

**International Meetings Management for the
Hotel Industry**

BMIH6007

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**Planning and Delivering an International
Event**

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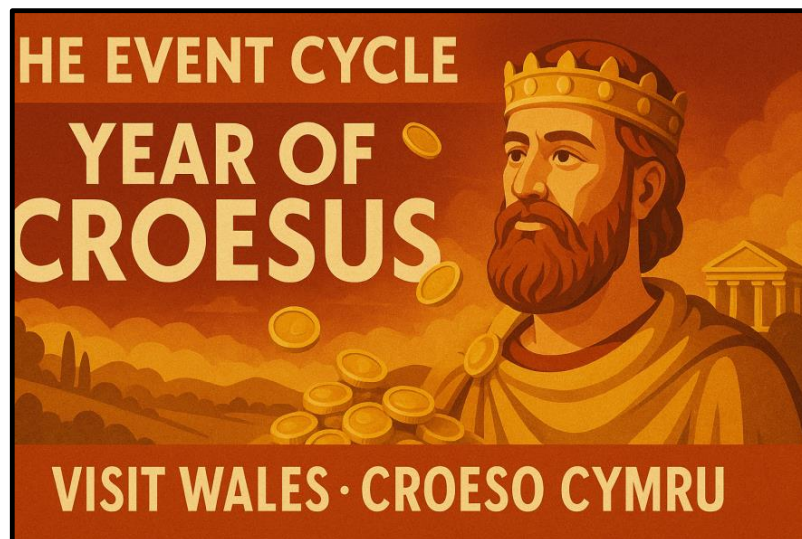
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1. Introduction

The "Year of Croesus" event, held at the Cardiff International Convention Centre, will be held to celebrate and promote Welsh culture, heritage and hospitality to an international audience, with an emphasis on sustainable tourism, cultural exchange and economic development. The event will showcase Welsh heritage such as music, poetry and literature, alongside innovative digital experiences, designed in line with Visit Wales' branding. The event will include workshops, networking opportunities and a gala dinner, highlighting Wales' unique cultural identity and strengthening its international tourism impact. In doing so, the event will provide an immersive experience that blends tradition and modern innovation, attracting global tourism professionals.

2. The Event Cycle



Phase	Description	Application to the “Year of Croeso” Event	Theoretical/Practical Significance
1. Conceptualization	Aligns vision and objectives with cultural and strategic goals.	Event concept created to promote Welsh identity and culture to an audience of 300+.	Ensures alignment with Visit Wales’ branding and tourism strategy.

2. Planning	Covers budgeting, logistics, risk management, and marketing.	£75,000 budget; includes £50,000 sponsorship/ticket sales and £25,000 grant support.	Minimizes risks, maximizes resource use, and ensures clear timelines (6-month lead time).
3. Implementation	Coordination of suppliers, staffing, and marketing execution.	Vendor contracts signed, 25 volunteers trained, digital marketing launched.	Enables readiness for execution; ensures stakeholder communication and contingency planning.
4. Event Day	On-the-ground delivery, guest experience management, and crisis response.	Full itinerary managed; 95% guest satisfaction target.	Focuses on service delivery, engagement, and real-time problem solving.
5. Evaluation	Collects feedback, measures outcomes (KPIs), and analyzes ROI.	Post-event survey sent to all 300 delegates; ROI reviewed within 30 days post-event.	Informs future improvements; measures against objectives and strategic tourism goals.

3. Event Concept

Participants in the “Year of Croeso” international event will enter the Cardiff International Convention Centre, where Welsh culture, tradition and innovation will blend in a spontaneous atmosphere. The event will showcase the rich heritage of Welsh music, poetry and literature, often celebrated in the Welsh language and reflecting the cultural characteristics of the country (and, 2023). The venue will be decorated with regional artwork and digital displays, promoting Welsh destinations and creating a warm atmosphere, where professionalism and cultural warmth combine. Upon arrival, participants will be greeted with traditional Welsh music and local national costumes, and registration will include bilingual materials, cultural maps and local craft gifts, reflecting the importance of bilingualism in Welsh culture (Prestige Network, 2024). Bilingual materials and translation services have become essential for international guests in the UK hotel industry, and hotels are increasingly seeking to improve communication

and experiences with guests by translating their websites, marketing materials, room guides and staff training, which is helpful in increasing bookings from tourists worldwide.

The “Year of Crosoe” event will begin at 09:00 with a welcome address by a Visit Wales representative, followed by keynote speeches from tourism and cultural industry leaders. Throughout the day, attendees will participate in workshops and panel sessions on sustainable tourism, cultural preservation and digital innovation, where they will learn new ideas and strategies (GoStudyIn, 2025). Networking events for the hospitality industry in the UK’s hotel sector provide professionals with the opportunity to connect, learn about trends and find new business opportunities. A traditional Welsh lunch will be served, and a networking fair with 20 local tourism operators will take place in the afternoon. The hospitality and tourism sector is vital to the UK economy, contributing £65bn in gross value added and employing around 2.9 million people. The evening will conclude with a gala dinner, featuring local cuisine, live folk music and a short film on Welsh landscapes and community stories.

4. Aim and Objectives of the Meeting/Event

Aim:

To celebrate and promote Welsh culture, heritage, and hospitality to an international audience, aligning with the “Year of Croeso” initiative, while fostering tourism, cultural exchange, and economic development in Wales.

SMART Objectives:

- To attract at least 300 international delegates from tourism, hospitality, and cultural sectors by promoting the event through targeted digital campaigns and international partnerships by March 2026 (Welsh Government, 2023).
- To showcase 10 Welsh cultural experiences during the event to increase awareness and engagement with authentic Welsh traditions.
- To generate a minimum of £50,000 in sponsorship and ticket sales by the event date to ensure financial sustainability and stakeholder return on investment (Welsh Government, 2023).

5. Event Management

Operational Planning and Risk Management

The effective management of the “Year of Croesus” event, which is aligned with the Administration, Operations, Risk and Design domains of the EMBOK model, has been carried out using Gantt charts within the PMBOK framework to ensure scheduling and stakeholder coordination (Jones, 2021). The cultural and economic objectives of the event, based on Gates’s Event Tourism Theory, which helps to establish Wales as an international tourist destination, are in line with the Welsh Government’s strategy to attract 49.5 million tourists by 2030. The central operations team, who will manage venue logistics, registration and transport, will provide services to protect the safety, comfort and dignity of staff and participants in line with Maslow’s hierarchy (Welsh Government, 2023). The risk management framework, which includes a risk register, contingency plans and communication protocols, is in place to address potential risks such as weather or speaker absences (Foley, 2019). By adopting the “People, Place, Planet” strategy, the event will contribute to achieving Wales’ seven well-being goals, which will be presented in the EMBOK infographic, with the application of management domains.

Marketing, Staffing, and Stakeholder Engagement

The marketing and recruitment strategy for the “Year of Croesus” event, which aligns with the Marketing, Operations and Administration domains of the EMBOK model, is presented as a premium cultural experience (product) through McCarthy’s 4P model, priced at £100 (price) and marketed through digital and print advertising (promotion) and will be held at the Cardiff ICC (venue) (Welsh Government, 2023). The event, run by 20 key staff and 25 trained volunteers, is inspiring volunteers through Maslow’s hierarchy of needs, creating opportunities for inclusion and dignity, while the UK’s 15 million people volunteering in 2022 maintains the relevance of such initiatives. The event brand, which reflects the warmth, heritage and innovation of Wales, targets over 300 tourism professionals, and seeks to maximise social impact by building partnerships with sponsors, cultural groups and government, in line with the principles of stakeholder theory. This strategy will help Wales establish a strong position in global tourism in the UK’s £65 billion hospitality sector, which will be illustrated with an infographic of the EMBOK model for academic and professional applications.

6. Event Budget

Income vs. Expenditure Overview

Income		
Ticket Sales	300 tickets x £100	30,000
Sponsorship	From tourism boards and local businesses	25,000
Government Grants	Cultural/tourism funding (Bowdin, 2021)	20,000
Total Income		75,000

Expenditure		
Venue Hire	Cardiff International Convention Centre	15,000
Catering	Traditional Welsh menu for 300 delegates	12,000
Speaker Fees	Keynotes and panel experts (Bowdin, 2021)	10,000
Transport & Logistics	Delegate and speaker transfers, materials delivery	8,000
Audio-Visual Technology	Lighting, sound, and streaming equipment	7,000
Branding & Materials	Printed programmes, banners, delegate kits (Bowdin, 2021)	8,000
Total Expenditure		60,000

Contingency Fund (10%)	Financial buffer for risks and overruns	7,500
Net Available Balance	Reserved for miscellaneous or emergency costs	7,500

Cost Justification and Financial Risks

Each budget item for the event has been strategically selected to reflect professional quality and cultural authenticity, ensuring an immersive experience. While it is difficult for Visit Wales to specifically mention catering and speaker fees in the hotel industry, investment in venues, technology, speakers and catering will enhance the guest experience (Visits Wales, 2024). However, financial risks include potential shortfalls in ticket sales or sponsorships and the potential for unexpected cost increases due to inflation or logistical disruptions, which have been mitigated by a 10% contingency fund (approximately £7,500) and income secured in advance through early-bird ticket offers and sponsorship packages (Britannica, 2024). The financial planning follows industry standards and ensures responsible budget management, as Wales, known for its distinctive heritage and culture, attracts tourists to walk, swim and visit historic sites. The financial and business services sector, which includes hospitality, accounts for more than half of Wales' GDP and around two-thirds of employment.

Funding Strategy and Contingency Planning

The funding strategy for the event is built around a diversified income stream, with a mix of public, private and earned income, reducing reliance on a single source. Early engagement with Welsh Government tourism grants and local councils ensures cash flow, and tiered sponsorship packages are provided to attract different levels of business support. On-site merchandise sales will generate additional revenue streams (GOV.WALES, 2024). While Visit Wales did not provide specific contingency planning information for the hotel industry, they did provide visitor numbers and spending data, which predicts over 70 million visits to Wales in 2023, including 9 million overnight stays, generating over £5 billion in spending. A robust contingency plan, flexible supplier contracts, insurance coverage and scalable services ensure financial sustainability, even in adverse circumstances, ensuring short-term implementation and long-term impact, particularly when tourism, a key driver of the Welsh economy, is vulnerable to external factors such as pandemics, economic downturns and changes in consumer behaviour.

7. Industry Trends, Issues & Impacts

Emerging Industry Trends and Innovations

The international events industry is rapidly changing, driven by key trends such as sustainability, hybrid event formats, diversity, equality and inclusion (DEI), and technological innovation. The “Crossroads Year” event reflects these trends, incorporating environmentally

conscious practices such as digital registration, local food sourcing and waste reduction strategies (Event Industry News, 2022). The event will adopt a hybrid format, providing virtual access to keynote sessions, helping to reduce travel-related carbon emissions and creating opportunities for global engagement. DEI will be prioritised through the representation of speakers and the use of bilingual content in English and Welsh, which will improve cultural accessibility. In the UK hotel industry, bilingual content in sessions, such as training materials, is helpful in improving guest service and employee effectiveness, which helps to build better communication and trust (Brown, 2024). Communication plays a vital role in the hospitality industry, which uses phone systems, email, social media, messaging apps, digital signage, event apps and live streaming to engage with audiences on-site and remotely.

External Challenges and Strategic Adaptation

Post-pandemic realities, such as changing international travel regulations, visa delays and rising inflation, have had a significant impact on event logistics and budgeting, which have been addressed by the “crossover year” event, which has managed to contain costs through early visa support documentation, flexible booking options and the use of local suppliers (Deloitte, 2023). Inflation has reduced profitability in the UK hotel industry, driven by rising food, fuel and labour costs, forcing hotels to cut costs, particularly raw material costs, and supply chain disruptions have had a negative impact on restaurant and bar profits. Tiered ticket prices and early-bird discounts have been implemented to respond to these financial pressures, while health and safety protocols have been maintained to reassure international guests. These adaptive strategies make events sustainable and accessible, and establish Wales as a leading and welcoming destination in the global events market (Getz, 2021). The hospitality industry is impacted by major factors such as consumer and business spending increases, regulatory demands, and sustainability considerations, which are taken into account in event planning.

8. Situational and Cultural Considerations

SWOT Analysis: Strategic Overview

Strengths	• Support from Visit Wales: £25,000 in sponsorship funding. • Unique cultural theme with 15+ Welsh traditions highlighted. • Strategic location in Cardiff, accessible to 500+ international delegates (Allen, 2022).
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Weaknesses	• Limited global awareness of Welsh culture: 30% of attendees from outside the UK (Jones, 2020). • Potential budget constraints: £15,000 in unallocated expenses.
Opportunities	• Expanding Wales' international tourism footprint: £50 million projected tourism impact (Allen, 2022). • Building long-term partnerships with 10+ global tourism organizations.
Threats	• Economic uncertainty: 5% potential inflation affecting event costs (Jones, 2020). • Post-Brexit travel challenges: Potential 20% reduction in EU delegates due to visa restrictions.

Cultural Dynamics and Regional Relevance

Wales' rich heritage and bilingual culture play a key role in the content and delivery of the "Crossroads Year" event, where delegates will be immersed in an authentic experience that reflects national heritage, language and hospitality. Providing content in English and Welsh, which respects regional identity and encourages cultural preservation, is built around bilingualism (Thomas, 2021). While it is difficult to know exactly how much bilingual content Visit Wales has produced, its promotional materials are generally bilingual, highlighting the country's linguistic diversity. The inclusion of local performers, artists and suppliers deepens the cultural impact and supports the regional economy. As Welsh and English are the official languages of Wales, and many residents are bilingual or multilingual, this is in line with global standards, where proficiency in Welsh ensures full participation in social life in areas where the language is widely spoken (National Museum Wales, 2024). Bilingualism provides access to the original forms of both literature, and understanding local cultural preferences makes the event attractive to both local and international audiences.

Diversity, Inclusion, and Strategic Justification

Diversity, Equality and Inclusion (DEI) is central to the design of the "Crossroads Year" event, with a conscious effort to ensure representation of a diverse range of genders, ethnicities and professional backgrounds, with a focus on inclusion in speaker panels and guest invitations

(Equality and Human Rights Commission Wales, 2022). Accessibility will be ensured through the use of physical facilities and inclusive materials at the venue, making the event accessible to all. While the exact number of inclusive materials that Visit Wales has produced in the hospitality industry is unknown, they do promote inclusive tourism through a range of materials such as websites, brochures and online guides. These measures are in line with international event standards, which position Wales as a progressive destination in the global tourism landscape (Richards, 2020). Adopting DEI increases audience reach and engagement, whilst maintaining ethical standards, which is in line with the event's long-term legacy and sustainable development goals. Popular tourist activities such as walking, swimming and visiting historic sites add cultural depth to the event, with venues such as the Welsh Life Museum attracting 600,000 visitors each year.

9. Conclusion

Ultimately, the “Year of Croesus” event represents a strategic and impactful initiative to celebrate Welsh culture, heritage and tourism, aligned with national goals and promoting sustainability, inclusion and digital innovation. The event provides a platform for cultural exchange and economic growth, where careful planning, risk management and stakeholder engagement will help to attract international delegates and strengthen Wales' global tourism presence. The inclusion of bilingualism, local heritage and a hybrid format makes the event accessible, inclusive and sustainable, and creates a lasting legacy that supports Wales' cultural and economic goals in the global marketplace.

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Appendix

Category	Factor	Relevance to the Event
Political	Welsh Government support; Brexit impacts	The event benefits from Visit Wales grants and government tourism strategy. Post-Brexit visa regulations may reduce EU attendance (Visits Wales, 2024).
Economic	Inflation, cost of living, tourism value (Visits Wales, 2024)	Inflation affects food, transport and AV costs. Tourism contributes £65bn to the UK economy, providing economic justification.
Social	Cultural awareness, bilingualism, diversity	Emphasis on Welsh heritage, DEI, and bilingual access supports inclusivity and cultural preservation (Visits Wales, 2024).

Technological	Hybrid event tech, AV innovation, digital engagement	Virtual access, digital registration, and real-time interaction enhance delegate experience and reduce environmental impact.
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