective platform for achieving widespread exposure and reach amongst a large target audience and receive widespread media coverage as well, thereby enhancing the profile of the event. These may also include other sporting events, cultural events, film/cinema related events, media events, Travel Marts & Exhibitions which promote Indian destinations and tourism products amongst participating delegates and visitors and/or any other events of merit.
3. With a view to extending financial support to such events, it has been decided to put into place a mechanism of a Specially Constituted Committee which will assess the potential of the event to promote tourism to/within the country. The total amount of financial support will, however, not exceed 50% of the total cost for the event, subject to a maximum ceiling of Rs. 15 lakh per event
 - i. The composition of the Constituted Committee would be as follows:
 - Additional Secretary (Tourism) - Chairman
 - Financial Advisor (Tourism) Member
 - Joint Secretary (Tourism) Member

- Representatives from any three major Members Trade Associations (IATO / TAAI / FHRAI / HAI ADTOI / ITTA / ATOAI / WTTC, EIS, etc.)
 - Any other expert in the relevant field Member
 - DDG (Publicity) - Member Secy
- ii. The Committee will always have at least two (2) external representatives / experts.
- iii. The Terms of Reference for the Committees would be to make recommendations based on an assessment of:
- The potential of the event to promote tourism to 1 within the county.
 - The profile of the event, the target audience, the exposure reach offered and the deliverables that would be provided.
- iv. Based on the recommendations of the Committee, the Ministry of Tourism will consider the proposal.
4. In certain exceptional cases, when an event organized at the National or International level has exceptional merit in terms of scale, profile and importance of the event, the exposure and reach offered and it is felt that association with the event would benefit the 'Incredible India*' promotional efforts of the Ministry of Tourism to a large extent, but where the financial implications are higher, the proposals would be examined by Expert Committees constituted for the purpose with the approval of Secretary (Tourism). The composition of the committees would be determined by the nature and profile of each event and would include as members, stakeholders from the tourism and/or hospitality industry experts from the relevant field and representatives from the concerned Ministries.
5. Deliverables The financial support for such events shall be provided against pre-identified deliverables in the form of branding, promotion and marketing opportunities for the Ministry of Tourism. Use of the Incredible India logo would be allowed subject to the Terms & Conditions of the MoT.
6. Payment Terms: Payment will be released after the Event on submission of an invoice along with the following documents: (i) Statement of deliverables

- provided, along with supportine, documents, photographs, CDs, etc. as proof of deliverables provided (ii) Statement of Expenditure and Income relating to the Event, duly verified by the Chartered Accountant or an equivalent authority, as ma-y be required. (Hi) A report on the Event and its outcome.
7. General Terms and Conditions (i) Proposals for financial support should include complete details about the event. an audience profile, expected expenditure (with the break-up under broad components of expenditure), anticipated income, names of other sponsors / sponsorship details, agencies involved in organizing the event, and any other relevant information pertaining to the event. (ii) All proposals for financial assistance should be received in the Ministry well in advance. No proposal under these guidelines will be considered for ex-post facto approval.
 8. Financial support tinder these guidelines cannot be sought as a matter of right. This same would be provided, subject to availability of funds and relevance: of the event. The Ministry of Tourism reserves the right to reject any proposal without assigning any reasons thereof.

10.6 GUIDELINES FOR MARKET DEVELOPMENT ASSISTANCE (MDA) SCHEME – ACTIVE MEMBERS OF INDIAN CONVENTION & PROMOTION BUREAU (ICPB)

1. The MICE segment has emerged as a substantially high component of growth in inbound tourism. Most countries constantly endeavour to attract MICE clientele through bids for various International Conventions / Conferences / Seminars and the like.
2. The international organizations / societies keep on organizing their regular conferences and conventions in different destinations in the world. The Indian societies / members are only entitled to bid for bringing the international conferences of these larger international associations to India. For this purpose, the Indian societies have to prepare the bid documents as per the manuals of international societies, make audio / visual and power point presentations, travel to different countries for the purpose of making the bid, host receptions, produce

and distribute attractive brochures, give souvenirs, leaflets to the members of international associations etc. Assistance to such activities can be provided by 'Active Members' of the ICPB.

3. In order to give a boost to the MICE tourism, the Govt. of India has decided to extend the benefits under Market Development Assistance (MDA) Scheme, administered by the Ministry of Tourism, to 'Active Members' of India Convention Promotion Bureau (ICPB) towards bidding for International Conferences / Conventions, thereby bringing more MICE business to the country. Under the scheme, associations / societies would be given financial support on winning the bid or for obtaining second and third positions in the bidding process, subject to the following terms and conditions.

Terms and conditions:

4. Ministry of Tourism has made India Convention Promotion Bureau (ICPB) as the nodal agency for steering the entire scheme of assistance under MDA to its 'Active Members' who in turn would motivate Indian Travel Planners / Societies / Associations towards bidding for International Conferences to the Country.

5. The Planners / Societies may approach ICPB 'Active Members' for helping them in preparing a professional bid document and for making presentation etc. for winning the bid or for any other assistance / professional support. Ministry of Tourism (MOT) assistance under the scheme will be based on this.

6. The financial support would be provided to 'Active Members' of ICPB who in turn would release the same to Indian Association / Societies after bidding for International Conventions / Conferences, provided they win the bid or stand at second or third positions among the bidders. The assistance under the scheme would be as follows: -

Category I (500 pax and above):

- i. Rs. 4.5 lakhs for winner of the bid for a Conference / Convention in India of 500 pax and above.
- ii. Rs. 1.5 lakhs for the bidder who comes at second or third position among the bidders for Conference/Convention of 500 pax and above.

Category II (200 – 500 pax):

- i. Rs. 2.50 lakhs for winner of the bid for holding the Conference/Convention in India of 200 to 500 pax.
- ii. Rs. 1 lakh for bidder who comes at second or third position for Conference/Convention in India of 200 and 500 pax.

During off season i.e. between April 15 to September 15, an additional reward/assistance of Re. 1 lakh would be given to the winner of the bid for holding the Conference/Convention, after the ‘Active Members’ of ICPB have given all supporting documents to prove that the Conference/Convention had actually taken place between April 15 to September 15. The ‘Active Members’ of ICPB would release this amount to the concerned Indian Society/Association. ICPB will also certify and furnish supporting documents to prove that the bidder has won / stood at 2nd or 3rd positions among all the competitors/bidders.

7. The assistance to an Association/Society for bidding for an international Conference/Convention would be limited to once in a financial year. The credibility of the Association and the relevance of the Convention would be taken into consideration.

8. The ICPB ‘Active Members’ shall not be under investigation or charged / prosecuted / debarred / black listed by Ministry of Tourism, Govt. of India or any other Government Agency. In this regard he should furnish a declaration to this effect.

9. The applicant would furnish a declaration in the prescribed format as under: “ I hereby declare that I have not claimed / received any financial assistance for this bidding activity from any other Government / Government Agency.”

10. In case of several applications, priority would be given to those ICPB ‘Active Members’ who have not availed financial assistance in the past under the MDA Scheme.

Procedure for submission of Application:

11. The eligible ‘Active Members’ of ICPB shall obtain prior approval of the Ministry of Tourism, Government of India, before undertaking the tourism

promotional activity. The application shall be submitted directly to the Deputy Director General (Overseas Marketing Division), Ministry of Tourism, Transport Bhawan, Sansad Marg, New Delhi, in the prescribed format (Annexure - I) at least 3 months in advance along with the following documents:

a. Proof of approval as 'Active Member' of ICPB to be enclosed. A letter issued by ICPB certifying the antecedents/credentials of the applicant and supporting the application to be attached.

b. Details of financial assistance availed during the last three years from the Government, including Ministry of Commerce / FIEO and Ministry of Tourism.

12. After undertaking the tour abroad for which prior approval was accorded by the Ministry of Tourism (MOT), the ICPB 'Active Members' would submit the application for MDA claim, in the prescribed format (Annexure II) to the Ministry of Tourism, Government of India, immediately on return to India, but positively within one month of his / her return to India, along with the following documents:

a. Legible photocopy of passport highlighting the entries about departure from India and arrival to India and also the countries visited in respect of person(s) of the respective Association/Society etc. as the case may be. In case passport does not have arrival / departure dates regarding visits to various countries, documentary evidence such as hotel bills, boarding pass, lodging pass, etc. may be submitted.

b. Original air ticket / jacket used during the journey along with three self-certified photocopies.

The following details should be given separately in a statement:

- i. Name of the Travelers
- ii. Ticket Nos.
- iii. Flight No.
- iv. Date of Departure from and return to India
- v. Sectors / countries visited
- vi. Class in which traveled
- vii. Economy excursion class fare for sectors / countries visited.

c. Brief Report about the tour and achievements regarding the presentation made. Documentary proof of winning the bid or standing second or third in the bidding process.

Miscellaneous:

13. Claim form received after one month of return to India or wherein the deficiencies in the claim as intimated are not fully completed within 30 days of the date of information given, would not be entertained and would be rejected.

14. 'Active Member' is one who is recognized in the active category as per the rules of ICPB.

15. Decision of the Ministry would be final and binding on all applicants.

10.7 ANNEXURE (S)

Annexure I

Application form for obtaining Prior Approval under MDA Scheme towards Bidding Support by 'Active Members' of ICPB

S. No.	Details	Remarks
1.	Name of the ICPB 'Active Member' with full address	
2.	Name and designation of the person submitting the application	
3.	Certificate regarding approval of active membership of ICPB	(Valid up to: ___)
4.	Purpose of visit indicating the details of conference / convention for which bidding is proposed.	
5.	Name of country for presentation of Bid with dates / duration of visit abroad	
6.	Name of the person presenting the Bid with complete address of Association / Society	
7.	Date of departure from India	
8.	Date of arrival to India	
9.	Details of the financial assistance availed earlier under the MDA Scheme: (a) Dates (b) MDA amount received	

Place: _____

Date: _____

Signature & Designation with stamp

10.8 SUMMARY

In India, to promote and flourish the MICE Tourism segment both central and the respective state governments motivating the service providers. The central tourism ministry is playing the crucial role in inviting the world bidders for organizing the international conferences in India so that it will directly and indirectly increase the foreign exchange earnings and generate the opportunities for employment. The governments are giving enormous subsidies and other facilities both to the organizers and to the service providers.

10.9 EXPECTED QUESTIONS

- Q1: Explain the possibilities and opportunities in India to become a major MICE destination?
- Q2: Enumerate the various guidelines for organizing events in India?
- Q3: What are the guidelines for extending financial support for events or conferences organized in India?
- Q4: What are the guidelines for Market Development Assistance (MDA) Scheme by Indian Convention and Promotion Bureau?

10.9 REFERENCES

- Guidelines for various events / conferences organized in India; Ministry of Tourism, Government of India's (Overseas Marketing Division) guidelines of even no. dated 24-11-10 (Revised 24-01-2012); No. 2-Doc (14)/09 Pt.
- Guidelines for extending financial support for events / conferences organized in India, Government of India, Ministry of Tourism (Publicity, Events and IT Division) No. 2- TP(4) / 2002-I, 7th September 2011.
- Silvers, J. (2004). *Professional event coordination*. Hoboken, NJ: Wiley.

UNIT 11: MANAGING SPORTS EVENTS

Structure:

- 11.1 Objectives
- 11.2 Introduction
- 11.3 Sports Events at a glance
- 11.4 Planning of Sports Events
- 11.5 Event Overview
- 11.6 Event Briefing
- 11.7 Post – Event Clear – up
- 11.8 Appendix I – Event Budget Sheet
- 11.9 Summary
- 11.10 Expected Questions
- 11.11 References

11.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- To provide a basic guide to planning and running successful sports events.
- To understand the working of all functional areas especially in sports event.
- To know about significance of pre and post briefing in an event
- To understand the processes of planning, designing and executing the sports event

11.2 INTRODUCTION

Whether it is an Olympic event or a Cricket World Cup, careful organization is required to ensure the game is enjoyed by both competitors and spectators. From corporate boxes to sprinklers, food outlets to toilets, first aid to media, facility and event managers are accountable for the success of each sporting event. The major areas of study come under are the feasibility assessment, market research, event bidding and branding, risk analysis, contract and project management, corporate structure, quality assurance, budgeting, facility management, staffing, occupational health and safety and contractual considerations as well as economic, social, community and environmental impact issues.

11.3 SPORTS EVENTS AT A GLANCE

The sport and leisure industry has grown significantly in the last decade. The expansion of the health and fitness sector, the increasing professionalization of National Governing Bodies and growing investment in the public sector by both local authorities and commercial organizations have led to an increase in employment opportunities within this industry.

Basically, a sports event takes place outside of the day-to-day running of a sports club. It creates extra work, usually for a concentrated period of time and demands the full commitment of all those involved. *Think of the last sports event you attended.* This may have been anything from a workshop, a conference, a festival, a sports day or a championship competition at county, national or world-class level. If you were a participant or spectator at that event, the chances are you will not have been aware of what was going on behind-the-scenes in order to make the event run smoothly. On the other hand, if you were involved in running the event, you will have been only too aware of all the hard work it took to pull everything together.

Whether you are new to event management or an old hand, this resource will provide you with lots of useful advice and guidance. Some of the important areas to think about are as follows:

- i. Establish aims and objectives
- ii. Decide what, when, where, who and how
- iii. Form an event committee
- iv. Appoint an event coordinator
- v. Establish financial viability of your event
- vi. Identify the functional areas and nominate coordinators for each
- vii. Create an event overview – a flow chart or gant chart mapping the course of action
- viii. Progress feedback and regular updates
- ix. Constantly review your objective, event plan and overview to ensure you are on-track
- x. Seek additional support and guidance
- xi. Provide event briefings
- xii. Situations on the day
- xiii. Post-event clear up
- xiv. Evaluate and review
- xv. Plan for next time

11.4 PLANNING OF SPORTS EVENTS

The following are the basic steps that have to be followed step-by-step for effective planning of sports events:

11.4.1 ESTABLISH AIMS AND OBJECTIVES

You may wish to hold an event but are not entirely sure where to start. Firstly, you must establish clear aims and objectives before launching into your preparations (e.g. what do you wish to achieve by staging an event?). Without clear aims and objectives, your project will have no real purpose or strategic direction and is unlikely to be the success you hoped for.

When identifying your aims and objectives, you may want to consider some key questions to assist you:

- i. What is the purpose of the event?
- ii. Who is the event for and why do they need it?

- iii. Do you need to make a financial gain?
- iv. Do you need to create and improve community spirit?

Once you have established your aims and objectives, you then need to consider the following issues:

How are you most likely to meet your objectives?

1. **What** would be the best type of event to organize to ensure objectives are met?
2. **What** level should the event be pitched at? (local, county, regional or national)
3. **When** will be the best time for the event to be held?
 - i. Are the dates and times for the event appropriate?
 - ii. Are there any competing or conflicting events on the calendar?
 - iii. Will your event clash with any others (locally and nationally)?
 - iv. Is there enough planning time?
 - v. How long will the event last?
4. **Where** is the most suitable venue?
 - i. What facilities do you require for your event?
 - ii. Which venue(s) have those facilities?
 - iii. Can the venue(s) accommodate the participants, spectators and guests?
 - iv. Does the venue have adequate facilities for people with disabilities?
 - v. Is that venue available?
 - vi. What is the cost of the venue?
 - vii. Is the cost prohibitive?
 - viii. What/where are the alternative venues?
 - ix. Is sponsorship required to fund venue hire?
5. **Who** are the key people required to organize and run the event?
 - i. What areas of expertise do you need to tap into?
 - ii. Which people within your club have these specific areas of expertise?

- iii. Do you need to recruit people from outside the club?
- iv. Are the key people needed available?
 - v. Do you need to cover for event organizers?
 - vi. Do you need more volunteers?

Remember to make sure you give everyone who might want to participate or volunteer in your event the opportunity to do so. You should always remember that *'Valuing your Sports Volunteers...how to recruit, retain, recognize and reward your volunteers'*.

11.4.2 APPOINT KEY PERSONNEL

11.4.2.1 EVENT COMMITTEE

Having identified the key people required to plan the event, you should form an event committee. It is unlikely that one person will be solely responsible for all aspects of your event and establishing an event committee at an early stage can help you to share the responsibility and ensure a complete and extensive event plan. *'Two heads are better than one'*.

The people you need on your event committee will vary according to the type of event, but key factors you need to consider include:

- Are the right people from your club and external organizations involved?
- Do you need to involve any other people?
- Does everyone understand the purpose of the event, its aims and objectives?
- Does everyone have a role to play?
- Is everyone clear about his or her role?

11.4.2.2 COMMITTEE MEETINGS

Your event committee will need to meet regularly to coordinate activities and give progress updates. The number of meetings required will vary according to the type of event and the stage of the event plan reached. However many you hold, make sure all meetings have a clear purpose and structure and they are a valuable use of people's time. Establishing key meeting dates right from the start will provide a focus for your event committee and identify critical targets in your event plan.

For example, a closing dates for entries and when to begin marketing and promotional campaigns. Remember to keep records of your discussions, including decisions and agreements made, and progress updates. These records will not only help you to keep on track, but they will also be useful for evaluating the success of your event and planning for the future.

11.4.2.3 EVENT COORDINATOR

Your event committee will need a good coordinator to guide and steer it, and to ensure that everything goes according to plan. Select your event coordinator carefully. They will play a key role in the planning of your event, so it is important they are respected and accepted by other committee members. The event coordinator must be able to:

- communicate with people at all levels
- delegate effectively to ensure the workload is shared
- motivate other committee members
- share information and give committee members the opportunity to report back
- meet deadlines and help others to do so
- keep accurate administrative records

However experienced and effective your event coordinator is, try not to overload the same person with all your club's events or the same events each year. No event coordinator should be irreplaceable, so consider implementing a succession policy or a mentoring scheme to allow others to learn the ropes and ensure sustainability.

11.4.2.4 FINANCIAL VIABILITY OF THE EVENT

Before you progress too far into the planning process, it is essential to assess the financial viability of your event. This means setting out a financial plan to balance the cost of running your event against any existing funds and prospective income. Several draft budgets may be compiled before producing the final version. Initially, the budget will be based on estimates, but it is important to confirm actual figures as soon as possible to keep your budget on track.

If one of your agreed objectives is to make a profit, you will need to decide what you intend to do with these profits. For example, put the money back into your club's funds, allocate the profit to a forthcoming project or make a donation to charity.

The event budget sheet (*see Appendix I*) is an example of the type of costs you are likely to incur when running an event and the sources of income you could access to balance these costs.

Please note, however, that this is just a guide, it may either be too detailed for your purposes or not be detailed enough. Make sure, as a committee, you have identified all your costs.

11.4.2.5 FUNCTIONAL AREAS OF THE EVENT

Once you have established the financial viability of your event you can move into the planning process. Your event plan will start with identifying all the key aspects or functional areas of your event and agreeing the responsibilities that fall within each area.

Each individual functional area can then produce their own more specific event plan, outlining the tasks required to fulfill the responsibilities and to ensure all the finer details are considered. Members will need to identify key people to coordinate these areas, who will then be responsible for reporting progress back to the event committee. You may find yourself with a role in more than one functional area, so it is important to plan your time effectively.

As your event plan develops, you may find you need to create additional functional areas and, therefore, recruit more people on to the event committee to coordinate them. Your event coordinator, following consultation with members, should be responsible for deciding who to recruit, and for ensuring that all new recruits and volunteers understand their role.

The table overleaf identifies some of the functional areas you may create and the responsibilities that fall within each area. The list of functional areas may be too in depth for your event but equally you may identify aspects that are fundamental to your operation but not mentioned here – so use it as a guide.

S. No.	Functional Area	Responsibilities
1.	Facilities	Booking venue (including alternatives in the event of wet weather), access, car parking, bar/café, disabled access and facilities, toilets and changing rooms, reception areas, registration and info points, lost children point, first aid/medical areas, creche, playing areas, poster/banner sites, lost property, security, telephones, caretakers/venue management. Staff facilities – changing, team room/break out area, refreshment area.
2.	Equipment	Chairs and tables, directional signs, display boards, fire extinguishers, first aid kits, public address system, radios, scoreboards and timing systems, seating, video, sports equipment (rackets, balls, posts, goals) traffic/pedestrian barriers, court/pitch markings.
3.	Administration and Finance	Event budget, income and expenditure, application/entry forms, procedures and policies, code of conduct, VIP list, complimentary tickets, insurance, meeting schedule – dates, structure, production of minutes and records. Printing programmes, results, registration, rules of individual sports, telephones/fax. Post-event evaluation.
4.	Staff / Personnel	Announcers, attendants, bar/catering staff, caretakers, car park attendants, cleaners, creche staff, officials (plus reserves), photographer, receptionists, safety staff/lifeguards, security staff, speakers, staff (general) stewards, volunteers, uniforms, refreshments, accommodation, transport, training/briefing sessions, pay/expenses.
5.	Support Services	Bar and catering, clubs/partners/national governing bodies, emergency services, lost property, lost children, St. John's Ambulance.
6.	Transport	Public transport, teams transport, pool cars and drivers, arrival/departure arrangements, airport/railway pick-ups.
7.	Sports presentation and medal ceremonies	Bouquets, medal ceremonies, medals, commentators/announcers, 'sports presentation' i.e. music and fanfares, hospitality, prizes, guest speakers.
8.	Health and Safety	Risk assessments, emergency planning, first aid provision and insurance.
9.	Marketing and Promotion	Publicity timetable, branding, poster/banner sites, media coverage, adverts, radio broadcasts.
10.	Post-event clear-up	Closing the event, dismantling equipment, storage and return of equipment, cleaning, refuse collection.

11.4.2.5 SAFETY MEASURES

Additional areas you should pay particular attention are as follows:

11.4.2.5.1 INSURANCE

All sports events require some form of insurance cover. This will range from accident, cancellation and public liability, to property loss or damage and failure to vacate. This is an extremely important area of event planning. You will need to:

- check what type of insurance cover is required
- confirm who is responsible for providing insurance cover ie your club, the venue owners or the suppliers (e.g. the hot food supply on the day)
- Anticipate any unexpected events and ensure that you are covered.

Please Note that: Always check your insurance details thoroughly and seek written copies of other parties' insurance details that will be on the site as part of your event.

11.4.2.5.2 HEALTH AND SAFETY

Every functional area will have an element of health and safety to consider. It is essential that there is a common thread throughout all planning and preparation. Some of the issues to consider are:

- What safety precautions do you need to take?
- Have you made adequate security arrangements?
- Do you have adequate emergency procedures in place?
- Is emergency training required?
- What first aid/emergency services do you need?
- What information do you need to include in health and safety announcements?
- Have you completed the necessary risk assessments?

11.4.2.5.3 CHILD PROTECTION

If your event involves young people, you will need to take appropriate measures in relation to child protection. These include:

- a clear code of conduct for all staff/volunteers
- police checks
- registration details for the young people
- emergency contact details for parents/guardians
- contact details for support services e.g. local authorities and social services
- a procedure relating to photo capturing equipment.

Further information on child protection is available in *Protecting Children: a guide for sportspeople* published by sports coach UK. Also check with your relevant local authority or national governing body for their current guidelines and practices.

11.4.5.4 CANCELLATION

At what point in the planning process should you decide to cancel the event if necessary, and who will be responsible for this decision?

Key factors that will influence the decision to cancel will include:

- Penalties/charges to you that you would still have to pay (eg the venue)
- Income targets
- Number of entries/bookings

11.5 EVENT OVERVIEW

To be effective, your event committee must have a clear plan to work to. It is vital that everyone understands and agrees with this plan in order to move forward. With the right people on your event committee, each with a key role and functional area to coordinate, your event will start to take shape. Many national governing bodies of sport have excellent experience and specific guidelines on running sports events.

The event coordinators first task in developing the plan is to oversee the production of the event overview. Having established all the functional areas, the committee must now agree how these areas come together to create the event overview. This exercise helps you identify realistic timescales and the most sensible sequence of events. It highlights everything clearly and forms a single

point of reference, illustrating progress, and keeps the planning of your event on track.

The suggested layout for this event plan is a gant chart, although you may decide as a team a better way to plot your tasks. A gant chart is a flow chart; it has each functional area as a main heading with each responsibility or task listed below. The dates and timelines are then plotted along a calendar scale to give an illustration of how the event planning process will progress. An event flow chart brings together details from all the different event planners to establish an overall time frame for your event.

The table below gives a very basic example of how to use the gant chart. Your chart will be far more detailed and possibly organized slightly differently for instance, dates may be shown as days rather than weeks. You may reverse the way you count (i.e. count down to the event rather than count up). Find the best way for your committee using this as a guide.

Functional Area	Week 1	Week 2	Week 3	Week 4	Week 5	Week 6	Etc.
Health & Safety							
Identify risks/hazards							
Perform risk assessments							
Write emergency action plan (EAP)							
Staff training in EAP							
Appoint first-aiders							
Purchase first aid equipment							
Marketing & Promotion							
Identify marketing activities							
Book & newspaper adverts							

Your event coordinator will need to take overall responsibility for the event overview, but information on it should be shared with the rest of the event committee. This event overview will constantly be updated when issues materialize or are solved by each functional area. It is essential that the functional area coordinators communicate effectively and regularly with the committee as a whole to report progress.

11.5.1 FUNCTIONAL AREA PLAN AND REVIEWS

Each functional area will have specific responsibilities it must fulfil. The coordinator and possibly a small team must now produce their plan, listing each task to be completed, identified from the event overview, how each task will be undertaken, the timescale and deadlines relating to that task and who is responsible for it.

Your event coordinator will need to review all the event planners in order to guide and steer the overall event, and to ensure that tasks are completed on time. The plan will take the form of a table similar to the one below. It can then be used as a progress report updated each time you meet to plan and review progress. Make sure when you meet to discuss progress, the information is recorded on the event plan so any action points don't get missed or forgotten.

Functional Area: Admin and Finance				
Task	Action Required	By whom	Timescale / Completed	By (Date) Comments
Create Budget	Establish all costs			
Entry forms	Produce and print entry forms			
VIP	Establish which VIP's to invite, design invitation or compile letter, post invitations. Collate number of VIP's attending			
Etc.				

The level of detail, communication, lead-in times and overall planning timescales you set within your event plan will depend on the size of your event and on how experienced your event committee is. Make sure that all arrangements are confirmed, preferably in writing, checked and double-checked.

Please Note that: No matter how big or small your event, attention to detail is vital. Put yourself in the shoes of a participant, a spectator, and guest, and ask yourself what you would expect from the event, this way you will hopefully cater for everyone.

11.5.2 REVIEWS AND UPDATES

The committee has already established a schedule of meetings. It is essential to communicate the progress of each functional area, review your original overview and update it. This must be done regularly throughout the planning process to ensure the committee remains focused and on track. Your event planners and flow chart will provide you with a sound foundation for planning and running a successful event. However, there are a number of areas that merit some additional time and attention.

11.5.2.1 FACILITIES

- Does the venue have the right facilities and equipment?
- Does the venue have adequate facilities for people with disabilities?
- What insurance cover do the venue owners provide?
- What alternatives are available if necessary (e.g. for wet weather)?
- When do you need to confirm your requirements and book the venue?

11.5.2.2 FINANCE

- i. Expenditure:** Your event plan will help you to identify the costs involved in running your event. Issues to consider include:
- Loans to meet early expenditure
 - Whether to have a central budget for the whole event or individual budgets for each area
 - Cost of the event plan

- The point in the planning process at which you need to break even
- How will you meet costs already incurred if you have to cancel?
- What penalties will you incur if you have to cancel the event?

When dealing with suppliers, set out the minimum standards you require and obtain three or four quotations. Make sure that all quotations meet your required standards before selecting one that best meets your needs.

ii. Income: Sources of income that you could access to balance the cost of running your event include:

- Existing funds – direct funding available from your club.
- Participants’ and spectators’ fees – decide how much to charge and what your refund policy is.
- Sponsorship and donations – make sure these are appropriate for your event and that you can deliver any specific requirements.
- Grants and deficit funding – agree and confirm any funding grants or deficit arrangements before the event, as it is difficult to justify a request in retrospect.
- Programme sales – decide on advertising rates and the price of the programme itself.

Remember to tell other parties what forms of payment you will accept and when their payments are required.

iii. Marketing and promotion: How will people know about the event?

One of your major sources of income will be the participants and spectators themselves, so it is important to attract as many as possible to your event. As with other aspects of event planning, it is important to allocate enough time and resources to plan and distribute your publicity effectively. When appointing the person coordinating this functional area, ensure it is someone with experience of marketing and promotion. Depending on the type of participant and spectator you want to attract.

Some or all of the methods that follow may be suitable for publicising your event:

- Your own website
- Press advertising and articles
- Advertising in national newspapers, specialist sports publications, newsletters and magazines
- Posters and leaflets – place them in shops, clubs, doctors’ surgeries, libraries, sports centers and sporting facilities
- Radio and TV – advertise at local, regional and national level as appropriate
- Letters/direct mailing – target specific people
- Your national governing body may be able to help identify potential participants from lists of sports club members, including their own website
- Invitations – contact VIPs and other guests well in advance to secure their support

Whatever method you choose, you will need to publicize your event effectively. Treat your event as a product and market it appropriately. A key marketing principle known as AIDA will help you ensure that your publicity is effective:

- **A**ttention – does the publicity attract attention?
- **I**nterest – does it arouse interest in the event?
- **D**esire – does it create a desire to go to the event?
- **A**ction – does it cause action (i.e. going to the event)?

The principles of AIDA will apply throughout the planning process, from attracting attention early (e.g. distributing leaflets and application forms), to issuing follow-up information if the initial response is poor (e.g. reduced entry fees, to remind existing applicants about the event nearer the time and continuing to attract further participants).

- iv. Effective publicity:** It should be simple and eye-catching includes all the essential information – what, where, when and who to contact, but does not include excessive information appeals to as wide an audience as possible and does not discriminate in any way.

11.6 EVENT BRIEFING

11.6.1 IN ADVANCE OF THE EVENT

It is essential that everyone involved in the running of your event knows exactly what they have to do on the day itself. If you have identified some training needs, for example emergency action plan, you must programme these training sessions well in advance of the actual event. You will need to hold briefing sessions for the event either a day or two before, on the day itself, or both. This may involve a verbal briefing session, distributing written notes/task sheets or both. You will also find it useful to have an event programme, including a map of key areas and a timetable of events.

11.6.2 ON THE DAY OF THE EVENT

Start the day as you mean to go on. Get there early and make sure that everything is up and running before people start to arrive. Providing you plan properly, everything will be in place when the day of your event arrives. Inevitably, there will always be things to do on the day itself. These may include:

- i. **Parking** – All car-parking areas should be well signposted and supervised if necessary.
- ii. **Facilities for people with disabilities** – All access points and facilities for people with disabilities should be well signposted, and helpers should be on hand to assist with any specific requirements.
- iii. **Signposting** – Devise your signposting system and check that it works well before the day of your event. On the day itself, all signposts should be in place as early as possible.
- iv. **Reception** – Your reception area should be clearly signposted and ready for early arrivals.
- v. **Hosts** – You will need to decide in advance who will meet key guests and press, and make sure that everyone is clear about their role. On the day itself, make sure that hosts are available to meet any early arrivals.
- vi. **Officials and volunteers** – All officials and volunteers should be clearly identified by wearing their uniform and badges. Make sure all staff look smart

and tidy, this makes them more approachable and promotes a professional image.

- vii. **First aid** – First-aid facilities should be easily accessible and clearly signposted. All officials and volunteers should be clearly briefed so that they can direct people to the right place.
- viii. **Refreshments** – You will have made arrangements for catering well before the day of your event. On the day itself, allow enough time to set-up the refreshment areas and make sure they are clearly signposted.

11.6.3 WHAT IF?

Even the best-laid plans can go wrong. This may be because of something that has been overlooked or something that is beyond everyone's control. When planning your event, it is essential to try to predict what might happen on the day. Your event committee should hold a session specifically to identify possible problems and develop contingency plans you may need to implement.

11.6.4 CHECK - LIST

You will need to ask yourself and find answers to questions such as:

- What will we do if it rains?
- What if someone forgets to do something?
- What if the person on reception falls sick?
- What if there is an accident?
- What if there aren't enough officials on the day?
- What if the reporter fails to turn up?
- What if the main VIP is delayed in traffic?
- What if more people than anticipated turn up?

Your contingency plans will need to include who is responsible for dealing with specific problems if they should arise. These people will need to be able to act quickly and calmly to analyze and deal with the situation. This will minimize the disruption and allow things to return to normal as soon as possible.

Please Note that: A good event coordinator has little to do on the day of the event itself and is therefore free to deal with any unexpected occurrences.

11.7 POST – EVENT CLEAR – UP

It is easy to focus on the event itself and overlook post-event details. Don't forget to build the following into your event plan:

- Closing the event on the day, including presentations, packing up displays, dismantling and returning equipment, collecting litter, cleaning and so on
- You will need to make sure there are enough volunteers to complete this part of your event plan
- Thanking people who have been involved, volunteers, key staff, and venue owners
- A final meeting to evaluate the event and start planning for the next

11.7.1 POST – EVENT EVALUATION

After months of planning and hard work, your event is over and you are left feeling exhausted, yet happy and relieved. It will probably be very tempting to leave the event behind and return to the day-to-day running of your club. But before you do this, you should tie up a few loose ends.

11.7.1.2 DEBRIEFING

You will need to arrange one or two final event committee meetings. You may want to get everyone together on the day itself. This should be a very short session to thank the members and confirm the date of a more formal meeting.

Individual committee members will need time to go away and reflect on the event and the areas they were responsible for, and to prepare a report (verbal or written) for the formal review meeting.

For those responsible for the financial side of things, this will mean balancing the books and producing an overall financial report. For those involved in publicity, this may mean compiling a list of the press coverage received and assessing whether it was adequate.

The timing of the final review meeting is important. You will need to allow committee members enough time to prepare for it, but it will also need to be close enough to the event to be relevant.

11.7.1.3 POST-EVENT TASKS

There will be a surprising number of things to do after your event. These will include:

- **Outstanding correspondence** – for example, sending thank you letters to helpers, sponsors and guests, and distributing competition results
- **Post-event publicity** – this may involve submitting a report on your event to your club website, newspapers and national governing body newsletters/websites
- **Financial records** – you will need to balance the books and produce a financial report that accounts for all expenditure and income, including any grants or donations received
- **Final report** – this should include a summary of your planning process, details of any problems encountered, a review of the event itself and any conclusions. Send a copy to your sponsors and other interested partners, and keep a copy safe for future reference.

11.7.1.4 EVALUATION

It is very important to review all aspects of your event to establish what went well and what you need to improve next time. This may involve reviewing:

- Feedback from participants and spectators, both verbal and in writing, use questionnaires and keep letters
- Your publicity strategy – was it effective? Did you get the media coverage you wanted?
- Your event overview and functional area event plans.

Learn from your experience. Ask committee members what they would do differently next time. Note their suggestions and keep them with your event report for future reference.

11.7.1.5 PLANNING FOR NEXT TIME

Once you have recovered from running your event and tied up all the loose ends, what next? If your event is to be held annually, the chances are you will need to start planning for next year.

Careful planning and attention to detail are key elements of running all successful sports events.

Just because your last event was a success doesn't mean the next one will take less time and effort to plan. Even if you intend to hold the same event next year, you will still need to devote as much time and effort to the planning stages.

11.7.1.6 SUMMARY AND WHAT'S NEXT

A successful sports event relies on:

- **Planning**
- **People**
- **Pounds**
- **Publicity.**

Remembering the four P's of event management will help you ensure that every sports event you run is successful.

Managing an event can be time-consuming, tiring and sometimes frustrating. But providing you plan carefully, the rewards are tremendous and you will have a lot of fun. The satisfaction you feel when you see people enjoying themselves at your event will make all your hard work seem worthwhile.

11.8 APPENDIX I - EVENT BUDGET SHEET

Expenditure	Estimate (in Rs.)	Actual (in Rs.)
Venue/event		
Hire of venue		
Trophies/certificates		
Equipment		
Displays/signs		
Flowers		
Other		
Support services		
Admin		
Travel		
Meetings		
Postage		
Telephone		
Printing		
Emergency services		
Other		

Financial/legal Legal costs Travel Officials' expenses Police costs Insurance Other		
Publicity/promotion Programme printing Artwork/design Newspaper adverts TV/radio adverts Posters/banners Sponsorship package Photography Other		
Total (A) income Sponsorship Grants Donations Tickets Programme advertising Other advertising Programmes Other		
Total (B) grand total Total (B) – total (A) = Profit/deficit		

11.9 SUMMARY

In international arena, organizing and managing sports events become tedious task. To make it more familiar and organized, several guidelines are framed and implemented in organizing the major sports events. Here, the planning phase need professionalized approach while briefing and monitoring the overall event also need expertise attention.

After the event phase also play a significant role while budget and other financial matters also need utmost care for effective and efficient managing the sports event.

11.10 EXPECTED QUESTIONS

- Q1: Explain the various important areas that need to plan in initial stage of organizing sports event?
- Q2: What are the various basic steps involved in effective planning of sports events?
- Q3: Explain the various functional areas with their respective roles and responsibilities in sports event?
- Q4: Name the major safety measures that need to follow in sports event?
- Q5: Explain the whole phenomenon of post event clear-up?

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UNIT 12: INTERNATIONAL AND NATIONAL CONVENTIONS ORGANIZATIONS

Structure:

- 12.1 Objectives
- 12.2 Introduction
- 12.3 International Congress & Convention Association (ICCA)
- 12.4 Union Association Internationale in French speaking regions (UIA)
- 12.5 India Convention Promotion Bureau in India (ICPB)
- 12.6 Asian Association of Convention and Visitor's Bureau (AACVB)
- 12.7 Summary
- 12.8 Expected Questions
- 12.9 References

12.1 OBJECTIVES

A further reading carefully this unit you will be able to:

- To know about the role and development of International Congress & Convention Association (ICCA)
- To know about the role and development of Union Association Internationale in French speaking regions (UIA)
- To know about the role and development of India Convention Promotion Bureau (ICPB) in India
- To know about the role and development of Asian Association of Convention and Visitor's Bureau (AACVB)

12.2 INTRODUCTION

Convention management requires a lot of hard work and labour. Unless and until everything runs smoothly the whole time, effort and money invested is going to go waste. In this scenario it is important that every aspect from pre-planning to post-convention is taken care of in a very organized manner. In this Unit we are going to understand the importance of international and national level convention organizations. We are also going to look at their role and development processes.

12.3 INTERNATIONAL CONGRESS & CONVENTION ASSOCIATION (ICCA)

12.3.1 INTRODUCTION AND HISTORY

ICCA is one of the most prominent associations in the international meetings industry. The head office is located in Amsterdam and oversees members in Europe, Middle East and South Africa. The regional office located in Montevideo looks after Latin America, while the New Jersey office oversees North America and the Petaling Jaya office oversees the Asia Pacific Chapter. These offices also manage marketing activities, events, education, research, membership recruitment and support for ICCA member

Basically, ICCA is the global community for the meetings industry, enabling its members to generate and maintain significant competitive advantage.

It was founded in 1963 by a group of travel agents. Their first and foremost aim was to evaluate practical ways to get the travel industry involved in the rapidly expanding market of international meetings and to exchange actual information related to their operations in this market. This initiative soon proved to have been taken at the right moment: the meeting industry expanded even more rapidly than foreseen.

As a result of which candidates from all over the world applied for ICCA membership. It includes not only the travel agents but representatives from all the various sectors of the meetings industry.

12.3.2 PRESENT SCENARIO

ICCA now is one of the most prominent organizations in the world of international meetings. It is the only association that comprises a membership representing the main specialists in handling, transporting and accommodating international events. ICCA's network of over 900 suppliers to the international meetings industry spans the globe with members in 86 countries. All companies and organizations which have a strategic commitment to provide top quality products and services for international meetings should consider ICCA membership as part of their long term plans.

International meeting planners can rely on the ICCA network to find solutions for all their event objectives: venue selection; technical advice; assistance with delegate transportation; full convention planning or ad hoc services. ICCA members represent the top destinations worldwide, and the most experienced specialist suppliers. ICCA has offices in the Netherlands, Malaysia, U.S.A. and Uruguay.

12.3.3 BENEFITS OF ICCA MEMBERSHIP

The following are the main benefits for being the members of ICCA:

- If international association meetings are an important part of your business mix, there is simply neither better nor more cost-effective way to win business from this sector.
- If you are looking to join an effective, global, business networking platform which brings together the top directors and thought-leaders from all regions of the world and all sectors of the meetings industry, look no further: ICCA is where they link up and do business.
- If you want to encounter unique, stimulating, forward-thinking, strategic-level education and debate, join the annual ICCA Congress.
- And if you want your research, sales and marketing teams to win more business, ICCA has great educational opportunities for them too.
- And ICCA membership is the clearest possible way to tell the market about your commitment and professionalism.

- If your organization is genuinely committed long-term to the international meetings industry, we believe you have a role to play in our global business community.
- If you want to belong to a trade association that aims to deliver creative solutions for each member's unique meetings-related objectives, ICCA is your answer.

Some more benefits are:

- Cost-effective way to win international association meetings business.
- Link up and do business on a truly senior and global networking platform representing all sectors of the meetings industry.
- Attend a strong, custom-designed education programme for senior industry practitioners.
- Promote your organisation to the international meetings industry.
- Get access to valuable resources.
- Belong to a trade association that delivers creative solutions for each member's unique meetings-related objectives

12.3.4 BUSINESS OBJECTIVES OF ICCA

Each ICCA member company / organization creates their own unique value-mix from ICCA's extensive range of member benefits to deliver specific business objectives within their international meetings strategy. We have listed some of the most typical objectives, along with a drop-down selection of recommended tools, products, services and events that can help ICCA members achieve them, and with links to enable members to easily obtain additional information or sign up for these business opportunities. Members are advised to ask ICCA directly for advice and assistance with any meetings-related business objective which is not listed here.

12.3.5 ICCA – GLOBAL CHAPTERS

The ICCA network not only enhances co-operation between members of the same profession in the Sectors, it also enables them to work together with members - regardless their Sectors - in the same geographical areas.

For this purpose Chapters, National and Local ICCA Committees have been formed. This element of the ICCA structure is based upon regional similarities in business matters such as marketing, market research and education. During recent years one aspect has dominated this regional co-operation, particularly at National and Local level: the concerted promotion of the region as an attractive destination for international meetings.

The following are the chapters of ICCA:

- African Chapter
- Asia Pacific Chapter
- Central Europe Chapter
- France-Benelux Chapter
- Iberian Chapter
- Latin American Chapter
- Mediterranean Chapter
- Middle East Chapter
- North American Chapter
- Scandinavian Chapter
- UK / Ireland Chapter

12.4 UNION ASSOCIATION INTERNATIONALE IN FRENCH SPEAKING REGIONS (UIA)

12.4.1 INTRODUCTION

The Union of International Associations (UIA) is a research institute and documentation centre, based in Brussels. It was founded one hundred years ago, in 1907, by Henri La Fontaine (Nobel Peace Prize laureate of 1913) and Paul Otlet, a founding father of what is now called information science.

Non-profit, apolitical, independent, and non-governmental in nature, the UIA has been a pioneer in the research, monitoring and provision of information on international organizations, international associations and their global challenges since 1907.

Publicly the UIA is best known for the Yearbook of International Organizations, the Encyclopedia of World Problems and Human Potential, the International Congress Calendar, and its former journal Transnational

Associations. In its on-going efforts to facilitate understanding of the nature and complexities of the international community of organizations the UIA has become a cutting-edge technical centre with high standing in the academic, governmental, and business domains. The UIA is mainly self-financed through membership subscriptions, sale of publications and services, and research and consultancy contracts. Other sources of income are through sponsorship and donations. The annual budget is approximately € 650,000.

12.4.2 HISTORY

In 1895, Henri La Fontaine and Paul Otlet established the Institut international de bibliographie, which later became the International Federation for Information and Documentation (FID), otherwise known as the "House of Documentation". They also established the Repertoire Bibliographique Universel (RBU), an ambitious attempt at developing a master bibliography of the world's accumulated knowledge. With their informational retrieval scheme, they proposed to file, index, and provide information for retrieval on anything of note published anywhere in the world. They were able to make great progress in bringing their plan into reality. By the late 1930's, the RBU had grown to 15 million entries.

From the work of the Institute came the idea for the Union of International Associations (UIA). The UIA is the world's oldest, largest and most comprehensive source of information on global civil society, and to this day, still carries out the sophisticated and visionary concepts of its founders. In developing beyond its initial bibliographical and organizational focus, the UIA continues to seek ways to recognize, honour and represent the full spectrum of human initiatives and preoccupations manifested in an organized manner across national boundaries - both in isolation and within the complex networks of relationships between them.

12.4.3 AIMS AND OBJECTIVES

The following are the aims and objectives of UIA:

- Contribute to a universal order based on principles of human dignity, solidarity of peoples and freedom of communication.

- Facilitate the development and efficiency of non-governmental networks in every field of human activity, especially non-profit and voluntary associations, considered to be essential components of contemporary society.
- Collect, research and disseminate information on international bodies, both governmental and non-governmental, their interrelationships, their meetings, and problems and strategies they are dealing with experiment with more meaningful and action-oriented ways of presenting such information to enable these initiatives to develop and counterbalance each other creatively, and as a catalyst for the emergence of new forms of associative activity and transnational co-operation promote research on the legal, administrative and other problems common to these international associations, especially in their contacts with governmental bodies.

The most basic concern of the UIA is to serve as a registry of international non-profit organizations. The intention is to maintain the most comprehensive coverage of international non-profit bodies of every form and of every preoccupation, and to promote understanding of how international organizations represent valid interests in every field of human activity or belief.

12.4.4 GOVERNANCE

The General Assembly gathers every 2 years in Brussels, and comprises all Active Members. The Executive Council is elected by the General Assembly, and is composed of 15 to 21 Active Members. The Council in turn elects the Board of 6 officers from among its members.

Bureau 2011-2013

<i>President</i>	Anne-Marie Boutin	(France)
<i>Vice-President</i>	Tim Casswell	(UK)
<i>Vice-President</i>	Marilyn Mehlmann	(Sweden)
<i>Vice-President</i>	Cyril Ritchie	(Switzerland)
<i>Secretary-General</i>	Jacques de Mévius	(Belgium)
<i>Treasurer</i>	Bernard Miche	(Belgium)

12.4.5 PARTNERS OF UIA

The UIA has Associate Status with United Nations Educational Scientific Cultural Organization (UNESCO). The UIA has enjoyed consultative status with the Economic and Social Council of the United Nations since 1951. Under Council Resolution 334 B (XI), ECOSOC decided to continue cooperation with the UIA in the preparation of the *Yearbook of International Organizations*. A French edition was produced with the assistance of the Agence pour la coopération culturelle et technique (ACCT) in 1980.

As of January 2010, the UIA expanded its services by partnering with the International Congress and Convention Association (ICCA). Subscribers to ICCA's online database of international association events can now benefit from 4,500 of UIA's 62,000 profiles of international associations. The UIA profiles are a significant augmentation to the information available to ICCA subscribers. For the UIA, this partnership is a further step in fulfilling its purpose to facilitate the evolution and work of international civil society associations.

In partnership with Creative Connection, the UIA has added Keynote Listening to its portfolio of services, since 2007. Keynote Listening is an illustrated record of the evolution of a meeting capturing its essence and energy, its story, content and atmosphere in a quick and memorable manner so participants understand and retain the proceedings as it happens.

In 2009, the UIA and the Mundaneum began collaborating on projects to acknowledge and commemorate their common founders, Paul Otlet and Henri La Fontaine. Since 2008, the UIA has provided articles for Headquarters magazine. Moreover, an Academic Session is organized each year, usually in October, to present the UIA International Meetings Statistics and trends in international associations meetings and conferences.

Special relations have been established with the Federation of European and International Associations Established in Belgium (FAIB).

Special relations have been established with the Federation of Semi-Official and Private International Institutions established in Geneva (FIIG).

UIA cooperates and exchanges with the European Society of Association Executives. The ESAE supports and represents association managers in Europe. It provides an international framework for round tables, seminars, and events throughout the year, highlighted by keynote speakers from senior levels in industry, government and association management. As of January 2011, the UIA cooperates with CIM - Conference & Incentive Management on the monthly e-newsletter "World of Associations News".

In addition to the above mentioned partners, the UIA's external relations also include, or have included in the past, the following:

- consultative status with the International Labour Organization (Special List)
- collaboration with the Food and Agriculture Organization of the United Nations (FAO)
- collaboration with the United Nations Institute for Training and Research (UNITAR)
- collaboration with the Commonwealth Science Council
- collaboration with Mankind 2000 on the *Encyclopedia of World Problems and Human Potential*; the web versions of the associated databases were updated with support of the European Commission in a project through the INFO2000 programme of the European Commission, from 1997 to 2000.
- In 2007-2009, the UIA partnered with opinion researchers at GlobeScan on a survey of international associations. The survey aimed to tap civil society's organizations' expertise on major global issues, as well as views of civil society's role and impact in the world.
- cooperation in specific fields with the Council of Europe
- contacts with the European Commission and the European Community
- Association with the Department of Public Information (DPI) of the United Nations
- participation as one of the research institutes in the network of the United Nations University (UNU)
- Invest in Brussels

- special relations with the International Association of Professional Congress Organizers (IAPCO)
- special relations with the Union des organisations internationales non-gouvernementales établies en France (UOIF)
- membership to the Conference of Non-Governmental Organizations in Consultative Relationship with the United Nations (CONGO)
- membership to the Conference of International Non-Governmental Organizations in Official Relations with UNESCO
- contact with nearly 39,000 international non-governmental and governmental organizations eligible for inclusion in the *Yearbook of International Organizations*

12.5 INDIA CONVENTION PROMOTION BUREAU IN INDIA (ICPB)

12.5.1 INTRODUCTION

India Convention Promotion Bureau (ICPB) is a management oriented organization that has been promoting and establishing India as a preferred MICE (Meetings, Incentives, Conventions & Exhibitions) destination. It draws its membership from the length and breadth of the hospitality industry as well as other private and government organizations involved directly and indirectly in MICE tourism. For the past 25 years, under the direction of the Ministry of Tourism, Government of India, ICPB has been providing free information and infrastructural assistance to its members in organizing and hosting many successful international conferences and conventions, and bringing MICE business from around the world to the country.

12.5.2 AIMS AND OBJECTIVES

The following are the aims and objectives of ICPB:

- To promote India as a competent and credible MICE destination
- To undertake a continuing programme of creating better awareness of the role and benefits of MICE in the context of national objectives

- To collect, both from primary and secondary sources, relevant information that could be used to develop a data bank and to disseminate such information to the membership
- To undertake research for development for India's MICE industry and disseminate that information
- To undertake a continuing programme of marketing, through media, for motivating national associations to bid for conventions, etc.
- To encourage growth of professionalism in the MICE segments and evolve an industry code of ethics
- To provide necessary guidance and feedback to the central government and advise state governments in the development of infrastructure and facilities for MICE segments
- To conduct seminars, group discussions, courses of study and organize exchange of visits between Indian organizations and relevant world associations/organizations
- To seek affiliations with world bodies with similar aims and objectives

12.5.3 SUPPORT SERVICES OF ICPB

ICPB facilitates and supports event planners and other related organizations during the bidding process for international conferences. The areas in which the assistance of the Bureau expertise could be sought are as follows:

- Detailed budgeting of the event.
- Worldwide promotion and publicity of event.
- Booking of accommodation and convention venues.
- Organizing social and cultural programmes.
- Parties and catering services.
- Sight-seeing / pre & post conference tours.
- Special interest and leisure activities.
- Airport receptions and transportation.
- Inaugural and closing ceremonies.

- Recording and printing of proceedings, simultaneous interpretation, public relations, protocol Accounts and audit.

12.5.4 BENEFITS TO MEMBERS

Being a member of the country's convention bureau brings with it, benefits which helps one augment their business. It opens up the international business arena to your company and introduces it to unprecedented opportunities like:

- Interface between different business associates like Travel Agents, Hotels, Advertising Agencies and State Tourism Development Corporations
- Keep you abreast with the latest industrial developments through seminars and workshops
- Access to market information of UIA and other data available with IPCB
- Access to ICPB's data base of associations, MNCs etc.
- Advertising space for the company in the ICPB member's directory which is subscribed by all member organizations
- Facilitate organizing international conferences by assisting in getting approvals from the government authorities
- International exposure to the company via the ICPB Website and allied links
- Facilitate communication between the industry and the corresponding ministries
- Participation in "Conventions India", Conclave and Expo - special offers are worked out for our active and allied members for the same

12.6 ASIAN ASSOCIATION OF CONVENTION AND VISITOR'S BUREAU (AACVB)

12.6.1 INTRODUCTION AND HISTORY

Asian Association of Convention and Visitor's Bureau (AACVB) was founded in 5 February 1983 in Manila, Philippines. It was formed in 1983 to create regional cooperation in developing Asia's convention potential and to promote the region as an ideal convention destination. The founding CVB

members included Hong Kong, Malaysia, Philippines, Singapore, South Korea and Thailand. China and Macau joined in later years. In 2008, after a review of the organization's mission and strategic goals, the AACVB has entered an ambitious new era.

12.6.2 VISION

AACVB will be globally recognized for establishing Asia as a high quality region of choice in the international MICE marketplace.

12.6.3 MISSION

AACVB's mission is to raise the platform, level of sophistication and capabilities of the MICE industry in Asia, to increase Asia's competitiveness and to drive business to its member destinations.

12.6.4 OBJECTIVES

The following are the objectives of AACVB:

- To strive towards regional cooperation in developing Asia's convention potential and in promoting the region as an ideal convention destination.
- To stimulate intra-regional conventions, especially those that can be rotated among member countries.
- To encourage the formation of national, state/province or city convention organizations to enhance members' convention-hosting capabilities.
- To be instrumental in professionalizing the convention industry by developing and promoting sound professional practices in the solicitation and servicing of meetings and conventions; to initiate training programs to achieve this objective.
- To facilitate the exchange of information through the establishment of a comprehensive Asian convention data bank; to serve as a clearing house of information on the Asian convention industry.

12.6.5 FOUNDING MEMBERS

The following were the founding members:

1. Hong Kong Tourist Association
2. Directorate General of Tourism Indonesia

3. Korea National Tourism Corporation
4. Tourist Development Corporation Malaysia
5. Ministry of Tourism, Philippines
6. Singapore Tourist Promotion Board
7. Tourism Authority of Thailand

12.6.6 PURPOSE

The following are the main purposes of AACVB:

- To strive towards regional cooperation in developing Asia's convention potential and in promoting the region as an ideal convention destination.
- To stimulate intra-regional conventions, especially those that can be rotated among members countries.
- To encourage the formation of national or city-wide convention organizations to foster the individual member-countries' convention-hosting capabilities.
- To be instrumental in professionalizing the convention industry by developing and promoting sound professional practices in the solicitation and servicing of meetings and conventions; to initiate training programs to achieve this objective.
- To facilitate the exchange of information through the establishment of a comprehensive Asian convention data bank; to serve as a clearing-house of information on the Asian convention industry.

12.6.7 CATEGORIES OF MEMBERS

The following are the main categories of members:

1. Founding Member
2. Full Member
3. Associate Member
4. Allied Member
5. Affiliate Member
6. Friends of AACVB

12.6.8 MAJOR BENEFITS FOR MEMBERS

The following are the main benefits for AACVB's members:

- Learning through attending events organized by AACVB
- Networking and learning by joining the AACVB specialized group e.g. Familiarization Trip
- Intra-regional reciprocity with AACVB's members
- Undertaking continuing professional development
- Public Relation (PR) and marketing opportunity through AACVB's website
- Accessible to AACVB member website for intelligent information

12.7 SUMMARY

In any country or region, the role played by local organizations is vital. Basically these organizations are acting like a bridge between government and industry. They support the local service providers and international delegates who come to the destinations for business and leisure purposes. The impact of all the organizations can easily observe when they invite every stakeholder on common platform for collaborations. Beyond the other benefits, they are acting as the nodal agency to approach to, for organizing various events or conferences without any kind of delay and discrepancies.

12.8 EXPECTED QUESTIONS

- Q1: Explain the major roles of international and national organizations in organizing the events and conferences?
- Q2: Write an essay on International Congress & Convention Association (ICCA)?
- Q3: Explain about the Union Association Internationale in French speaking regions (UIA)?
- Q4: What are the major aims and objectives of India Convention Promotion Bureau in India (ICPB)?
- Q5: Explain about the Asian Association of Convention and Visitor's Bureau (AACVB)

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BLOCK 4

CASE STUDIES IN MICE

UNIT 13: MAJOR TYPES OF EVENTS: CULTURAL EVENTS, FESTIVALS, SPORTS EVENTS AND THEME EVENTS

Structure:

13.0 Objectives

13.1 Introduction

13.2 Event & Event Management

13.2.1 Meaning of Event

13.2.2 Meaning of Event Management

13.2.3 The Event perspective

13.2.4 How to organize major events and festivals

13.3 Meaning of cultural event

13.3.1 Cultural and Community Events Definition

13.4 Meaning of Festival

13.4.1 Festivals In India

13.4.2 Types of festivals

13.5 Meaning of Sports

13.5.1 Sports Events

13.6 Meaning of Theme Event

13.7 Types of Events: Cultural Events, Festivals, Sports Events and Theme Events

13.8 Summary

13.9 Glossary

13.10 Answers to Check your Progress / SAQs

13.11 Bibliography / References / Suggested Readings

13.0 OBJECTIVES

After studying this lesson, students will be able to:-

- Define the events.
- Understand the concept & types of events.
- Get knowledge about festivals, sports events and theme events.
- Know about major types of festivals, sports events and theme events.

13.1 INTRODUCTION

Tracing the history of events would entail tracing the history of mankind. An event in its universal and literal form would be any occasion when something happens or something needs to be done to organize the same. Events are an important motivator of tourism, and figure prominently in the development and marketing plans of most destinations. The roles and impacts of planned events within tourism have been well documented, and are of increasing importance for destination competitiveness. Yet it was only a few decades ago that ‘event tourism’ became established in both the tourism industry and in the research community, so that subsequent growth of this sector can only be described as spectacular.

13.2 EVENT & EVENT MANAGEMENT

An event is a live –multimedia package carried out with a preconceived concept, customized or modified to achieve the clients’ objectives of reaching out and suitably influencing the sharply defined, specially gathered target audience by providing a complete sensual experience and an avenue for two way interaction.

Management of event encompasses all activities involved in planning, organizing, staffing, leading and evaluation of an event. In fact, all operational tasks for an event such as the ground work, viz. venue selection and stage design, arranging the infrastructural facilities required, liaison with artists/performers and networking with other activities such as advertising, PR, ticket sales, etc. fall under the preview of event management.

13.2.1 MEANING OF AN EVENT

An event means occurrence i.e happening at a determinable time and place, with or without the participation of human agents. It may be a part of a chain of occurrences as an effect of a preceding occurrence and as the cause of a succeeding occurrence. Marketing guru, Philips Kotler, defines events as occurrences designed to communicate particular messages to target audiences. Though the term events is commonly used to describe something that happens at a given time and place, it is also used in other meanings and related phrases. For

example, in philosophy events are objects in time, events are special sets of circumstances or even a phenomenon located at a single point in space-time.

13.2.2 MEANING OF EVENT MANAGEMENT

Event management is the application of project management to the creation and development of festivals, events and conferences.

Event management involves studying the intricacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually launching the event. Post-event analysis and ensuring a return on investment have become significant drivers for the event industry.

The recent growth of festivals and events as an industry around the world means that the management can no longer be ad hoc. Events and festivals, such as the Asian Games, have a large impact on their communities and, in some cases, the whole country.

The industry now includes events of all sizes from the Olympics down to a breakfast meeting for ten business people. Many industries, charitable organizations, and interest groups will hold events of some size in order to market themselves, build business relationships, raise money or celebrate.

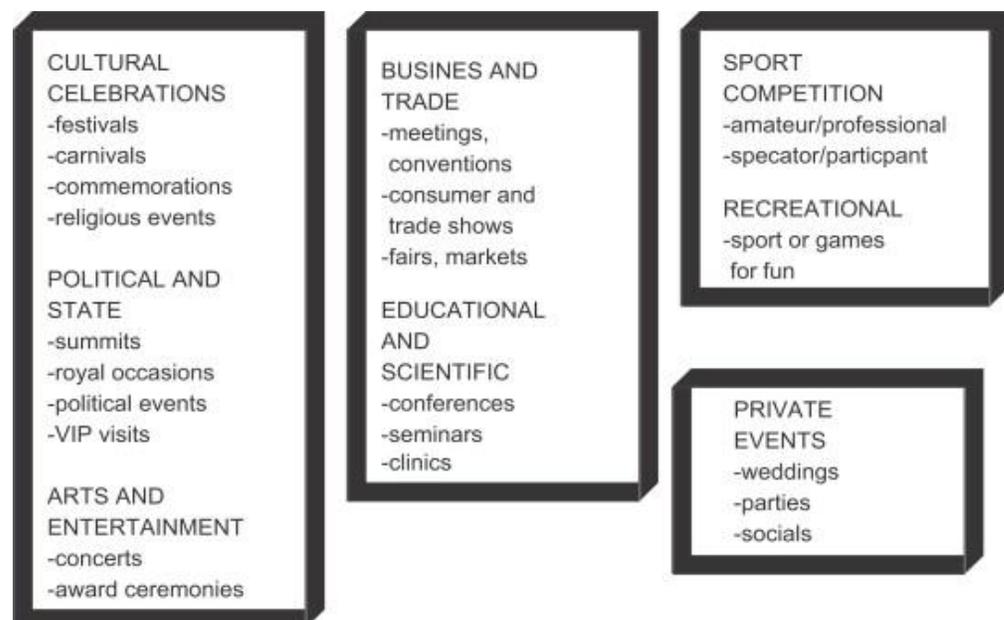
13.2.3 THE EVENT PERSPECTIVE

Planned events are spatial-temporal phenomenon, and each is unique because of interactions among the setting, people, and management systems—including design elements and the program. Much of the appeal of events is that they are never the same, and you have to ‘be there’ to enjoy the unique experience fully; if you miss it, it’s a lost opportunity. In addition, ‘virtual events’, communicated through various media, also offer something of interest and value to consumers and the tourism industry; they are different kinds of event experiences.

Planned events are all created for a purpose, and what was once the realm of individual and community initiatives has largely become the realm of professionals and entrepreneurs. The reasons are obvious: events are too

important, satisfying numerous strategic goals — and often too risky — to be left to amateurs. Event management is the applied field of study and area of professional practice devoted to the design, production and management of planned events, encompassing festivals and other celebrations, entertainment, recreation, political and state, scientific, sport and arts events, those in the domain of business and corporate affairs (including meetings, conventions, fairs, and exhibitions), and those in the private domain (including rites of passage such as weddings and parties, and social events for affinity groups).

Fig. 1 provides a typology of the main categories of planned events based primarily on their form—that is, obvious differences in their purpose and program. Some are for public celebration (this category includes so-called ‘community festivals’ which typically contain a large variety in their programming and aim to foster civic pride and cohesion), while others are planned for purposes of competition, fun, entertainment, business or socializing. Often they require special-purpose facilities, and the managers of those facilities (like convention centers and sport arenas) target specific types of events. Professional associations and career paths have traditionally been linked to these event types.



(Fig. 1: Typology of planned events (Source: Getz, 2005))

13.2.4 HOW TO ORGANISE MAJOR EVENTS AND FESTIVALS

We have a fantastic tradition of organising a range of great major events and festivals. They are well thought of, entertaining and popular. This training course will give event managers with experience, the skills to deliver excellent major events and festivals. This is a practical course based on what event organisers do. It is participative, contains planning aids, group and individual exercises and is backed up by the tutors' 20 years' experience of designing, planning and delivering arts, hot air balloon and sports events, fireworks displays, carnivals, craft, food and beer festivals, parties and concerts to name but a few! It is relevant to all types of major events and festivals – sports, arts, cultural, hobby, historical, countryside, music and themed events. You will learn the 'how to' of:

- Delivering your event set against the principals of major event planning process
- Designing a festival that really does excite your audience
- Designing, theming, positioning and programming your major event
- Effective project planning, budgeting, recruiting and booking key services
- Selecting, evaluating and site planning your venue
- Designing an engaging well planned event programme
- Achieving great audiences numbers through effective event promotion
- Organising for safety at every stage of the planning process
- Understanding all the current legislation relating to major events
- Writing comprehensive Event Management Plans
- What to expect at Event Safety Advisory Meetings
- Writing a major event risk and fire assessment
- Major event emergency planning
- Leading and motivating your event team
- Evaluating your events success

13.3 MEANING OF CULTURAL EVENT

A cultural event is an event pertaining to a specific culture. Events held within cultures, such as tribes or clans, help bring together their community in

ways that express the beliefs, values, and traditions shared within the culture. This can be done through art, rituals, or ceremonies. Cultural events are arts and manners favoured by a group. It can also be said to be as distinctive way of living set up by people. A cultural event is a celebration in honour of someone or something. The examples of cultural events are weddings, funerals, festivals, etc. These events are usually important because they help people to remember about the past events and their loved ones.

13.3.1 CULTURAL AND COMMUNITY EVENTS DEFINITION:

Community-based cultural events bring people together in many ways that express their ideas, traditions and values. From age-old ceremonies of commitment such as weddings to contemporary, pride promoting, collaborative, neighborhood murals, art addresses people's need for community. The arts frequently interrelate in these events. These are:-

1) **Ceremonies and Celebrations:** Ceremonies are customary acts or events acknowledging particular special occasions such as weddings, religious rites and graduations. Celebrations are festive, usually commemorative, public occasions, frequently incorporating the arts to praise, honor or mark a special event in the life of a person or group.

2) **Rituals and Rites of Passage:** Rituals and rites of passage have been sources of many specialized art forms. A ritual is a set form or system of rites, religious or secular. Rites of passage define important moments in universal stages of one's passage through life. Rites include stages of separation, threshold and reincorporation at a new level. The rite symbolizes progress in life defined by culture (i.e. coming of age ceremonies, graduations, birthdays, retirement, etc.) which can be related to art.

3) **Public Art:** Public art includes artwork and monuments readily accessible for public view. This art may function to beautify, educate, influence or celebrate communities. Frequently the desire to bring the art to the viewer is primary. The media, scale and environment may accentuate the art's intention as well as influence view point and participation.

4) **Performance Art:** Performance art is most often a combination of visual art with dramatic arts, music, or poetry. The performances may occur in galleries, public spaces, natural or urban or theatrical settings. This art form frequently combines traditional and contemporary media.

5) **Interrelating the Arts:** The arts are interrelated in many ways in artworks and events from the illustration of literature in books to the interplay of music, readings and costumes generally incorporated in celebrations. Certainly theatre, film and video integrate all of the arts as do many of the world's rituals.

13.4 MEANING OF FESTIVAL

A festival or gala is an event ordinarily staged by a local community, which centers on and celebrates some unique aspect of that community and the Festival. An occasion for feasting or celebration, Especially a day or time of religious significance that recurs at regular intervals.

Among many religions, a feast is a set of celebrations in honour of God or gods. A feast and a festival are historically interchangeable. However, the term "feast" has also entered common secular parlance as a synonym for any large or elaborate meal. When used as in the meaning of a festival, most often refers to a religious festival rather than a film or art festival.

Philippines and many other former Spanish colonies, the Spanish word *fiesta* is used to denote a communal religious feast to honor a patron saint.

13.4.1 FESTIVALS IN INDIA

Festivals are cultural celebrations and have always occupied a special place in societies. Their celebratory roles, and the many cultural and social implications of ritual and festivity, have long attracted the interest of sociologists and anthropologist. Festivals are connected to cultures and to places, giving each identity and helping bind people to their communities. Similarly, festivals and other planned events can foster and reinforce group identity.

In India, festivals do not just offer people a temporary reprieve from their daily grind. Imbued with deep inner significance, each festival is a multifaceted celebration. The day on which a particular festival is celebrated has a special

astrological significance, and certain observances on these days yield manifold benefits. That is why Indian festivals are marked by certain observances such as fasting, oil massages, particular pujas, abstinence, etc.

In the Indian tradition all one's needs, be it at a totally gross level or the most subtle, are sought through the Divine. So if one wants material prosperity, one worships Lakshmi, the Goddess of Prosperity; for knowledge one worships Saraswati, the Goddess of Learning. Though Hindus ultimately believe in one Supreme Divine Entity, to meet the differing needs and mindsets, the different aspects of the Supreme are worshipped as different gods and goddesses.

Each festival is also associated with a story from the Puranas that gives an insight into the deeper spiritual significance underlying the celebration. Part of common folklore, these stories reach out to ordinary people in a way that dry theological facts cannot. These stories are also underpinned by certain philosophical premises. In India, the term for philosophy is darshan, which means to see or perceive.

13.4.2 TYPES OF FESTIVALS

a) Seasonal festivals: Seasonal are determined by the solar and the lunar calendars and by the cycle of the seasons. The changing of the season was celebrated because of its effect on food supply. Ancient Egyptians would enjoy the seasonal inundation caused by the Nile River, a form of irrigation, which provided fertile land for crops.

In the Alps, in autumn the return of the cattle from the mountain pastures to the stables in the valley is celebrated as Almbtrieb. A recognized winter festival, the Chinese New Year, is set by the lunar calendar, and celebrated from the day of the second new moon after the winter solstice. An important type of seasonal festivals is those related with the agricultural seasons.

Dree Festival of the Apatanis living in Lower Subansiri District of Arunachal Pradesh is one such important festival, which is celebrated every year from July 4 to 7 praying for bumper crop harvest. The Vaisakhi festival marking the New Year and birth of the Khalsa.

b) General Festivals: Festivals always have a theme, and they have potentially very diverse programs and styles, all in pursuit of fostering a specific kind of experience. Celebration embodies at once an intellectual, behavioural and emotional experience, with the emotional responses potentially leading to unexpected and undesired outcomes in both behavioural and political/attitudinal terms. These days there are many modern festivals which come under general category. Modern festivals are mostly created and managed with multiple goals, stakeholders and meanings attached to them. A festival in one country, however, might very well be perceived quite differently from festivals in other countries

Various type of general festivals are:-

- Arts festival
- Beer festival
- Buskers festival
- Comedy festival
- Film festival
- Fire festival
- Folk festival
- Food festival
- Literary festival
- Mela Festival
- Music festival
- Oyster Festival
- Religious festival
- Renaissance festival
- Rock festival
- Science festival
- Sindhi festivals
- Storytelling festival
- Theater festival
- Violin Festival
- Wine festivals

13.5 MEANING OF SPORTS:-

- Sports is a physical activity that is governed by a set of rules or customs and often engaged in competitively, sports can be played on land, in water and in the air. Sports can be described as all of the following:
- Entertainment – - Any sport that includes spectators, either free or paid admission, with no pre-scripted plot of the final outcome. The athletics might also get entertained by complete sports objective.
- Exercise – some sports are physical exercise while others are mental exercise.
- Types of sports-
 - Amateur sports
 - Athletic sports
 - Blood sport
 - Demonstration sport
 - Disabled sports
 - Electronic sports
 - Extreme sports
 - Fantasy sports
 - Female sport
 - Individual sport
 - Motorsports
 - Professional sports
 - Spectator sport
 - Team sport
 - Underwater sports

13.5.1 SPORTS EVENTS

Thousands of sports events take place every year from grass root level tournaments to mega sports events like the world cup Football and cricket and the mother of all events the summer and winter Olympics. Collegiate and professional sports competitions are also categorized as sports events considering entertainment opportunities for the fans.

Events can be further classified as spectator driven and participant driven. Most of the big events like the Football world cup are spectator driven, while events at the grass root level are participant driven. Upon further evaluation, it is common to find a large number of events within one event like the Olympics. A cricket match or a football game offers spectators and tailgate parties a pre game, halftime and post game shows, five star hospitality and comforts of the executive boxes plus a whole lot of other marketing benefits each of these opportunities are like a link to the successful income generations in the sports industry and add value to the spectators and sponsors.

Another type of sports event is called ‘ the made for television events ‘ which unfortunately haven’t been conceptualized in the Indian sports market are a rage in the western nations and picking up a steady market in south east Asian nations of Malaysia, Indonesia and Singapore. With the increase in television rights fees has caused the need to develop more sports programmes for cable television – this genre of sports events are raising to popularity. These events include the X games and the corporate cricket competition in India. These create a niche amongst the events and sponsors, although these events attract fewer at the venue spectators, most of the logistical elements remain the same.

13.6 MEANING OF THEME EVENT

Theme Event at which all foods, beverages, decorations, and entertainment relate to a single theme. Decorations for events can vary greatly, but are mostly meant to enhance the event and add to the aesthetic enjoyment. Events are generally held for a specific reason, and although some may have serious content, decorations help to maintain a positive impression of the occasion.

TYPES OF THEME EVENTS

1. Corporate Conference: Whether it's an awards ceremony or launch of a new product, for a corporate event, have the colors match the logo of the company. Decorate the space with balloons and streamers. There may be something special on the tables – corporate gifts such as key rings or custom pens.

2. Weddings: Wedding decorations tend to revolve around the color scheme chosen by the bride and groom and are often pastel colors. Balloons, streamers and ribbons add to the flowers and cake already adorning the tables. Candle lanterns are an elegant touch if the wedding is held during the evening.

13.7 TYPES OF EVENTS: CULTURAL EVENTS, FESTIVALS, SPORTS EVENTS AND THEME EVENTS

CULTURAL EVENTS	FESTIVALS EVENTS
<p>Hanukkah and Kwanzaa –</p>  <p>Kwanzaa is celebrated by African Americans as a cultural tradition. Hanukkah is celebrated by Jews and celebrates the Macabes and having enough oil in the temple after the battle.</p> <p>St. Patrick's Day:</p>  <p>Saint Patrick's Day, or the Feast of</p>	<p>Holi:</p>  <p>One of the major festivals of India, Holi is celebrated with enthusiasm and gaiety on the full moon day in the month of Phalgun which is the month of March as per the Gregorian calendar.</p> <p>Holi festival may be celebrated with various names and people of different states might be following different traditions. But, what makes Holi so unique and special is the spirit of it which remains the same throughout the country and even across the globe, wherever it is celebrated.</p>

Saint Patrick (Irish: Lá Fhéile Pádraig, "the Day of the Festival of Patrick"), is a cultural and religious holiday celebrated annually on 17 March, the death date of the most commonly-recognised patron saint of Ireland, Saint Patrick. Every year on March 17, the Irish and the Irish-at-heart across the globe observe St. Patrick's Day. What began as a religious feast day for the patron saint of Ireland has become an international festival celebrating Irish culture with parades, dancing, special foods and a whole lot of green.

Quinceanera, :



It is also called *fiesta de quince años*, *fiesta de quinceañera*, *quince años* or simply *quince*, is the celebration of a girl's fifteenth birthday in parts of Latin America and elsewhere in communities of people from Latin America. This birthday is celebrated differently from any other as it marks the transition from childhood to young womanhood

DIWALI:



It is a Hindu festival with lights, held in the period October to November. It is particularly associated with Lakshmi, the goddess of prosperity, and marks the beginning of the financial year in India.

EID AL FITR:



It is also called **Feast of Breaking the Fast**, the **Sugar Feast**, **Bayram (Bajram)**, the **Sweet Festival**^[3] and the **Lesser Eid**, is an important religious holiday celebrated by Muslims worldwide that marks the end of Ramadan, the Islamic holy month of fasting (*sawm*). The religious Eid is a single day and Muslims are not permitted to fast on that day. The holiday celebrates the conclusion of the 29 or 30 days of dawn-to-sunset fasting during the entire month of Ramadan. The day of Eid, therefore, falls on the first day of the month of Shawwal.

Bar Mitzvah:

It is the initiation ceremony of a Jewish boy who has reached the age of 13 and is regarded as ready to observe religious precepts and eligible to take part in public worship.

Yugādi,-

It is the New Year's Day for the people of the Deccan region of India. The name Yugadi or Ugadi is derived from the Sanskrit words yuga (age) and ādi (beginning): "the beginning of a new age". It falls on a different day every year because the Hindu calendar is a lunisolar calendar. The Saka calendar begins with the month of Chaitra (March–April) and Ugadi marks the first day of the new year.

EID AL ADHA-

It is also called the **Feast of the Sacrifice**, the **Major Festival**,^[1] the **Greater Eid**. It is the second of two religious holidays celebrated by Muslims worldwide each year. It honors the willingness of Abraham (Ibrahim) to sacrifice his young first-born son Ishmael (Ismail)^a as an act of submission to God's command, before God then intervened to provide Abraham with a lamb to sacrifice instead.^[2] In the lunar-based Islamic calendar, *Eid al-Adha* falls on the 10th day of Dhu al-Hijjah and lasts for four days. Eid al-Adha is the latter of the two Eid holidays, the former being Eid al-Fitr. The basis for the Eid al-Adha comes from the 196th *ayah* (verse) of Al-Baqara, the second *sura* of the Quran.^[4] The word "Eid" appears once in Al-Ma'ida, the fifth *sura* of the Quran, with the meaning "solemn festival".

Anzac Day-

ANZAC Day, held on 25 April every year, is one of Australia's most important national occasions. It marks the anniversary of the first major military action fought by Australian and New Zealand Army Corps during the First World War. Dawn services and marches are held in towns and cities across the country, where Australians gather to pay their respects to the soldiers who have served. The national ceremony, attended by the Prime Minister and Governor General, is held at the Australian War Memorial in Canberra. ANZAC Day is a time when Australians reflect on the many different meanings of war.

GURUPURAB:

This is the anniversary of a guru's birth or death; marked by the holding of a festival. A gurpurb in Sikh tradition is a celebration of an anniversary related to the lives of the Sikh gurus. Observance of these anniversaries is an important feature of the Sikh way of life. Gurpurbs are a mixture of the religious and the festive, the devotional and the spectacular, the personal and the communal. Over the years a standardized pattern has evolved, but this pattern has no special sanctity, and local groups may invent their own variations. During these celebrations, the Guru Granth Sahib is read through, in private homes and in the gurdwaras, in a single continuous ceremony lasting 48 hours. This reading, called Akhand Path, must be without interruption; the relay of reciters who take turns at saying the Scripture ensures that no break occurs.

Desert Festival Jaisalmer

The three days Desert cultural event brings out the spirit of the people of Jaisalmer who have to survive in a difficult region. The event is an opportunity for these people to discard all their worries and become a part of a marvellous festival. For tourists from other parts of India and foreign countries, it is a great opportunity to learn more about the history and culture of Rajasthan. It is in essence an event, dedicated to the performing arts of Rajasthan. Throughout the three days, rhythmic music accompanied by elegant and vibrant dances that keep the visitors' spirit high. Renowned artists from all over Rajasthan reach Jaisalmer to perform and gain appreciation.

Fiesta of San Joaquin :

During the town Fiesta of San Joaquin, every 21st day of January,

PONGAL:

Pongal is the only festival of Hindu that follows a solar calendar and is celebrated on the fourteenth of January every year. Pongal has astronomical significance: it marks the beginning of **Uttarayana**, the Sun's movement northward for a six month period. In Hinduism, Uttarayana is considered auspicious, as opposed to Dakshinaayana, or the southern movement of the sun. All important events are scheduled during this period. **Makara Sankranti** refers to the event of the Sun entering the zodiac sign of Makara or Capricorn. Pongal signals the end of the traditional farming season, giving farmers a break from their monotonous routine. Farmers also perform puja to some crops, signaling the end of the traditional farming season. It also sets the pace for a series of festivals to follow in a calendar year. In fact, four festivals are celebrated in Tamil Nadu for four consecutive days in that week.

the best breeds of bulls and horses are brought to the town arena to take part in one of Iloilo’s most celebrated festivals. The annual horse fight called “Pahibag” and bull-fight called “Pasungay” is held at the San Joaquin Sports Stadium starting 9 in the morning onwards.

Navaratri, Dussehra, and Durga Puja



The first nine days of this festival are known as *Navaratri*, and are filled with dance in honor of the Mother Goddess. The tenth day, called Dussehra, is devoted to celebrating the defeat of the demon king Ravana by Lord Rama. It also coincides with the victory of the revered warrior Goddess Durga over the evil buffalo demon Mahishasura.

In eastern India, the festival is observed as *Durga Puja*. Huge statues of the Goddess are made and immersed in the holy Ganges River. The festival is an extremely social and theatrical event, with drama, dance, and cultural performances held throughout the country.

Ganesha Chaturthi-



It is the Hindu festival celebrated on the birthday of the lord Ganesha, the son of Shiva and Parvati. It is believed that Lord Ganesh bestows his presence on earth for all his devotees during this festival. It is the day when Ganesha was born. The festival, also known as **Vinayaka Chaturthi**("festival of Ganesha") is observed in the Hindu calendar month of Bhaadrapada, starting on the shukla chaturthi (fourth day of the waxing moon period). The date usually falls between 19 August and 20 September. The festival lasts for 10 days, ending on Anant Chaturdashi (fourteenth day of the waxing moon period).

SPORTS EVENTS

THEME EVENTS

Pan American Games



The Pan-American or **Pan American Games** (also known colloquially as the **Pan Am Games**) constitute a major event in the Americas featuring summer and formerly winter sports, in which thousands of athletes participate in a variety of competitions. The competition is held between athletes from nations of the Americas, every four years in the year before the Summer Olympic Games. There has been one edition of the Winter Pan American Games in 1990. The Pan American Games were last held in Guadalajara, Mexico in 2011. The next edition will be held in Toronto in 2015. Since 2007, host cities are contracted to manage both the Pan American and the Parapan American Games,^[1] in which athletes with physical disabilities compete against one another. The Parapan American Games are held immediately following their respective Pan American Games. PASO is the governing body of the Pan American Games movement, whose structure and actions are defined by the Olympic Charter.

Wedding party



A wedding is a ceremony where people are united in marriage. Wedding traditions and customs vary greatly between cultures, ethnic groups, religions, countries, and social classes. Most wedding ceremonies involve an exchange of wedding vows by the couple, presentation of a gift (offering, ring(s), symbolic item, flowers, money), and a public proclamation of marriage by an authority figure or leader. Special wedding garments are often worn, and the ceremony is sometimes followed by a wedding reception. Music, poetry, prayers or readings from religious texts or literature are also commonly incorporated into the ceremony.

There are different types of wedding according to different culture and tradition.



(Marriage at Rajasthan, India)

Mediterranean Games



The **Mediterranean Games** are a multi-sport games held every four years, mainly for nations bordering the Mediterranean Sea, where Europe, Africa and Asia meet. The Mediterranean Games, in terms of the preparation and composition of the National Delegation, are held under the auspices of the International Olympic Committee and the Hellenic Olympic Committee (HOC). The idea was proposed at the 1948 Summer Olympics by Muhammed Taher Pasha, chairman of the Egyptian Olympic Committee, and they were first held in 1951. The first 10 games took place always one year preceding the Olympics. However, from 1993 on, they were held the year following the Olympic games. The Games were inaugurated on October 1951, in Alexandria, Egypt, in honour of Muhammed Taher Pasha, the man to whom their inspiration is owed, with contests being held in 13 sports along with the participation of 734 athletes from 10 countries. Ever since, they take place every 4 years without any interruption. In 1955, in Barcelona, during the II Games, the set up was decided of a Supervisory and Controlling Body for the Games, a kind of Executive Committee. The

Corporate Conference

Corporate conference is a gathering of individuals or members of one or several organizations, for discussing matters of common interest. There can be different types of conferences like:-

- Academic conference, in science and academic, a formal event where researchers present results, workshops, and other activities.
- Business conference, organized to discuss business-related matters
- News conference, an announcement to the press (print, radio, television) with the expectation of questions, about the announced matter, following.
- Parent-teacher conference, a meeting with a child's teacher to discuss grades and school performance.
- Peace conference, a diplomatic meeting to end conflict.
- Settlement conference, a meeting between the plaintiff and the respondent in lawsuit, wherein they try to settle their dispute without proceeding to trial.

Olympic Games



The modern **Olympic Games** (French: *Jeux olympiques*^[1]) are the leading international sporting event

decisions were finally materialized on June 16, 1961, and the said Body was named, upon a Greek notion, ICMG (International Committee for the Mediterranean Games).

FIFA World Cup



The **FIFA World Cup**, often simply the **World Cup**, is an international association football competition contested by the senior men's national teams of the members of *Fédération Internationale de Football Association* (FIFA), the sport's global governing body. The championship has been awarded every four years since the inaugural tournament in 1930, except in 1942 and 1946 when it was not held because of the Second World War. The current champions are Spain, who won the 2010 tournament in South Africa.

The current format of the tournament involves 32 teams competing for the title at venues within the host nation(s) over a period of about a month; this phase is technically called the *World Cup Finals*. A qualification phase, which currently takes place over the preceding three years, is used to determine which teams qualify for the tournament together with the host nation(s).

featuring summer and winter sports competitions wherein thousands of athletes variously compete. The Olympic Games are considered the world's foremost sports competition with more than 200 nations participating.^[2] The Olympic Games are held every four years, with the Summer and Winter Games alternating by occurring every four years but two years apart. Their creation was inspired by the ancient Olympic Games, which were held in Olympia, Greece, from the 8th century BC to the 4th century AD. Baron Pierre de Coubertin founded the International Olympic Committee (IOC) in 1894. The IOC is the governing body of the Olympic Movement, with the Olympic Charter defining its structure and authority. The Olympic Movement comprises international sports federations (IFs), National Olympic Committees (NOCs), and organizing committees for each specific Olympic Games.

13.8 SUMMARY

Events are something that happens or is regarded as happening. Suresh Pillai, Managing Director, Eventus Management, considers events as an additional media whereby two way communications is possible. All the events are well planned in advance so management of events is also needed. Management of events encompasses all the activities involved in planning, organizing, staffing, leading and evaluation of an event. Major Types of Events are Cultural Events, Festivals, Sports Events and Theme Events. All the events are different and demand different type of management planning.

13.9 GLOSSARY

- Event:- It is a planned occasion or an activity.
- Event Management:- It means management of event with the help of planning, directing, coordinating, controlling etc.
- Festival:- A festival or gala is an event ordinarily staged by a community, centering on and celebrating some unique aspect of that community and its traditions, often marked as a local or national holiday, mela or eid.
- Conference: - A conference is a meeting of people who "confer" about a topic.
- Rituals: - A ritual "is a sequence of activities involving gestures, words, and objects, performed in a sequestered place, and performed according to set sequence." Rituals may be prescribed by the traditions of a community, including a religious community.

13.10 ANSWERS TO CHECK YOUR PROGRESS / SAQ'S

- 1) What is meant by an event?
- 2) What do you mean by event management?
- 3) What are the various Typologies of planned events?
- 4) Discuss the major types of festivals.
- 5) What do you meant by sports events and discuss the major sports events worldwide.

13.11 SUGGESTED READINGS

- Tallon, A.F, Fashion Marketing and Merchandising, 3rd ed. Sequoia Books, 1986.
- Event Marketing Management- by Sanjaya Singh Gaur and Sanjay V Saggere

UNIT 14: CASE STUDY OF VIRASAT- CULTURAL FESTIVAL OF UTTARAKHAND; CASE STUDY OF YOGA FESTIVAL OF RISHIKESH

Structure:

- 14.1 Objectives
- 14.2 Introduction
- 14.3 History and evolution of Uttarakhand
 - 14.3.1 Culture of uttrakhand
- 14.4 Virasat (Festival)-Introduction
 - 14.4.1 Organizers of virasat
 - 14.4.2 Case study of Virasat
 - 14.4.3 Virasat 2012
- 14.5 Introduction of Rishikesh
- 14.6 Meaning of Yoga
 - 14.6.1 Role of Yoga and Spirituality in Indian Tourism
- 14.7 International Yoga Festival in Rishikesh
 - 14.7.1 History of International Yoga Festival
 - 14.7.2 International Yoga Festival 2014
- 14.8 Summary
- 14.9 Glossary
- 14.10 Answers to Check your Progress / SAQs
- 14.11 Bibliography / References / Suggested Readings

14.1 OBJECTIVES

After studying this lesson, students will be able to:-

- Know about Uttarakhand.
- Know about Virasat, Cultural festival of Uttarakhand.
- Define culture of uttrakhand
- Get knowledge about Yoga Festival of Rishikesh.

14.2 INTRODUCTION

Uttarakhand formerly Uttaranchal, is a state in the northern part of India. It is often referred to as the "Land of the Gods" due to the many holy Hindu temples and pilgrimage centres found throughout the state. Uttarakhand is known for its natural beauty of the Himalayas, the Bhabhar and the Terai. On 9 November 2000, this 27th state of the Republic of India was carved out of the Himalayan and adjoining northwestern districts of Uttar Pradesh.

Virasat is a cultural festival comprising all aspects of Indian cultural heritage. "Virāsat the folk life & heritage festival is a collage of the ethnic kaleidoscope of India's art & culture. World-renowned exponents of various art forms showcase their genius in the fortnight long festival."

14.3 HISTORY AND EVOLUTION OF UTTARAKHAND

Ancient rock paintings, rock shelters, Paleolithic stone tools (hundreds of thousands of years old), and megaliths provide evidence that the mountains of the region have been inhabited since prehistoric times. There are also archaeological remains which show the existence of early Vedic (c. 1500 BCE) practices in the area.

The Pauravas, Kushanas, Kunindas, Guptas, GurjaraPratihara, Katyuris, Raikas, Palas, Chands, Parmars or Panwars, Sikhs, and the British have ruled Uttarakhand in turns. The region was originally settled by Kols, an aboriginal people of the austro-Asiatic physical type who were later joined by Indo-AryanKhas tribes that arrived from the northwest by the Vedic period (1700–1100 BCE). At that time, present-day Uttarakhand also served as a habitat for Rishis and Sadhus. It is believed that the sage Vyasa scripted the Hindu epic Mahabharata in the state. Among the first major dynasties of Garhwal and Kumaon were the Kunindas in the 2nd century BCE who practised an early form of Shaivism and traded salt with Western Tibet. It is evident from the Ashokan edict at Kalsi in Western Garhwal that Buddhism made inroads in this region. Folk shamanic practices deviating from Hindu orthodoxy also persisted here. However, Garhwal and Kumaon were restored to

nominal Brahmanical rule due to the travails of Shankaracharya and the arrival of migrants from the plains. Between the 4th and 14th centuries, the Katyuri dynasty dominated lands of varying extent from the Katyur (modern day Baijnath) valley in Kumaon. The historically significant temples at Jageshwar are believed to have been built by the Katyuris and later remodelled by the Chands. Other peoples of the Tibeto-Burman group known as Kiratas are thought to have settled in the northern highlands as well as in pockets throughout the region, and are believed to be ancestors of the modern day Bhotiya, Raji, Buksha, and Tharu peoples.

By the medieval period, the region was consolidated under the Garhwal Kingdom in the west and the Kumaon Kingdom in the east. During this period, learning and new forms of painting (the Pahari School of art) developed. The current living King of Uttarakhand is Raja Mahendra Chand of Kumaon, married to Rani Gita Chand. Modern-day Garhwal was likewise unified under the rule of Parmars who, along with many Brahmins and Rajputs, also arrived from the plains. In 1791 the expanding Gurkha Empire of Nepal overran Almora, the seat of the Kumaon Kingdom. In 1803 the Garhwal Kingdom also fell to the Gurkhas. With the conclusion of the Anglo-Nepalese War in 1816, the Garhwal Kingdom was re-established from a smaller region in Tehri, as the larger portion of Tehri, along with eastern Garhwal and Kumaon ceded to the British as part of the Treaty of Sugauli.

After India attained independence from the British, the Garhwal Kingdom was merged into the state of Uttar Pradesh, where Uttarakhand composed the Garhwal and Kumaon Divisions. Until 1998, Uttarakhand was the name most commonly used to refer to the region, as various political groups, including the Uttarakhand Kranti Dal (Uttarakhand Revolutionary Party), began agitating for separate statehood under its banner. Although the erstwhile hill kingdoms of Garhwal and Kumaon were traditional rivals the inseparable and complementary nature of their geography, economy, culture, language, and traditions created strong bonds between the two regions. These bonds formed the basis of the new political identity of Uttarakhand, which gained significant momentum in 1994,

when demand for separate statehood achieved almost unanimous acceptance among both the local populace and national political parties. The most notable incident during this period was the Rampur Tiraha firing case on the night of 1 October 1994, which led to a public uproar. On 24 September 1998, the Uttar Pradesh Legislative Assembly passed the Uttar Pradesh Reorganisation Bill, which began the process of creating a new state. Two years later the Parliament of India passed the Uttar Pradesh Reorganisation Act 2000, and thus, on 9 November 2000, Uttarakhand became the 27th state of the Republic of India.

14.3.1 CULTURE OF UTTARAKHAND

Uttarakhand's diverse ethnicities have created a rich literary tradition in languages including Hindi, Kumaoni, Garhwali, Jaunsari, and Bhotiya. Many of its traditional tales originated in the form of lyrical ballads and chanted by itinerant singers and are now considered classics of Hindi literature. Ganga Prasad Vimal, Manohar Shyam Joshi, Shekhar Joshi, Shailesh Matiyani, Shivani, Mohan Upreti, and Jnanpith awardee Sumitranandan Pant are some of the major literary figures from the region. Prominent philosopher and environmental activist Vandana Shiva is also from Uttarakhand.

The dances of the region are connected to life and human existence and exhibit myriad human emotions. Langvir nritya is a dance form for males that resembles gymnastic movements. Barada nati folk dance is another famous dance of Dehradun, which is practised during some religious festivals. Other well-known dances include hurka baul, jhumaila, chauphula, and chholiya. Music is an integral part of the Uttarakhand culture. Popular types of folk songs include mangals, basanti, khuded and chhopati. These folk songs are played on instruments including dhol, damaun, turri, ransingha, dholki, daur, thali, bhankora, mandan and masakbaja. Music is also used as a medium through which the gods are invoked. *Jaagar* is a form of ghost worship in which the singer, or *jagariya*, sings a ballad of the gods, with allusions to great epics, like Mahabharat and Ramayana that describe the adventures and exploits of the god being invoked. Narendra Singh Negi is a popular singer of the region.

Among the prominent local crafts is wood carving, which appears most frequently in the ornately decorated temples of Uttarakhand. Intricately carved designs of floral patterns, deities, and geometrical motifs also decorate the doors, windows, ceilings, and walls of village houses. Beautifully worked paintings and murals are used to decorate both homes and temples. Pahari painting is a form of painting that flourished in the region between the 17th and 19th century. Mola Ram started the Garhwal Branch of the Kangra School of painting. Haripur Guler was famous as the cradle of Kangra paintings. Kumaoni art often is geometrical in nature, while Garhwali art is known for its closeness to nature. Other crafts of Uttarakhand include handcrafted gold jewellery, basketry from Garhwal, woollen shawls, scarves, and rugs. The latter are mainly produced by the Bhotiyas of northern Uttarakhand.

The primary food of Uttarakhand is vegetables with wheat being a staple, although non-vegetarian food is also served. A distinctive characteristic of Uttarakhand cuisine is the sparing use of tomatoes, milk, and milk based products. Coarse grain with high fibre content is very common in Uttarakhand due to the harsh terrain. Other food items which are famous are *madua/jhingora* (Buck wheat) in the interior regions of Kumaun. Generally, either pure ghee or mustard oil is used for the purpose of cooking food. Simple recipes are made interesting with the use of hash seeds "jakhiya" as spice. Bal mithai is a popular fudge-like sweet. Other popular dishes include dubuk, chains, kap, chutkani, bhatt ki chutkani, sei, and gulgula. Jhoi/Jholi, a regional variation of kadhi, is also popular.

One of the major Hindu pilgrimages, Kumbh Mela, takes place in Uttarakhand. Haridwar is one of the four places in India where this mela is organised. Haridwar most recently hosted the Purna Kumbha Mela from Makar Sankranti (14 January 2010) to Shakh Purnima Snan (28 April 2010). Hundreds of foreigners joined Indian pilgrims in the festival which is considered the largest religious gathering in the world.^[43] Kumauni Holi, in forms including Baithki Holi, Khari Holi and Mahila Holi, all of which start from Basant Panchmi, are

festivals and musical affairs that can last almost a month. Ganga Dussehra, Vasant Panchami, Makar Sankranti, Ghee Sankranti, Khatarua, Vat Savitri, and Phul Dei are other major festivals. In addition, various fairs like Harela mela, Nanda Devi Mela take place.

14.4 VIRASAT (FESTIVAL) - INTRODUCTION

Virasat is a cultural festival comprising all aspects of Indian cultural heritage. Virasat, literally meaning Heritage in Hindi, was launched for the first time in Dehradun in 1995, here in all the classical music and dance maestros, and master craftsmen are invited to perform at the festival, to enhance student interaction between with artistes and craftsmen, and during the first half of the academic year. PARAMPARA is like a mini-version VIRASAT, and includes 2-5 of the modules of Virasat. **Virāsat** is a step towards this revitalization process. Come the festival of lights, Dehradun, the capital city of Uttarakhand, India bestowed with the nature's beauty also comes alive. **Virasat**, the folklife & heritage festival brings along with it the vibrant, ethnic kaleidoscope of India's art and culture. World renowned exponents of various art forms showcase their genius over a period of two weeks at the festival. **Virasat** encompasses the spirit of heritage in the Himalayas.

Evolved on the lines of the Theban Celebrations of Ancient Greece, the international festival aims at creating a perfect ambience for the flow of knowledge and the application of the ennobling effect of true art. The effort is to develop a genuine concern in the inquisitive minds of the precarious materialism our society finds itself in the midst of. It encapsulates the vital arts & crafts of India with their attendant legends, rituals, myths and philosophy.

14.4.1 ORGANIZERS OF VIRASAT

Reach (Rural Entrepreneurship for Art & Cultural Heritage) – a non profit organization is organizer of virasat. Reach is a non-profit organization engaged in the task of generating awareness of arts, traditions and cultural practices at the grass-root level in the country side. It strives to preserve the native wisdom and

knowledge by striking a harmonious bond with the modern times. By making people aware of their rich cultural traditions and practices and preserving their heritage it strives to restore the cultural pride to them who have been feeling powerless against the onslaught of alien values. So, REACH (Rural Entrepreneurship for Arts and Cultural Heritage) has been working selflessly to bring culture at the center-stage by organizing Virasat at Dehradun, Uttarakhand, India.

14.4.2 CASE STUDY OF VIRASAT

Virasat, the folklife & heritage festival is celebrated in Dehradun, the capital city of Uttarakhand brings along with it the vibrant, ethnic kaleidoscope of India's art and culture. It is recognized as Afro-Asia's biggest festival. World renowned exponents of various art forms showcase their genius over a period of two weeks at the festival. Virasat encompasses the spirit of heritage in the Himalayas.

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Virāsāt is known for its Classical & Folk music concerts, Theatre, Folk Culture & Art exhibitions, Craft Workshops, Traditional Culinary delights, Interactions with leading artists of the Country. It attracts participation from more than eight Lac people who come to enjoy the rhythm of folk life. It is a 15 days festival encompassing all aspects of art and traditions. Around 6000 artistes participate every year.

Virāsāt - in itself is an endeavor to widen markets for rural products in urban centers. The festival, now Asia's biggest folklife & heritage festival, generates craft sales of more than Rs. 1.5 Crore, the money going directly to artisans. No stall rent from artisans or entry fee from the public is charged. It

generates 8,00,000 footfalls over 15 days more than 50,000 school children visit us and come to know about Uttarakhand & Indian culture. It generates media coverage of more than Rs. 4 Crores (Source: India Media Monitor, New Delhi), promoting Uttarakhand as a tourism and cultural destination.

The Department of Tourism, Government of India, has included it in its national calendar of events and is promoted through the Incredible India Campaign. Several countries like USA, Kenya, UK, Turkmenistan, Indonesia actively collaborate.

Festival Encompasses :

- a) Performing arts-including modern choreography, fusion instrumental music, urban folk forms
- b) Crafts-more than 400 artisans represents the best of their folk traditions, set up their stalls and gain direct access to markets.
- c) Classical traditions-Concerts and lecture demonstrations of the semi classical traditions.
- d) Theatre
- e) Expositions of world culture
- f) Painters and sculptors workshop.
- g) Pottery sessions, book readings etc.

The main attraction of the festival is the cultural evening. There are folk handicrafts, clothes, ornaments, jewelleryes as well as woodwork on display from various regions.

14.4.3 VIRASAT 2012

Virāsāt at Dehradun evokes memories of memorable performances by the living legends. The festival is also a journey to our roots that define the very essence of Indian-ness and the magic of the arts that helps define what it is to be human. The festival opens with the Garhwali ritual of Jagar singing, performed by the famed Basanti Devi Bisht, who is the lone woman exponent of this art form. We establish the Kshetrapal and the drum beats of drummers performing the traditional paisara welcomes fifteen days of a veritable feast of culture. Jaipur

Kawa Brass Band - Hailing from a long family lineage of musicians and sharing his life between Jaipur and Paris, Hameed Khan Kawa, a tabla maestro and artistic director of Musafir, has known the sound of the brass band since his birth. In its native place, Rajasthan, the brass band is a feature of life itself. Exposed to different musical styles – jazz, Western traditional music, Indian music – Hameed developed the idea of creating a brass band of his own to present the fantastic sound of the Indian Brass Band. The Brass Band has travelled across the world and was even invited to the London Olympics to perform. Sachin Patwardhan, the foremost disciple of Sarod Maestro Ustad Amjad Ali Khan plays the Guitar and Electric Mandolin with equal aplomb. His mastery over the strings has left audiences across the globe, spellbound. Piyush Mishra has made it his habit to challenge norms in Bollywood.

After a successful stint in theatre, Piyush has essayed unconventional roles in landmark films like Gulaal, Maqbool and Rockstar. His lasting contribution has been with music in films like Tashan and Gulaal, and his songs in Gangs of Wasseypur. Born and bred in Maler Kotla, Punjab, Shaukat Ali Matoi brings a rare earthiness and flair to his quawwali style of Punjabi sufi singing. He is undoubtedly the most evocative voice of the classical music based ecstasy of Sufi Musical tradition in India.

Cam Neufeld from Canada is a long time fixture in the Edmonton music scene. Cam has played his own style of fiddle music in clubs and festivals across the prairies and around the world. From the street to the concert hall, his musical journey has spanned the gamut of styles from traditional fiddling to jazz. Cam has spent the last two years tracing the route of the gypsy's from India through Turkey, the Balkans, France and Spain and studying and composing music inspired by this journey.

“The Rd to Django” is a show that is based on these compositions. This show has been performed using as many as fifteen musicians and dancers to a solo show using foot rhythms and looping technology. The music is a seamless blending of traditional fiddle tunes with blues and jazz sensibilities flavored with

the sounds of the gypsy trail. His violin recital is followed by another performance by Hans Hermerersch from Belgium who performs the melodies of Nobel Laureate Gurudev Rabindranath Tagore on the violin.

Manju Nandan Mehta perfected the art of Sitar playing under the family guru, Pandit Ravi Shankar. Besides an inborn sense of the right note and intonation, Manju betrays a canny feeling for laya and tala that may be due to her impeccable lineage as much as to her teachers who excelled in both the ingredients of melody.

Shiraz Rahavarde - Parsian Ensemble from Iran was established in 2008, and has performed several concerts all over the world, but the most important performance during these years was the concert of China Great Wall in 2011, April. The group tries to think globally and their pieces are enjoyable for people of any nation that listen to them. This ensemble performs folk, traditional and contemporary music of Iran with the new thoughts.

Kumud Diwan, a semi- classical vocalist, is a serious exponent of the "Poorab-Ang Thumri". She has given solo concerts at prestigious venues countrywide and abroad, and is rated as one of the most promising talents of Thumri, Dadra etc. in the country. Her voice has the rare timbre reminiscent of the late Siddheshwari Devi and of Rasoolan Bai of Benaras, and her charming persona makes her a delightful performer. She also has a PhD in Business Studies. She presents a well-researched concert on the Gaya style of Thumri singing, and special event commissioned by REACH.

"Anuraj" is a unique experiment in sound, fusing the unique instrument Belabaharr that gives a tonal effect resembling Sarangi with its unique individuality of rich sound using the convenience of Violin. Naviin Gandharv is a talented exponent of this instrument of which he is probably the only performer in the world. He blends various sounds with his instrument to create magical music. Manoj Tiwari is a singer, actor, television presenter and music composer from Bihar, India. He has acted in the Bhojpuri genre of the Indian film industry and is one of the leading stars of that genre. Manoj Tiwari also sung the hit song "Jiya

Re Bihar Ke Lala, Jiya Tu Haazar Sala" in Anurag Kashyap's film Gangs of Wasseypur. Manoj brings his unique flavour of Bhojpuri rustic music to the festival.

Orchestre Chabab Al Andalous from Rabat, Morocco is a large ensemble that has toured the world, performing the musical repertoire of Andalucia during the period of the Moorish empire in Spain, which has been preserved in Morocco for more than 500 years.

Kadri Gopalnath is a native of South Kannara. After hearing the Saxophone in the palace band at Mysore, Kadri was so fascinated by the rich timbre of the instrument that he adopted the instrument to his own form of Carnatic Music. Today Kadri's name is synonymous with Carnatic Saxophone across the globe.

Prof. M Venkateshkumar hails from Bellary district in Karnataka. From a young age, he was strongly influenced by his father, who was a renowned artist. Impressed by his genuine dedication to Hindustani Classical Music, Pt. Puttaraj Gawayi took him on as a pupil in his gurukul. After years of rigorous training, M. Venkateshkumar effectively inherited the Kirana and the Gwalior gharana singing styles with all its nuances. He also received a postgraduate degree in music from Gandharva Mahavidyalaya. Prof. Venkateshkumar is gifted with a mellifluous, robust and vibrant voice, rich in tradition and deep in devotion.

"The King Dies" - This theatre project brings together five freelance Estonian actors and director Homayun Ghanizadeh from Iran to experiment with forms of the Theatre of the Absurd and create a play that is formed during the rehearsal period.

According to the King's command the residents of the palace must walk continuously a square-shaped trajectory and obey all rules and laws that the King has established in the course of time. They have forgotten all their good memories. And even if they do remember something from the better past, there is no evidence to prove it. None of the residents of the palace know why they have to walk a square.

Nautanki is one of the most popular folk operatic theater performance traditions of South Asia, particularly in northern India. Before the advent of Bollywood, Nautanki was the single most popular form of entertainment in the villages and towns of northern India. Several art theatrical forms, including contemporary theatre and cinema borrow heavily from this art form in India. Unfortunately, this theatre form has fallen on bad times and is almost endangered with the practicing artistes living in abject poverty for want of patrons. REACH presents a special presentation of Gulab Bai's Nautanki with their famous play "Raja Harishchandra".

14.5 INTRODUCTION OF RISHIKESH

Rishikesh is a small town in the northern state of Uttarakhand in India. Scenically located where the Ganges River comes down from the Himalayas, Rishikesh catapulted to Western fame when the Beatles dropped by for a visit to Maharishi Mahesh Yogi's ashram (now closed), and the town is still known as the World Capital of Yoga. Rishikesh Yoga is a renowned name in the fields of meditation. Rishikesh is an ideal seat for practicing yoga. The term yoga means not only the union of soul, mind and body but it is the union of individual consciousness or Jivatman with universal consciousness or Paramatman. Rishikesh is home to many yoga ashrams.

Rishikesh is also the Gateway to the Himalayas. The Char Dham Yatra (Four Shrines Sacred Journey) ideally begins from Rishikesh. For most Indians, a visit to Rishikesh is often a part of their pilgrimage to the nearby city of Haridwar which also happens to be the venue of the famous Kumbh Mela. Right from the moment you enter Rishikesh, a strong sense of belonging is formed towards the culture and you know you want to keep coming back.

The never ending sound of cymbals clinking at every nook and corner of the city coupled with the perfectly timed percussions that go with the temple band invite you to explore the city throughout the day and when your exhausted mind and body want a place to relax and rejuvenate, the evening *aarti* (prayer) at all the local shrines are just the perfect choice for that!

14.6 MEANING OF YOGA

Most of the people thought that Yoga is all about twisting our body in different ways, But it is much more different than what they think about Yoga. In easy words Yoga is all about taking care of our mind, body and breath. It means that Yoga is all about meditation, pranayamas (breathing styles) and Yoga asanas (postures). So when mind, breath and body come in synchronization that is called Yoga.

Yoga is also known as physical, mental and spiritual practices to get peace. Hindu spiritual monks such as Swami Vivekananda introduced Yoga to the western countries in 1980. Later Yoga was used as type of physical exercises which is also known as Hath Yoga. Some people believe that it is also effective to heart, cancer, schizophrenia and asthma patients. Some survey says Yoga practices for long period can improve muscular–skeletal and mental health improvements.

14.6.1 ROLE OF YOGA AND SPIRITUALITY IN INDIAN TOURISM

People from across the world now come to India for Ayurveda, yoga and meditation in Rishikesh, Uttaranchal that is practiced since centuries. In fact India has fast emerged as a health tourism destination because of these. Since time immemorial, India has been known for its spirituality, religious and yoga tolerance and its secular character. India is called the "Yoga-Bhoomi" and the gateway to the heavens. India is internationally renowned for its ancient healing practices and alternative therapies. For more than thousands of years now, we have followed our own indigenous healing systems and medicinal practices such as Ayurveda, Naturopathy, and Pranic Healing to name just a few. It is no wonder then that people from all over the world are turning to the Indian sub continent for guidance towards a more spiritually satisfying way of life.

14.7 INTERNATIONAL YOGA FESTIVAL IN RISHIKESH

Every year International Yoga Festival is organized in Rishikesh since 1999. Generally it is organized from 01st March to 07th March. International Yoga Festival provides opportunity to attend yoga classes with world famous

yoga teachers. Each yoga teacher is expert in some particular type of yoga such as Kundlini Yoga, Iyengar Yoga, Kriya Yoga, Naad Yoga, Ashtang Vinyasa Yoga, Hath Yoga, Power Yoga, Jivamukti Yoga & Raj Yoga. Apart from yoga there are also some classes on meditation. Since 1999 every year the visitors are increased. Now the International Yoga Festival is famous in all over the world. During International Yoga Festival Rishikesh is full of various people from all over the world. People from various countries & religions make this festival not only related to yoga but it is also feels like cultural festival. Rishikesh is naturally blessed with scenic beauty. People love to learn yoga in Rishikesh than anywhere else in the world. That make Rishikesh best place for the International Yoga Festival.

Most of the people believe that yoga is physical exercise but yoga is far beyond that. Yoga is not only for body but it is also for our mind & soul. Yoga means Union. Union of breath with body, mind with muscles & also union of self with divine. Yoga is not related to any religion. For Yoga you don't need to worship some god or follow some particular religion or even chant some mantras. Yoga is a science which is used for better health, peaceful life and stress less mind since ancient time.

14.7.1 HISTORY OF INTERNATIONAL YOGA FESTIVAL

The International Yoga Festival was started in 1999 in Rishikesh by Uttar Pradesh Tourism, Rishikesh was still part of UP (Uttar Pradesh) in 1999. The festival was visited by only a few participants. Uttar Pradesh Government contacted Parmarth Niketan Ashram to host the International Yoga Festival at the ashram in 1999. Participants would stay in any hotel in Rishikesh but there Yoga classes and Satsang programs were organized at Parmarth. The discourse and meditations was inspired by Pujya Shri Swami Veda Bharati ji & Yoga Asanas by Yogacharya Shri Bharat Bhushan Ji & his team. The first International Yoga Festival was led by Uttar Pradesh Tourism Department officers Shri Ravindra Singh (Director General Tourism), Shri B.M. Vohra (Commissioner Garhwal) and Shri R.C. Pandey (Assistant Director Tourism).

Uttar Pradesh government was received the best review from last year participants. The contributors liked the ashram environment in 1999. So Uttar Pradesh Tourism offered an Ashram International Yoga Festival Package (Stay, Yoga, Satsang & Meditation) in the Millennial year 2000. Now all participants were staying at the ashram instead of the hotels. All participants understood that Ashram environment is the best environment for yoga festival instead of Hotel. Dr. Karan Singh ji came as the Chief Guest in 2000.

In 2000 Uttar Pradesh state was divided in two State Uttar pradesh & Uttranchal (Uttarakhand). Then Rishikesh came under Uttranchal (Uttarakhand) state. Uttaranchal Tourism also organized International Yoga Festival 2001 with Parmarth Niketan. Participant was increased in 2002 International Yoga Festival in the same Masters Leadership of 2001. According to participants 2003 was best year for International Yoga Festival instead of 2002. This year 130 participants participated for International Yoga Festival. Then the classes were also increased by Parmarth Niketan in 2003.

In 2004 there was Ardh Kumbh Mela In Haridwar so the atmosphere was very energetic & divine. More than 150 participants were here from more 20 countries across the world. The other great saints & yoga acharyas was invited with Pujya Shri Shankaracharya, Swami Divyanand Tirth ji in International Yoga Festival 2004. Shri N.N. Prasad (Principal Secretary of Tourism and Culture) was also invited by Uttarakhand Tourism. Shri Sudarshan Agarwal (Honorable Governor of Uttarakhand) was also present in International Yoga Festival 2004.

International Yoga Festival 2005 was inaugurated by Shri Sudarshan Agarwal (Honorable Governor of Uttarakhand), Shri TPS Rawat (Uttaranchal government Minister of tourism) & Vivek Oberoi (Bollywood Actor) and his father Suresh Oberoi. This year more than 250 participants were participated in International Yoga Festival across the world. In 2006 more than 16 world famous Yogacharya & 300 delegates from 28 countries all over the world was invited to International Yoga Festival. In 2007 more than 350 participants came here for International Yoga Festival from 38 countries across the world. This year festival

was also led same masters as last years. In 2008 International Yoga Festival was participated by more than 500 people from 32 countries across the world. Since every Year International Yoga Festival was growing up, in 2009 more classes was added in International Yoga Festival. Year 2010 was one of the biggest year for International Yoga Festival.

In 2010 Maha Kumbh Mela was in Haridwar. People enjoyed both festival together. The Maha Kumbh Mela comes after every 12 years. In 2011 & 2012 International Yoga Festival introduced some more classes such as Satsang, Lifestyle & Healing. Participants learned techniques for balance in lifestyle, Yoga Asana, Mantras/Kirtan and Music Therapy.

Now During the March 1 - 7 many places organizes yoga weeks. Uttarakhand Tourism is now not organizing the event with any one.

14.7.2 INTERNATIONAL YOGA FESTIVAL 2014

In 2014 International Yoga Festival is celebrated at many places in Rishikesh. Parmarth Niketan & Hotel Ganga Kinare are one of the most popular places for the yoga festival. Both of them have different program schedule and presenters. Yoga Festival at Parmarth Niketan is known as International Yoga Festival and Yoga Festival at Ganga Kinare is known as International Yoga Week.

International Yog Festival, March 1-7, 2014. is being organized by Uttarakhand Tourism Development Board and Garhwal Mandal Vikas Nigam in Rishikesh. During the one week Festival, you will have the opportunity to participate in Yog classes from Yog teachers practicing multiple styles of Yog including Kundalini Yog, Power Vinyasa Yog, Iyengar Yog and Kriya Yog. The week-long festival to promote Yog also entails detailed lectures and demonstration of various asanas by prominent exponents of Yog.

14.8 SUMMARY

The unit discussed about the uniqueness of Uttarkhand as a state and its salient cultural features. The Cultural festival Virasat has been discussed at length. The unit also focuses on development of a case study for cultural events

and festivals. Tourism is expanding and is encompassing various activities under its umbrella. In the recent times Yoga has become popular with the tourist.

- 1) Description of a hilly state of India Uttarakhand and its cultural attributes.
- 2) How cultural festivals can be branded to attract tourism in state with limited job opportunities and thus creating a source of income for the locals.
- 3) The concept of wellness and spiritual; market has been depicted through Yoga Tourism.
- 4) Recognize the importance of Yoga and its contribution of tourism through a case study of an International Yoga Festival.

14.9 GLOSSARY

- **Ethnicities-** An ethnic quality or affiliation resulting from racial or cultural ties; “ethnicity as a strong influence on community status relations”.
- **Intricately-** having many interrelated parts or facets; entangled or involved.
- **Yoga-** It is the physical, mental, and spiritual practices or disciplines that aim to transform body and mind.
- **Cultural festival** – An occasion for feasting or celebration, especially a day or time of religious significance that recurs at regular intervals.
- **Naturopathy-** is a form of alternative medicine employing a wide array of "natural" treatments, including homeopathy, herbalism, and acupuncture, as well as diet and lifestyle counseling.

14.10 ANSWERS TO CHECK YOUR PROGRESS / SAQS

1) Describe the culture and history of Uttarakhand.

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2) Give detail description about the cultural festival-Virasaat.

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.....

3) India is a country where there is mixing & blending of different cultures and tourists always wanted to see this. So do you agree that virasat- A cultural festival of uttrakhand is putting up the contribution towards this .With the help of this explain the importance of virasat.

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4) Give the importance of yoga and its impact on Indian tourism.

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.....

5) Give the detail description about the international yoga festival of rishikesh.

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14.11 SUGGESTED READINGS

- Event Marketing Management- by Sanjaya Singh Gaur and Sanjay V Saggere

UNIT 15: CASE STUDY OF TRADE FAIR AUTHORITY OF INDIA AND ITS ACTIVITIES; COMPARITIVE CASE STUDIES OF SUNTEC PARK IN SINGAPORE AND NEW DELHI

Structure:

- 15.1 Objectives
- 15.2 Introduction
- 15.3 Singapore, Republic Of Singapore
- 15.4 Suntec city, Singapore's primary convention and exhibition centre
 - 15.4.1 Attributes and facilities
 - 15.4.2 Turn around operations in mice sector by suntec city
 - 15.4.3. The turn around initiatives
 - 15.4.4 Suntec City, the Singapore Advantage
 - 15.4.5 Recent Conventions
 - 15.4.6 STB and Suntec's Joint Efforts
 - 15.4.7 History of Delhi
 - 15.4.8 Amusement Park at Delhi
- 15.5 Introduction to India Trade Promotion Organisation (ITPO)
 - 15.5.1 History of ITPO
 - 15.5.2 Sphere of Activities
 - 15.5.3 The Main Activities & Services of ITPO
 - 15.5.4 Subsidiaries
 - 15.5.5 ITPO's Fairs at Other Centres
 - 15.5.6 Current Fairs
- 15.6 India International Trade Fair (IITF)
 - 15.6.1 Significance of IITF
 - 15.6.2 IITF 2013
 - 15.6.2.1 Iitf 2013 Partner State and Country
 - 15.6.2.2 India International Trade Fair 2013 Theme
 - 15.6.2.3 India Internaional Trade Fair-2014(Upcoming Event)
 - 15.6.3 Exhibitor Profile of IITF-2014
- 15.7 Summary
- 15.8 Glossary
- 15.9 Answers to Check Your Progress / SAQs
- 15.10 Bibliography / Reference / Suggested Readings

15.1 OBJECTIVES

After studying this lesson, students will be able to:-

- Know about Trade fair authority of India.
- Know about Singapore & its culture.
- Get knowledge about Suntec Park in Singapore, its attributes & facilities and the turnaround initiative.
- Know about recent Conventions of Suntec Park.
- Know about India Trade Promotion Organization(ITPO)
- Know about Sphere of activities of ITPO.
- Know About Significance Of IITF

15.2 INTRODUCTION

The MICE (Meetings, Incentive, Conventions and Exhibitions) business is a large revenue generator for many economies across the world. Till the early nineties, North America and Europe had dominated the conventions and conference markets. The US still holds the top spot for the highest number of meetings as a single country destination. However, since 1999, the market has moved towards newer destinations in Asia and Oceania. Europe accounts for the maximum share with about 57.1% of all international meetings in 2005.

However, there is a constant decrease in the share of Europe, while Asia and Oceania are gaining. This growth in Asian and Australian conventions is in spite of rising concerns over future travel because of rising oil prices. According to industry experts, this steady shift in conferences/ conventions venue can be attributed to the emergence of several strong Asian economies, e.g. India, China apart from Korea and Japan. However, there is a common feeling that India has not really been able to capitalise on this opportunity to that extent. The need is to explore various dimensions of the World and Indian Convention market and identify areas where India can effectively position its services, based on its inherent capabilities, as well as developing necessary skill-sets to address emerging areas of importance in this industry.

15.3 SINGAPORE, REPUBLIC OF SINGAPORE

Singapore, the city-state is located at the southern tip of the Malayan Peninsula. The island has emerged as one of the most successful growth stories in the world economy. This Asian Tiger is often considered to be the financial capital of South-East Asia. The country has prospered as a business destination as well as a tourist destination, although the island is not blessed with any great natural beauty. It has become synonymous with shopping along with Dubai because of the hugely popular Singapore Shopping Festivals and a very proactive tourism promotion board. Worldwide, Singapore is viewed as a tourist friendly destination.

15.4 SUNTEC CITY, SINGAPORE'S PRIMARY CONVENTION, EXHIBITION CENTRE AND AMUSEMENT PARKS OF DELHI

15.4.1 ATTRIBUTES AND FACILITIES

Suntec City, Singapore's primary Convention and Exhibition centre is one of the best convention centres in the world. Suntec City is located in the Central Business District of Singapore and occupies an area of about 12 hectares. It is an integrated MICE centre with five office towers, 5,200 hotel rooms, a shopping mall with about a thousand shops, three hundred restaurants, a theatre complex and most importantly convention space totalling about seven million square feet.

15.4.2 TURN AROUND OPERATIONS IN MICE SECTOR BY SUNTEC CITY

Suntec City is a case study on how to turn around operations in the MICE sector. In its early days it was not very successful at attracting potential visitors. However, it defined a niche and presently attracts 95% occupancy through its FSP (Facilities Service Provider) concept with "The Worlds Best Host" vision.

15.4.3. THE TURN AROUND INITIATIVES

This has led to multiple initiatives such as the setting up of an incubation centre for start-ups, a community web portal, car parking aesthetics, a ball room, a

concourse, the largest banquet kitchen in Singapore, interpretation in 14 languages, and theatres at the bay. Individually these improvements may not amount to much, but collectively what they signal to potential customers is that every possible small little detail would be taken care of to make their stay during the conference engaging and entertaining. It is this philosophy of being a service provider par excellence that has helped Suntec to be successful in achieving a remarkable turn around.

15.4.4 SUNTEC CITY, THE SINGAPORE ADVANTAGE

Singapore shares the top honours in the world convention market with Vienna, having hosted 125 international meetings in 2005 and close to 50,000 visitors during international meetings. However, the number of delegates/ visitors for tradeshows and exhibitions is much larger than this figure.

Today, Singapore stands for its political and economic stability and a strong financial system, which is important in the context of the Asian currency crisis. Although the city-state suffered a decline in inbound tourism during the outbreak of SARS, it has witnessed a strong recovery in numbers in the past two years. Although an island, Singapore is easily accessible through road and railway network with the mainland (Malaysia). Singapore can boast of a truly world-class airline, Singapore Airlines, which is extremely popular world over for its outstanding service quality.

Singapore Airlines connects Singapore to a large number of cities all across the world. Changi Airport is considered by many to be an architectural marvel and can aptly be called an 'Airport City'. A number of cruises operating in the South China Sea- Japan Sea and the Indian Ocean are now currently connecting Singapore as an important destination, and bring a large number of tourists to Singapore every day.

Singapore is known for its shopping extravaganza, and a stroll on its most famous shopping locale, Orchard Street is a must for all tourists. Other shopping locations are Arab Street, Holland Village and Little India. For families, Sentosa Island offers a great getaway with children, along with a host of attractions for the

international traveller. This city is also known for its restaurants and cuisines- a heady mix of Chinese, Malay, Indian and other South East Asian cuisines.

15.4.5 RECENT CONVENTIONS

Name of Convention Date(s)	No. of Delegates
3 GSM World Congress Asia 2006 October 16-20, '06	4,000+
GlobalTRONICS 2006 October 10-13, '06	3,000+
61st Annual Meeting of the Board of Gov. IMF September 14-20, '06	23,000

Source: Secondary Research involving various sources.

Singapore has hosted several large conventions focussing on the technology and retails sectors in the last few years. With the successful hosting of the IMF summit in September 2006, it has entered the sphere of Inter-governmental conventions too.

15.4.6 STB AND SUNTEC'S JOINT EFFORTS

The Singapore Tourism Board or STB is considered to be one of the most proactive tourism promotion boards in the world. Apart from promoting Singapore as a great tourist destination, it also promotes the city as an attractive convention/ exhibition destination. The Singapore Exhibition and Convention Bureau (SECB) actively promotes the city as a business destination to leading associations and also encourages private professionals, e.g. doctors, academics as well as professional associations to bid for bringing conventions, exhibitions and trade-shows to the city. Even Suntec City offers the organising individual/ association comprehensive services, which includes bid assistance, arranging for visits of the parent international organisation officials, financial and professional assistance for preparing bids, and total event management.

Although the city is growing at the rate of 20% in terms of meetings and conference volume, it does not need capacity/ infrastructure enhancement, as the current infrastructure will be able to sustain the volumes. However, the city

continues to develop new customised promotions targeted at associations and professionals with various incentives to bring their conferences to the city. The SECB offers customised support to business event organisers, corporations and associations under the “BE IN SINGAPORE” incentive scheme. This endeavour is to encourage many in the industry to develop new channels in- the market for business events development, to help International Organisations who wish to establish a presence in Singapore as part of their expansion into Asia Pacific region (IIMB-IICP REPORT).

15.4.7 HISTORY OF DELHI

The Indian capital city of Delhi has a long history, including a history as the capital of several empires. The earliest architectural relics date back to the Maurya Period (c. 300 BC); since then, the site has seen continuous settlement. In 1966, an inscription of the Mauryan Emperor Ashoka (273-236 BC) was discovered near Srinivaspur. Two sandstone pillars inscribed with the edicts of Ashoka were brought to by Firuz Shah Tughluq in the 14th century. The famous Iron pillar near the Qutub Minar was commissioned by the emperor Kumara Gupta I of the Gupta dynasty (320-540) and transplanted Delhi during the 10th century. Eight major cities have been situated in the Delhi area. The first five cities were in the southern part of present-day Delhi.

Though settlements have been dated to have been in existence in Delhi for millennia, there is no record to stand by that claim. Delhi is generally considered a close to 5000-year old city, as per Ancient Indian text The Mahabharata, since the first ever mention of the city is found in this religious scripture

15.4.8 AMUSEMENT PARK AT DELHI

Delhi is a historically rich city. Everywhere you go in Delhi, you will find evidences of its rich culture and heritage. But, along with that, the capital city also boasts of a number of places where you can let your hair down and have loads of fun. Amusement parks in Delhi cater to people of all age groups. You can let go of all your inhibitions and enjoy yourself to the hilt. Infact, they act as routine breakers for the Delhiites, where they can get a break from the daily grinds of the

hectic city life. There are a number of amusement parks in Delhi. Some of the popular New Delhi amusement places are:

- **Appu Ghar Delhi-** Appu Ghar is an amusement park situated in Pragati Maidan, Delhi. The first amusement park of India, it was inaugurated by Ex Prime Minister, Late Sh. Rajiv Gandhi in November 1984. It was the dream child of the Late Prime Minister Smt. Indira Gandhi. It unfolds over an area of approximately 15.5 acres. Formally opened under the aegis of International Amusement Limited, Appu Ghar of Delhi was expanded a few years back. A water park, OYSTERS, was added to the existing park. There are also fast food centers and gift shops inside it.
- **Fun N Food Village Delhi-** Fun N Food Village is situated on the Old Delhi-Gurgaon Highway. Spread over an area of 10 acres, it was inaugurated by former President Giani Zail Singh in the year 1993. Largest wave pool in Delhi, longest water slide in the country and the largest Indoor snow park are some of the major attractions of Fun and Food Village of Delhi. Apart from providing fun and entertainment, it also promotes culture and traditional arts and crafts of India. There are many performances by the local artists, along with a display of various artisans and craftsmen inside the park.
- **Entertainment Park:** Situated in Noida, Entertainment Park was opened in 2007 to provide you with fun and enjoyment full activities to help you revitalize from the urban stress. The place is right opposite to the very famous landmark, Center Stage Mall. It is the first theme park spread in such a vast area of land and equipped with international standards and norms of safety and fun. The park offers thirty rides in total and is very strategically designed and categorized in three sections for kids, teenagers and family sections. So every one has their own space to indulge in.
- **Adventure Island:** Built inside Metro Walk Mall, Rohini, Adventure Island is a world class amusement park spread in 62 acres in North West Delhi. the park contains 26 rides and attractions such as cyclone, bush buggies, flip out, space jump, wild wheels, side winder, derby devils, air bus, trail train, bumper cars etc.

- **Splash Water Park:** Splash is the most exclusive and the best water park in New Delhi. Spread in 96 acres of land, it offers a variety of water based rides.

15.5 INTRODUCTION TO INDIA TRADE PROMOTION ORGANISATION (ITPO)

India Trade Promotion Organisation (ITPO), the premier trade promotion agency of the Govt. of India for organizing trade fairs, is committed to showcase excellence achieved by the country in diverse fields especially trade and commerce.

ITPO as the nodal trade promotion agency of the country has had a pioneering role in the national trade growth dynamics since its inception. ITPO approves holding of international trade fairs in India and regulates holding of various expositions in India primarily to avoid any duplication of efforts while ensuring proper timing. It manages India's world class exhibition complex which is constantly upgraded to keep it in a high standard of readiness. Spread over 123 acres of prime land in the heart of India's capital, New Delhi, Pragati Maidan offers about 61,290 sq. mtrs. of covered exhibition space in 16 halls, besides 10,000 sq. mtrs. of open display area. The state-of-the-art exhibition halls have enhanced the appeal of Pragati Maidan as the ideal center for an increasing number of fair organisers and business visitors from different parts of the world. ITPO has an extensive infrastructure as well as marketing and information facilities that are availed by both exporters and importers. ITPO's regional offices at Bangalore, Chennai, Kolkata and Mumbai, through their respective profile of activities, ensure a concerted and well coordinated trade promotion drive throughout the country.

ITPO is also providing assistance to State Governments in setting up Regional Trade Promotion Centres (RTPC) in various State's Capital and major cities. Initiatives have been taken by ITPO for establishing Trade Fair Complexes and Convention Centres at Kolkata (West Bengal), Bhopal (Madhya Pradesh) and Sri Nagar (Jammu & Kashmir), in close association by the State Governments and Industrial Development Corporations/Boards of these States.

Apart from its role in bringing the Indian businesses, particularly those in the MSMEs sector, closer to global markets, it was first to popularize trade fairs as a tool of trade promotion within the country. For nearly three & half decades, it is managing India's world class exhibition complex that is constantly upgraded to keep it in a high standard of readiness.

15.5.1 HISTORY OF ITPO

India Trade Promotion Organisation (ITPO) was incorporated by merger of Trade Development Authority (TDA), a Registered Society under the administrative control of the Ministry of Commerce & Industry, with Trade Fair Authority of India (TFAI) with effect from 1 January 1992.

TFAI was earlier incorporated, under Section 25 of the Indian Companies Act, 1956, on 30 December 1976 by amalgamating 3 organizations of the Government of India viz. India International Trade Fair Organization, Directorate of Exhibitions and Commercial Publicity and Indian Council of Trade Fairs and Exhibitions and commenced operations with effect from 1 March 1977. ITPO, during its existence of more than 3 decades has played a proactive role in catalysing trade, investment and technology transfer processes. Its promotional tools include organizing of fairs and exhibitions in India and abroad, Buyer-Seller Meets, Contact Promotion Programmes, Product Promotion Programmes, Promotion through Overseas Department Stores, Market Surveys and Information Dissemination.

The world renowned Hall of Nations, Hall of Industries and Nehru Pavilion in Pragati Maidan was designed by iconic architect Raj Rewal along with architect Kuldip Singh in 1971-72. Later on Hall of States were designed by architect Raj Rewal in 1981-82. Other iconic structures than surround Pragati Maidan are National Science Centre, Delhi near Gate No.1 of Pragati Maidan designed by architects Achyut Kanvinde and Hindustan Lever Pavilion by architect Charles Correa in 1961.

The plot where Pragati Maidan had come up more than 30 years ago was actually conceived as a space for a district park, according to the Master Plan of

Delhi. This means that there couldn't be any remodeling or addition to the exhibition area. Recently Delhi Development Authority (DDA) changed landuse of Pragati Maidan from 'recreational District Park' to Public & Semi-public Facilities (International Convention Centre). DDA has also allowed construction of hotel at Pragati Maidan complex along with International Convention Centre. Plans to modernise Pragati Maidan had been floated by ITPO some years ago, the revamp hit a glitch. However, ITPO has once again started planning & liasoning for redevelopment of Pragati Maidan in late 2012 by appointing Advisor-cum-Project Management Consultants (APMC). The proposal is pending for Cabinet Committee for Economic Affairs (CCEA) approval as on April-2014.

Ministry of Home Affairs has recently given in-principle approval for deploying Central Industrial Security Force (CISF) to provide round-the-clock security at the Pragati Maidan. A special vehicle-borne and sophisticated arms equipped squad of the force will be deployed at Pragati Maidan complex to respond to any terror attack like situation. Access control to the exhibitions area will be monitored by another team of the squad with help from private security guards.

15.5.2 SPHERE OF ACTIVITIES

ITPO has been managing the Pragati Maidan exhibition complex in New Delhi and has established it as a renowned destination for holding exhibitions, conventions, seminars, business meets and other trade promotion activities. The existing infrastructure of Pragati Maidan includes about 60,000 sq.m. of covered exhibition space with additional open space in a campus of approx. 123.5 acres, a modern air conditioned food plaza with seating capacity for 500 plus persons, open and covered auditoriums with a combined capacity for 5500 and 1000 persons respectively, lounge areas, business centre facilities to support trade promotion related activities. The existing facilities are being used by various Ministries/Departments of Government of India, State Governments and Industry to present their policies, initiatives and achievements by supporting/holding exhibitions, conventions and other trade related events.

ITPO has an extensive infrastructure as well as marketing and information facilities that are availed by both exporters and importers. ITPO's overseas offices assist buyers seeking information relating to sourcing products from India. ITPO had had overseas offices at New York, Frankfurt, Tokyo, Moscow and São Paulo for pursuing opportunities for enhancement of India's trade and investment. However, all overseas offices are now closed by ITPO. ITPO has four Regional Offices at Bangalore, Chennai, Kolkata and Mumbai. The Regional Offices, through their respective profile of activities, ensure a concerted and well coordinated trade promotion drive throughout the country.

15.5.3 THE MAIN ACTIVITIES & SERVICES OF ITPO

- Managing the extensive trade fair complex, Pragati Maidan in the heart of Delhi
- Organising various trade fairs and exhibitions at its exhibition complex in Pragati Maidan and other centers in India.
- Facilitating the use of Pragati Maidan for holding of trade fairs and exhibitions by other fair organisers both from India and abroad.
- Timely and efficient services to overseas buyers in vendor identification, drawing itineraries, fixing appointments and even accompanying them where required.
- Establishing durable contacts between Indian suppliers and overseas buyers.
- Assisting Indian companies in product development and adaptation to meet buyers' requirements.
- Organising Buyer-Seller Meets and other exclusive India shows with a view to bringing buyers and sellers together.
- Organising India Promotions with Department Stores and Mail Order Houses abroad.
- Participating in overseas trade fairs and exhibitions.
- Arranging product displays for visiting overseas buyers.
- Organising seminars/conferences/workshops on trade-related subjects.

- Encouraging small and medium scale units in export promotion efforts.
- Conducting in-house and need-based research on trade and export promotion.
- Enlisting the involvement and support of the State Governments in India for promotion of India's foreign trade.
- Trade information services through electronic accessibility at Business Information Centre.

15.5.4 SUBSIDIARIES

ITPO has two subsidiaries namely Karnataka Trade Promotion Organisation (KTPO) and Tamil Nadu Trade Promotion Organisation (TNTPO) with share holding of 51% in each of them. With the commissioning of the state-of-the-art Chennai Trade Centre (CTC) in January 2001 and the Trade Centre Bangalore in September 2004, ITPO has successfully completed the first phase of the setting-up of modern exhibition facilities outside Delhi. The Chennai Trade Centre, which is now spread across 14,000 sqm, is planned to be expanded by addition of 6,000 sqm and ITPO is seeking approval from the board of the Tamil Nadu Trade Promotion Organisation for the same.

ITPO also coordinated the construction of exhibition-cum-trade complex 'Maniram Dewan Trade Centre' for Assam Trade Promotion Organisation at Sarusajai, Guwahati under 'Assistance to States for Developing Export Infrastructure and Allied Activities (ASIDE)' [23] Scheme, for facilitating trade in North-Eastern States.

The Industry and Commerce Department of Assam in association with ITPO developed the project spread over an area of 10 acres. Under Phase-I of development, Maniram Dewan Trade Centre consists of 3 fully air-conditioned halls of 800 sq.m. each, entrance lobby and plaza and mini convention-cum-conference room.

ITPO has a 50:50 Joint subsidiary with National Informatics Centre (NIC) in the form of 'National Centre for Trade Information' (NCTI) in 1995 for collection and dissemination of trade data and improving Business Information Services to the business community, especially SME.

ITPO is having discussions with Government of Kerala and Kerala Industrial Infrastructure Development Corporation (KINFRA) for setting up an Trade Fair-cum-Convention Centre at Kochi, Kerala and is working on a joint venture with the Kerala state government, the coffee board, the tea board and the spices board for the exhibition centre. ITPO is also helping Pimpri Chinchwad New Town Development Authority (PCNTDA), whose officials visited Pragati Maidan in September-2013, in setting up the proposed Pune International Exhibition and Convention Centre at Moshi (Pimpri-Chinchwad).

15.5.5 ITPO'S FAIRS AT OTHER CENTRES

S.NO ^	Name of Fair ◇	Place ◇	Date ◇	Products on Display ◇	HOD ◇
1.	Aahar International Food Fair- 7th Edition Chennai	Chennai, Tamil Nadu	Aug. 23-25, 2012	Food, processed food, hotel & restaurant equipment & supplies	GM (Dalel Singh)
2.	Multi-products & décor items etc. Siliguri	Siliguri, West Bengal	Dec., 2012	Multi-products & décor items etc.	GM (Dalel Singh)
4.	India International Leather Fair- 29th Edition Chennai	Chennai, Tamil Nadu	Jan. 31 – Feb. 3, 2013	Leather, leather products, footwear & components, fashion accessories, machinery and equipment, chemicals	GM (Dalel Singh)
5.	International Leather Goods Fair- 18th Edition Kolkata	Kolkata, West Bengal	March. 15-17, 2013	Leather goods, finished leather and lining leather, components & accessories of leather goods, leather footwear, footwear components & leather garments	GM (Dalel Singh)

(April 1, 2012 – March 31, 2013)

15.5.6 CURRENT FAIRS

Fair Organised By ITPO in India	Fair Organised By Third Party in India	Fair Organised by ITPO Abroad
<p><i>(1) India International Leather Fair- 3rd Edition</i> <i>Date: 04-07-2014 To 06-07-2014</i> <i>Venue: Pragati Maidan, New Delhi</i></p>	<p><i>(1) 7th Weld India Exhibition 2014</i> <i>Date: 10-04-2014 To 12-04-2014</i> <i>Venue: Pragati Maidan, Delhi</i></p> <hr/> <p><i>(2) Times Property Expo 2014</i> <i>Date: 18-04-2014 To 20-04-2014</i> <i>Venue: Pragati Maidan, Delhi</i></p> <hr/> <p><i>(3) Fashion Show & Exhibition of Students Work 2013</i> <i>Date: 17-05-2014 To 18-05-2014</i> <i>Venue: Pragati Maidan, New Delhi</i></p>	<p><i>(1) Tripoli International Fair</i> <i>Date: 02-04-2014 To 12-04-2014</i> <i>Venue: Tripoli, Libya</i></p> <hr/> <p><i>(2) Beauty World</i> <i>Date: 27-05-2014 To 29-05-2014</i> <i>Venue: Dubai(UAE)</i></p>

15.6 INDIA INTERNATIONAL TRADE FAIR (IITF)

The India International Trade Fair, ever since its inception in 1980 has evolved as a major event for the Business community. It is a premier event organized by the India Trade Promotion Organization (ITPO), the nodal trade promotion agency of the Government of India. The event is held between 14 - 27 November every year at Pragati Maidan, New Delhi, India. It is Asia's largest Trade Fair. The IITF is one of the largest trade fairs in the world, in terms of exhibitors and visitor participation and has evolved as an iconic national event. The Theme of IITF 2013 is Inclusive Growth with Bihar as Partner State and Japan as Partner Country. IITF always have B2B (Business to business) and

B2C (Business to consumer) components. The fair presents an interesting range; right from local artisans to MNC's, covering diverse sectors, primarily in the consumer goods category. The theme is "Skilling India" which is more pertinent, contemporary and is an extremely important objective of India today.

15.6.1 SIGNIFICANCE OF IITF

IITF is a major tourist attraction and lakhs of people visit the fair every year. This annual event provides a common platform for the manufacturers, traders, exporters and importers. The fair displays comprises a wide range of products and services including Automobiles, Coir Products, Jute, Textiles, Garments, Household Appliance, Kitchen Appliances, Processed food, Beverages, Confectionery, Drugs, Pharmaceuticals, Chemicals, Cosmetics, Bodycare & Health care products, Telecommunication, Power sector, Electronic Sector, Furniture, Home Furnishings, Sports Goods, Toys, Engineering Goods etc.

The participation figures verify the huge worldwide response of IITF. The 26th edition of IITF (2006) had around 7500 national and 350 international exhibiting companies. The fair attracted a huge audience of more than 3 million general visitors & 2,75,000 business visitors including 91 delegations from 53 countries. In fact, all business avenues will be encouraged to participate, to represent India in its totality and open fresh avenues for major business expansions.

In IITF 2012, 22 countries (including India) participated in the Fair. The IITF theme 2013 year was "Inclusive Growth", which is most relevant and extremely important aim for India today. This year will mark the 33rd edition of the IITF and as always will have B2B (Business to business) and B2C (Business to consumer) components. The fair presents an interesting range; right from local artisans to MNC's, covering diverse sectors, primarily in the consumer goods category. The IITF is one of the largest trade fairs in the world, in terms of exhibitors and visitor participation and has evolved as an iconic national event.

The unique aspect of the IITF is the participation of almost all states and union territories of India, apart from domestic and foreign companies. The IITF,

offers participants from different segments of the industry adequate visibility for their products and services among fair visitors with demarked halls representing different sectors. Through its special display section of tech mart, representing products and technologies of small and medium enterprises, Saras, highlighting tribal and rural handicrafts, good living, focus on products and goods relevant to daily living, ensuring a distinct visibility for generic product categories.

15.6.2 IITF 2013

With several enhanced facilities for the Indian and overseas visitors, India International Trade Fair 2013 has offered a conducive environment for meaningful business generation in different pavilions at Pragati Maidan, New Delhi. IITF promises to be a mega event and the organizers are leaving no stone unturned in making it a success. As usual the Trade Fair took place with in Pragati Maidan premises. Over the years, IITF has become Asia's largest trade show of its kind, and the Indian economy can only be thankful for the revenues the trade fair generates for the industry and manufacturers. The trade fair actually serves twin purposes. One, it draws interest from global buyers and investors who consider India a fast developing and worthy global trade destination. Two, it emphasizes that the breed of Indian consumer is ever-growing, and that their potential is yet untapped. Mr. Pranab Mukherjee inaugurate the 33rd edition of India International Trade Fair at Pragati Maidan,

15.6.2.1 IITF 2013 PARTNER STATE AND COUNTRY

Apart from showcasing their wares for the global buyer, IITF also showcases the technological and industrial growth taking place in the different states and union territories of India. Each participating state or union territory is assigned its own pavilion, where they can exhibit the twin spectrum of goods ethnic to their culture, as well as services which cater to a global audience. This year almost all the States and Union Territories of India will be participating in the trade fair, apart from the many PSU's, government ministries and the private sector. When it comes to International Participation, around **350 companies** from around **28 countries** will be participating in IITF this year. For 2013 Trade Fair,

ITPO will be partnered by the state of **Bihar** and the country **Japan**; the focus state for the show this year is **Orissa** and the focus country is **South Africa**.

15.6.2.2 INDIA INTERNATIONAL TRADE FAIR 2013 THEME

Every year IITF has a theme which is given special impetus during the trade show. For the year 2013, the theme is **Inclusive Growth**. (The last year theme was “**Skilling India**“). This year an estimated **6000 exhibitors** will be participating in the India International Trade Fair 2013. The roster of exhibit profile provides an exhaustive list with everything from textiles, garments, household & kitchen appliances, and processed food on display. Amongst products for personal use, jewellery, cosmetics, body care & healthcare products make it to the list. For hardcore B2B sector, Telecommunications, Power, Electronic and Engineering Goods would also be exhibited at the show. The trade fair will be on between the 14th and 27th of November at Pragati Maidan.

15.6.2.3 INDIA INTERNATIONAL TRADE FAIR-2014 (UPCOMING EVENT)

IITF (Indian International Trade show) is an annually organized mega trade show which has been one of the cornerstones of Indian trading scene in the recent history. The trade show has been known for its massive scale and carnival like atmosphere which has attracted wide variety of buyers and sellers from within the country and overseas. The event will take place over a period of 14 days, starting from 14th November 2014 and it has been organized by Indian trade promotion organization. The first 5 days of the fair will be exclusively assigned for business and the rest of the fair will be open to the public. The theme of this year's show is inclusive growth which is aimed at enabling people to contribute and benefit from the economic growth. Japan has been chosen as this year's partner country and a pavilion has been dedicated for showcasing Japanese merchandise. For this year's trade show, Bihar will be the state in focus and its untapped potential will be highlighted to the visitors. IITF has always been one of the most eagerly anticipated even in the calendar of major traders and this year's event is expected to live up to the expectations.

15.6.3 EXHIBITOR PROFILE OF IITF-2014

IITF provides a platform for all the major and minor industries and the scope of the trade fair is unmatched. The trade fair will feature over 6000 exhibitors and around 350 companies from 28 states are expected to be present at the show. The exhibitors will come from a wide variety of industries which will include Healthcare, textiles, arts, banking, food processing, Telecom, Home decoration, toys and fashion. The multitude of opportunities provided by IITF is unrivaled and the buyers will be able to avail a wonderful opportunities to analyze products, network a form new ties with the exhibitors at the show.

15.7 LETS SUM UP

Suntec City, Singapore's primary Convention and Exhibition centre is one of the best convention centres in the world. Suntec City is located in the Central Business District of Singapore and occupies an area of about 12 hectares The country has prospered as a business destination as well as a tourist destination .

India Trade Promotion Organisation (ITPO), the premier trade promotion agency of the Govt. of India for organizing trade fairs, is committed to showcase excellence achieved by the country in diverse fields especially trade and commerce.

- 1) Suntec City, has led to multiple initiatives such as the setting up of an incubation centre for start-ups, a community web portal, car parking aesthetics, a ball room, a concourse, the largest banquet kitchen in Singapore.
- 2) Suntec City is a case study on how to turn around operations in the MICE sector
- 3) India Trade Promotion Organisation (ITPO), the premier trade promotion agency of the Govt. of India for organizing trade fairs, is committed to showcase excellence achieved by the country in diverse fields especially trade and commerce.
- 4) ITPO has an extensive infrastructure as well as marketing and information facilities that are availed by both exporters and importers.
- 5) Both the case studies enlighten the importance of trade & tourism.

15.8 GLOSSARY

- **Business Travel:-** Travel for a purpose and to a destination determined by a business, and where all costs are met by that business.
- **Destination:** - the place to which a traveller is going.
- **ITPO:-** India Trade Promotion Organisation
- **DMC:** - Destination management company. It is a company that provides on –the – scene meetings assistance for corporations and associations.
- **Visitor:-** is a person who visits, as for reasons of friendship, business, duty, travel, or the like.
- **Trade Fair:** - It is an exhibition organized so that companies in a specific industry can showcase and demonstrate their latest products, service, study activities of rivals and examine recent market trends and opportunities.
- **SECB:-** Singapore Exhibition and Convention Bureau.

15.9 ANSWERS TO CHECK YOUR PROGRESS / SAQ'S

1) Give detail description about Trade fair authority of India.

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2) Write a note on Singapore & its culture.

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3) Write down the case study of Suntec Park in Singapore, its attributes & facilities and the turn around initiative.

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4) Explain recent Conventions of Suntec Park.

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5) Write note on India Trade Promotion Organization(ITPO)

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6) Pen down Sphere of activities of ITPO.

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15.10 SUGGESTED READINGS

- IIMB-IICP REPORT (nd). Available at <http://tourism.gov.in/CMSPagePicture/file/marketresearch/studyreports/02%20IICPB.pdf>. Accessed on 03 April 2014.
- <http://www.indiatradefair.com/index.php> accessed on 06 april2014
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UNIT 16: THE ROLE OF MARKETING FOR EVENT ORGANIZATION; TOOLS FOR MARKETING AND PROMOTION, THE MARKETING PROCESS

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16.1 OBJECTIVES

After studying this lesson, students will be able to:

- Know about event organisation
- Know about marketing.
- Get knowledge marketing process
- Know about tools for marketing & promotion.

16.2 INTRODUCTION

Marketing is the process of communicating the value of a product or service to customers, for the purpose of selling that product or service. Marketing can be looked at as an organizational function and a set of processes for creating, delivering and communicating value to customers, and managing customer relationships in ways that also benefit the organization. Marketing is the science of choosing target markets through market analysis and market segmentation, as well as understanding consumer buying behavior and providing superior customer value. From a societal point of view, marketing is the link between a society's material requirements and its economic patterns of response. Marketing satisfies these needs and wants through exchange processes and building long term relationships. So marketing is very important in organization of events too and creating a value of organization in the mind of customers.

16.3 MEANING OF AN EVENT

An event means occurrence i.e happening at a determinable time and place, with or without the participation of human agents. It may be a part of a chain of occurrences as an effect of a preceding occurrence and as the cause of a succeeding occurrence. Though the term events is commonly used to describe something that happens at a given time and place, it is also used in other meanings and related phrases. For example, in philosophy events are objects in time, events are special sets of circumstances or even a phenomenon located at a single point in space-time.

16.3.1 EVENT ORGANISATION

Event Organisation is the process of planning a festival, ceremony, competition, party, concert, or convention. It can include budgeting, establishing dates and alternate dates, selecting and reserving the event site, acquiring permits(alcohol permits, insurance licenses, etc), coordinating transportation and parking, developing a theme or motif for the event, arranging for speakers and alternate speakers, coordinating location support (such as

electricity and other utilities), and arranging decor, event support and security, catering, emergency plans, aid stations, and cleanup. Event management is the application of project management to this process.

So, the first line of business to consider in organizing an event is to decide upon the overall atmosphere to be projected by the event. How should the guests feel upon arrival and departure? Will all guests remain together during the event or will they be divided into smaller groups at some point during the experience? Should emotions of comfort, excitement, relaxation, romance, restfulness or pleasure be endured? Choosing the atmosphere is as vital as selecting the theme of a child's birthday party. This atmosphere/theme is the foundation in constructing the perfect event.

16.3.2 MARKETING TOOL

Event management is considered one of the strategic marketing and communication tools by companies of all sizes. From product launches to press conferences, companies create promotional events to help them communicate with clients and potential clients. A number of elements such as music, live entertainment or even the particular venue may be used to influence the tone and atmosphere of an event.

Event managers may also use news media to target their audience, hoping to generate media coverage which will reach thousands or millions of people. They can also invite their audience to their events and reach them at the actual event.

16.3.3 ORGANIZATION OF EVENTS

Is the nature of the event casual, formal, romantic, or professional? Different Event Venues project different moods casting the tone of the event's nature. Most venues possess the ability to cast each of these tones to make the event successful. Many restaurants offer gathering rooms to project a formal, romantic or professional feel, while a portion of the main eating area settles guests into a more casual, laid-back retreat. The same is true for most venues. Yachts can be the perfect "wow factor" for intimate, casual bridal/baby showers as well as

intriguing the professional crowds mixing business with pleasure in the sights and sounds integrated with elegance on this excursion.

Next, location of the event, namely the event venue, should be selected. The event venue provides the background to the atmosphere draped upon guests. Venue needs to include consideration of several factors of location. How will guests arrive and will parking be an issue or inconvenience? How far will guests be willing to travel to reach their destination? Other considerations include event facilities. Does the event facility provide a catering service, technological equipment, DJ / music or will it permit the use of such on its premises? How many guests will be attending the event and will the desired location accommodate this number of attendees? The location should comfortably allow guests to mingle and move without feeling crowded or lost in a vast openness of over-sized space. Finding this perfect zone of comfort is easily attainable with a little research or assistance of an event manager. Remember to consider the time frame of the event to offer guests quick access to hotels if an overnight stay is deemed necessary.

16.4 MARKETING IN EVENTS/ EVENT MARKETING

Event marketing is a promotional strategy that involves face-to-face contact between companies and their customers at special events like concerts, fairs, and sporting events. Brands use event marketing entertainment (like shows, contests, or parties) to reach consumers through direct hand-to-hand sampling or interactive displays. The practice works because it engages consumers while they're in a willing, participatory position. A successful event marketing campaign provides value to attendees beyond information about a product or service. A discount, free sample, charity alignment, or fun event will make customers feel like they are receiving a benefit and not just attending a live-action commercial. In contrast to traditional advertising, which blasts millions of consumers with the same general television, radio or billboard message, event marketing targets specific individuals or groups at gathering spots, in hopes of making quality individual impressions.

The key to pulling off an effective event marketing campaign is to identify the target audience correctly and create an experience that remains in participants' memories. By finding an opportunity to interact with the right demographic of people – both current customers and prospective buyers – a brand can build favorable impressions and long-lasting relationships. The best, most creative events create interactions that not only reflect positively on the brand at the time, but generate a buzz long after the event is over.

16.4.1 HOW IS AN EVENTMARKETING PLANDEVELOPED & EMPLOYED

Event marketing is unique because each event must be approached differently – in this respect, a marketing team doesn't necessarily need an overarching "plan" for their various events. Instead, it is important to base each individual event marketing tactic upon the brand's overall marketing plan and how it fits into the personality of the event. By approaching each event as a separate chance to make an impression, a brand can tailor their efforts to best impact each audience.

Still, teams must consider three aspects when developing an event marketing plan. First, the company should consider the personality that their brand is trying to convey. A brand like Coca-Cola, who has historically tried to place their product as a harbinger of global peace, happiness, and simple pleasure, made an excellent choice by installing vending machines that dispensed "happiness" along with soft drinks.

Second, company must keep their target audiences in mind. In recent years, grassroots efforts by men's health coalitions have popularized "Movember," a November-long moustache-growing contest to raise awareness of prostate cancer and other cancers affecting men. This initiative would never have taken hold if not for the ironic popularity of moustaches among young men, the audience who could most benefit from men's cancer awareness.

Third, companies need to consider what lasting impression they wish to leave on their audience. Many people remember the 2005 Sony campaign where

the company dropped – and filmed – 250,000 bouncy balls on the streets of San Francisco in order to advertise the color display their new Bravia LCD television was capable of.

Brands can impress event crowds through a variety of creative tactics, not just sheer visual appeal. For example, one tactic that brands use is to create an event within an event. The idea is to create a compelling reason for patrons to stop and explore your brand, not just another booth for them to walk past. At the Sundance film festival, Ray Ban sunglasses put on a truth-or-dare themed campaign, which was fun for participants and also translated into social media shares after the event was over.

16.4.2 ROLE OF MARKETING IN EVENT ORGANISATION

Event marketing is a new way of marketing products. It is an attempt to coordinate communication around an self created or sponsored event. The event is an activity that gathers the target group in time and room, a meeting where a message is communicated and a happening is created. However, depending on the objective of the event, the definition will change. From the sponsor's perspective, common objectives of holding an event are to sell more products, to change , to change and built image of a product , or to increase floor traffic. However, the core of event marketing is to give the customer a positive experience in connection with the products.

Effective event marketing increases awareness generates excitement and helps increase attendance and participation in your event. Whether you are promoting a cultural event, organizational activity or an educational seminar, an effective marketing campaign will help make your event successful. Use visual marketing, business partnerships, direct mail and services that will increase your event attendance. Following activities of marketing helps in organizing an event:-

1. Focus: The marketing group designs the course the company will take to move toward future goals, according to Laura Patterson, writing on the CEO Refresher website. Marketing determines which products would be profitable in the marketplace, the geographic areas where the company needs to be placed to be

competitive and the allocation of personnel necessary to develop and sell the products. Marketing research takes the pulse of the consumers in your target audience and creates the company's future focus based on that data.

2. Services: Make attendance at your event easier by offering beneficial services that can help increase attendance. For example, offer childcare services for participants of a financial seminar or organizational event. You could also offer a complementary service based on the event like a financial analysis.

3. Corporate Image: The marketing group is the keeper of the company's corporate image, and the corporate image is the primary way in which the company is identified by the public, according to Steven Howard, writing on the Sales Vantage website. The company's culture, ethics and external relationships depend on maintaining a positive company image.

The marketing group controls the advertising images that the world sees, releases the statements that address company issues and controls the way in which the press has access to company executives. Corporate image is critical to corporate branding, which establishes your company's reputation in the marketplace.

4. Competition: Part of a marketing department's job is to maintain a competitive analysis of the marketplace. Your marketing group knows who your competition is, what kind of new features and products the competition will be releasing and whether you can compete with the other companies in your industry.

All of this information is vital in determining what products and services the company will focus on, what future personnel needs the company will have and what demographic the company will target with its advertising.

MOREOVER, MARKETING INCLUDES FOLLOWING ACTIVITIES WHICH CAN HELP IN MANAGING OF EVENT:-

1. Posters: Create posters that create a buzz about your event through creative slogans and eye-catching designs. You might consider a series of posters placed over time. For example, if you are advertising a music festival, three weeks prior

to the event, put up posters exclaiming, "The End is Near". Two weeks prior to the event, place posters with the message "The End is Coming in Two weeks". One week prior to the event, place posters saying, "The End Band is Coming to the Music and Mayhem Festival at the Tippee Canoe Campgrounds Memorial Day Weekend."

2. Sponsors: Pick quality sponsors that are a good match for your event and then leverage their existing company marketing tools to advertise your event. Sponsors with a large email base, digital newsletters and a strong web presence can increase your event's visibility quickly through endorsements or promotions via their advertising channels.

3. Stores: Team up with stores to help promote a local event and gain exposure for their store. If your event is for a non-profit event, ask local stores to sponsor your event by displaying advertisements in their store and perhaps donating some items for a raffle to raise money.

In exchange for their participation, place the store name or logo on all promotional displays. If your event is for-profit, sign up local retailers to sell tickets to the event. Give the store a percentage of the tickets they sell. You will obtain extra exposure and ticket outlets for your event.

4. Radio: Connect with local radio stations to advertise your event. Offer tickets for on-air promotions that help the radio station attract listeners who win tickets and you receive valuable promotion and 'buzz' for your event. Have on-location radio broadcast the day of the event to draw in last-minute participants.

5. Direct Mail: Use direct mail advertisements for educational seminars or events targeted towards a specific group. Obtain mailing lists from marketing list companies like infoUSA.com, or from affiliated organizations.

For example, if you are offering an accounting seminar, work with a local business college to send direct mail pieces to their alumni with degrees in accounting. You can offer organizational members a discount that will provide the organization with a member benefit and you will gain access to a highly targeted distribution list.

16.5 TOOLS OF MARKETING AND PROMOTION

(1) Advertising: Advertising is defined as any form of paid communication or promotion for product, service and idea. Advertisement is not only used by companies but in many cases by museum, government and charitable organizations.

However, the treatment meted out to advertisement defers from an organization to an organization. Advertising development involves a decision across five Ms Mission, Money, Message, Media and Measurement.

Mission looks at setting objectives for advertising. The objectives could be to inform, persuade, remind or reinforce. Objective has to follow the marketing strategy set by the company. Money or budget decision for advertising should look at stage of product life cycle, market share and consumer base, competition, advertising frequency and product substitutability.

Message's development further is divided into four steps, message generation, message evaluation and selection, message execution, and social responsibility review.

Once the message is decided the next step is finalizing the media for delivering the message. The choice of depends on reach of media, frequency of transmission and potential impact on customer. Based on this choice of media types are made from newspaper, television, direct mail, radio, magazine and the internet. After which timing of broadcast of the message is essential as to grab attention of the target audience.

Checking on the effectiveness of communication is essential to company's strategy. There are two types of research communication effect research and sales effect research.

(ii) Sales Promotion: Promotion is an incentive tool used to drive up short term sales. Promotion can be launched directed at consumer or trade. The focus of advertising to create reason for purchase the focus of promotion is to create an incentive to buy. Consumer incentives could be samples, coupons, free trial and demonstration. Trade incentive could be price off, free goods and allowances.

Sales force incentive could be convention, trade shows, competition among sales people. Sales promotion activity can have many objectives, for example, to grab attention of new customer, reward the existing customer, increase consumption of occasional users. Sales promotion is usually targeted at the fence sitters and brand switchers.

Sales promotional activity for the product is selected looking at the overall marketing objective of the company. The final selection of the consumer promotional tools needs to consider target audience, budget, competitive response and each tool's purpose.

Sales promotion activity should under-go pretest before implementation. Once the activity is launched it should be controlled as to remain within the budget. Evaluation program is a must after implementation of the promotional scheme.

(iii) Public Relations: Companies cannot survive in isolation they need to have a constant interaction with customers, employees and different stakeholders. This servicing of relation is done by the public relation office. The major function of the public relation office is to handle press releases, support product publicity, create and maintain the corporate image, handle matters with lawmakers, guide management with respect to public issues.

Companies are looking at ways to converge with functions of marketing and public relation in marketing public relation. The direct responsibility of marketing public relation (MPR) is to support corporate and product branding activities.

MPR is an efficient tool in building awareness by generating stories in media. Once the story is in circulation MPR can establish credibility and create a sense of enigma among sales people as well as dealers to boost enthusiasm. MPR is much more cost effective tool than other promotional activities.

(iv) Direct Marketing: The communication establishes through a direct channel without using any intermediaries is referred to as direct marketing. Direct marketing can be used to deliver message or service. Direct marketing has shown

tremendous growth in recent years. The internet has played major part in this growth story. Direct marketing saves time, makes an experience personal and pleasant. Direct marketing reduces cost for companies. Face to face selling, direct mail, catalog marketing, telemarketing, TV and kiosks are media for direct marketing.

Advertisement, Promotional activity, Public relation and direct marketing play an essential role in helping companies reaches their marketing goals.

(v) Coupon Magazine Advertising: Coupon magazine advertising is an effective marketing promotional tool for small business owners, especially those with store locations. These magazines contain coupons for dozens of local businesses. Many coupon magazine publishers will not run competitive ads. This provides businesses an impetus to be the first advertisers. Coupon magazines are distributed to all residences in a specific area. Decide what discount you want to provide customers, then include some key information about your products and services.

For example, you can give customers 15 percent off on a perm if you own a beauty salon. Coupon magazines usually have specific deadlines, so customers need to act fast to receive their discounts. Run a few coupon promotions, then see how many people redeem the coupons. Determine if the promotion was profitable by subtracting your advertising costs from your sales.

(vi) Database Marketing: Database marketing uses customer emails to promote new products and services. This type of marketing works best if you operate your business online. For example, an Internet nutritional company can retain email lists of customers who purchase their products. Subsequently, the company can email customers coupons or special deals on vitamins, protein or diet products. Keep track of what your customers purchase and how much they spend. That way you can run special deals for your best customers. Email marketing can also work for offline businesses.

For example, customers can easily print out a coupon and take it to their local hardware store. However, you will need to obtain the names and emails of

customers in advance. Warranty cards are one way to obtain customer emails, which are often included inside product packaging.

(vii) Rewards Cards: Use rewards cards programs if customers frequently buy your products, according to Inc.com. Provide a card to customers who often buy items from you. Use a stamper each time a customer makes a purchase. Offer discounts or free products when customers spend a certain amount of money. You can also computerize your rewards cards program, offering plastic cards with a magnetic strip containing each customer's information. That way you can keep track of sales and rewards automatically. However, you will likely need to hire a marketing consulting firm to help you automate your rewards program.

(viii) Search Engine Optimization: Search engine optimization will allow you to attain a high ranking in major search engines such as Google or Yahoo. That way, each time people search online for your type of products or services, your listing may appear on the first page. You will need an experienced search engine optimizer to help you attain a high ranking. Search engine optimizers make use of key words or phrases to help drive traffic to your website. They will typically charge a one-time set-up fee, then bill you monthly for maintaining your high position. Use search engine optimization primarily if you want to reach customers nationally or internationally. Search engine optimization can cost thousands of dollars per year.

16.6 MARKETING PLANNING

Marketing planning includes eight logical steps:-

- 1) Diagnosis
- 2) Prognosis
- 3) SWOT Analysis
- 4) Stakeholder Analysis
- 5) Marketing Objectives
- 6) Marketing budgets
- 7) Marketing Mix programme
- 8) Monitoring, evaluation and control

16.7 THE MARKETING PROCESS

Under the marketing concept, the firm must find a way to discover unfulfilled customer needs and bring to market products that satisfy those needs. It can be done through marketing process. The marketing process consists of four steps:-

- 1) Scanning the Marketing Environment ,
- 2) Marketing Strategy
- 3) Marketing Tactics: The Marketing Mix
- 4) Monitoring and Control

These four steps are all completed with the goal of creating value for your target customers. Some elements of the steps are performed continuously, such as monitoring the marketing environment. Some are done annually, such as the annual development of a marketing communications plan.

1) Scanning the Marketing Environment- This is where you do your homework prior to developing marketing plans. Marketing textbooks speak of the “uncontrollable elements” facing the marketer, and these are the items that you need to study. The number of groups of these uncontrollable elements varies from one marketing textbook to another, but here’s a convenient list of the areas with which you need to be familiar:

- Economic factors
- Demographic elements
- Technological trends
- Political/legal events
- Social/cultural environment
- Competition

Many marketers rely upon their marketing intelligence people to monitor and report upon much of this information. Some of the elements, such as competition, are monitored on a daily basis; others, such as social / cultural elements, may be assessed only annually. Good marketing practice call for translating the environmental trends which may impact

your business into opportunities and threats for a SWOT (Strengths / Weakness / Opportunities / Threats) analysis

2) Marketing Strategy:

a) Marketing Strategy: Segmentation: Customers are different; they have different wants/needs. “One size fits all” is not a good approach to marketing because when you try to be everything to everyone, you end up being nothing.

There was a time when Coca-Cola only produced one product offering, the classic 6.5 ounce bottle. Perhaps customers’ wants/needs were less diverse. Today, Coca-Cola offers multiple sizes of its classic cola, brand extensions in the form of Diet Coke in multiple sizes, caffeine-free extensions, and a host of other flavors as alternative brands.

Henry Ford is perhaps the classic example of the mass marketer. “People can have a Model T in any color they want, as long as it’s black.” While Ford’s approach sold 15,456,868 Model T’s, it also nearly bankrupted the company as Henry waited until the company was on its knees to introduce the successor Model A.

Today marketers can’t afford to ignore the market segments in their product category. Your competitors are going to figure out what the market segments are. If you enter the market with a product or service that’s for everybody, your competitors are going to develop a market offering for each market segment. Because their offering is tailored to the customers in a given market segment, those customers will prefer your competitor’s offering and purchase it.

Your competitors will take your customers away from you, segment by segment. Because consumers are motivated by internal wants/needs, which are difficult to understand, segmentation in consumer goods categories can only be accomplished through marketing research. In business to business categories, the motivation of end-users is straight forward economics. Thus, their wants/needs vary by more easily understood factors, such as the size of the firm, application of the product or service, type of business, *etc.*

(b) **Targeting:** Targeting is nothing more than selecting those customers that you are going to serve; and, by extension, defining those you are not going to serve. Targeting is a concept that is difficult for some sales-oriented businesses to grasp. For the salesperson, making their quota and getting their bonus is the goal. Thus, any sale is good regardless if it's to the wrong customers. But selling the wrong product to the wrong customers can get your brand in trouble as the product may not perform up to their expectations.

Professor Kotler tells us that selection of a target market segment should be based upon the attractiveness of the segment and your firm's strengths and weaknesses. Attractiveness is conceptually easy to grasp. A segment being served by a few competitors is better than one served by many competitors; a growing segment is more attractive than a shrinking segment; a segment that holds the potential of your making a profit is more attractive than one that promises a loss, *etc.*

Recall that you were encouraged to construct a SWOT analysis in the *Scanning the Marketing Environment* section. In that SWOT analysis, you'll list your firm's strengths and weakness. Your strengths and weaknesses should help you determine which market segments you should target. For example, if a firm has a strength in product quality and a weakness in being the high cost producer in the category, that firm probably isn't suited to serve segment customers who are overly price sensitive and will purchase based upon price.

c) Marketing Strategy: Positioning: The concept of brand positioning was popularized by two practitioners, Al Ries and Jack Trout, rather than academicians. They outlined the rules of brand positioning in a series of 1970's articles published in the marketing trade magazine, *Advertising Age*, and a now classic book, *Positioning: The Battle for Your Mind*.

Brand positioning is the process of claiming for your brand the unique brand benefit that motivates your target customers to purchase in your product/service category. In consumer goods categories, the benefit should be either directly or indirectly related to the satisfaction of the target customers'

internal wants/needs. In business to business categories, the benefit should be economic.

Brand positioning was institutionalized by American package goods marketers. There is a somewhat standardized template that many package goods companies use to capture the relevant elements of brand positioning. There are two versions of this document: one for consumer product/service categories and a second for business to business product/service categories.

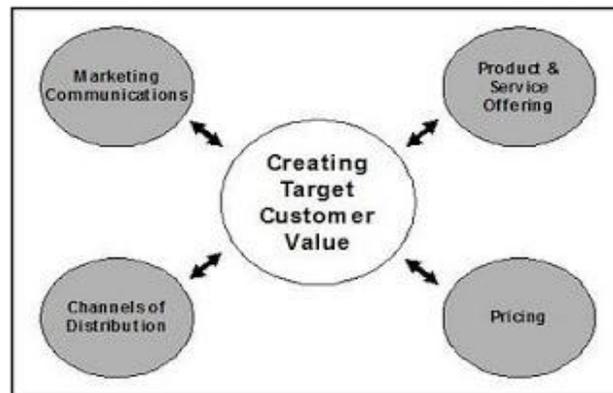
It is the brand positioning document that summarizes all of the segmentation, targeting, and positioning work for a given brand. This document should guide marketers in their tactical marketing mix decisions. It is an internal document that should be understood and embraced by everyone, both internal and external, who works with the brand – research and development, product design, manufacturing, logistics, sales, consumer relations, customer service, marketing communications suppliers, dealers, OEMs, *etc.*

The completion of the brand positioning work completes the strategic elements of marketing. With these strategic elements summarized in the brand positioning template, marketers have a strategic foundation for their tactical marketing mix actions. Too often, however, marketers complete the brand positioning template, file it away, and execute tactical marketing mix elements without any reference to this strategic foundation.

3) Marketing Tactics: The Marketing Mix: The concept of the marketing mix was developed by Professor Neil Borden in the 1950's. It has long been agreed that there are four sets of elements that comprise the marketing mix. Each of these sets of elements should be executed so as to create value for your target customers. Careful adherence to your brand's positioning document will help insure that each of your marketing mix decisions create value for your target customers.

By the 1960's everyone agreed that there were four elements in the marketing mix, the product and service offering, channels of distribution, marketing communications, and pricing. During this time frame, a relatively

young marketing professor at Michigan State University, E. Jerome McCarthy, authored an introductory marketing text entitled *Basic Marketing: A Managerial Approach* in which he referred to the marketing mix as the “4P’s”, product, place, promotion, and price. 4P’s or marketing mix, it’s the same concept.



The Marketing Mix

The important concept to remember when working on the various elements of the marketing mix is that you have identified a target market segment in the marketing strategy steps of segmentation and targeting. In the marketing strategy step of positioning, you identified the unique brand benefit which will motivate your target customers to consider purchasing your brand. In each of the four elements of the marketing mix – product and service offering, channels of distribution, marketing communications, and pricing – you need to integrate and deliver your unique brand benefit to your target customers.

4) Monitoring and Control: Monitoring and control begins with establishing goals for your business. Many businesses establish financial and sales goals, but they make the mistake of establishing only financial and sales goals. The thought process operating in these businesses is if they sell their products and keep their costs under control, they’ll make a profit. This line of thinking assumes that the starting point of profitability is the sale. This is a short sighted assumption. A marketer makes a sale because a customer has made a purchase. The starting point is not the sale but the customer. (Always start with the customer and work backwards.) What made customers purchase the brand? Did they recently become

aware of the brand? Do they believe that the brand delivers a unique brand benefit that will satisfy their wants/needs? The brand must have been available where they shopped, and it must have been priced at a point which they were willing to pay. It's marketing's job to make target customers aware of their brand and move those target customers toward purchase. Thus, the starting point of a business obtaining its financial goals is not sales, it is what marketing accomplishes with its target customers. Sales goals are intermediate goals toward obtaining financial goals. If marketing is successful in moving its target customers toward purchase, it will make the job of sales easier. In the words of Theodore Levitt, "Marketing makes sales redundant."

In addition to financial, sales, and marketing goals, a business usually has some internal goals which are totally within their control. These are things that the business has to do in order to run efficiently. Examples of such internal goals are inventory levels, fill rates, SKU counts, *etc.*

16.8 SUMMARY

Marketing is the way companies interact with consumers to create relationships that are beneficial to both parties. Businesses use marketing to identify their audience before advertising to them. Today, this is most visible through social media interactions and contests. It is an important activity for each and every business and it includes various activities. It also helps in event organization and takes an organization towards a success. Marketing process starts with the analysis of situation then choosing the marketing strategy which is followed by marketing mix is selected and in the final step control is applied.

16.9 GLOSSARY

- **Marketing-** The process of planning and executing the conception, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals.
- **Market Segmentation-** The process of subdividing a market into distinct subsets of users that behave in the same way or have similar needs.

- **Consumer-** The ultimate user of goods, ideas or services. Also the buyer or decision maker, for example, the parent selecting children’s books is the consumer.
- **Convenience product-** A consumer good and/or service (such as soap, candy bar, and shoe shine) that is bought frequently, often on impulse, with little time effort spent on the buying process.
- **Core product-** The central benefit or purpose for which a consumer buys a product or service.

16.10 ANSWERS TO CHECK YOUR PROGRESS

1) What do you mean by marketing process?

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2) Explain the role of marketing in event organization.

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3) What are the various tools of marketing and promotion?

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4) What is the role of environmental scanning in marketing?

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16.11 SUGGESTED READINGS

- Event Management- R.K.Singh
- Event Marketing Management- by Sanjaya Singh Gaur and Sanjay V Saggere