

Module: International Meetings Management for the Hotel Industry

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**Assignment 2: Event Strategic Planning and Delivery Considerations for an
International Meeting**

AI declaration

“I confirm that I have not used any AI tools in the research and creation of this assignment. I confirm that I have not presented any AI generated materials as my own work. I confirm I have copies of my drafts, notes, and other resources I used, which I may be asked to provide in evidence”

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1 Introduction

The Cultural Diversity and Global Cooperation Forum (CDGCF) comprises a strategic initiative aimed at enhancing collaboration among cultures in the Meetings, Incentives, Conferences, and Exhibitions (MICE) industry. The objective of the event is to discuss and build networks to promote inclusive business practices amongst stakeholders, industry leaders, and diversity advocates attending the forum to discuss economic benefits arising out of cultural diversity. However, keynote sessions, panel discussions, and workshops centred around international cooperation will be the focus of the forum itself. This report serves as a critical appraisal of the strategic planning and execution considerations deemed necessary for the success of the event, applying theoretical frameworks and industry best practices for achieving effectiveness in delivery.



Figure 1; Cultural Diversity and Global Cooperation Forum (CDGCF) :

2 The event Cycle

The Event Cycle refers to a defined system of consecutive phases that help track the life cycle of an event, typically in planning, execution, and evaluation. An event cycle has four

phases out of which announce-and-presale, what is onsale, maintenance, and close are the most known (Getz and Page, 2019; Ummenhofer and Meehl, 2017)

The **Announce and Presale stage** is the very first phase in marketing, which creates hype and awareness in the potential visitors. Promotion campaigns and advance ticket sales generally come within it, together with sponsor or vendor acquisition.

The **Onsale** stage announces the start of ticket sales for vendors registering. Marketing becomes more aggressive, reaching wider through digital media, social media, and one-on-one communications.

The **Maintenance** phase is directed to the conduct of operations of the event. It embraces logistics for the day of the event, interfacing with the attendees, and troubleshooting some concerns that may arise.

Finally, the **Close** phase where the event completion analyses occur. The financial accounts were cleared, and a post-event debriefing with improvements targeted for future events was conducted.

3 Event Concept

There will be an interactive two-day forum that matches serious discussions, collaborations, and knowledge sharing among policymakers and industry captains and diversity champions in the MICE industry. However, delegates will wait to enjoy a well-planned program such as, keynote addresses, panel discussions, interactive workshops, and networking sessions are all included to illustrate the economic and operational benefits of cultural diversity in event and global business management (Sun et al., 2024). Arriving delegates will find a registration and networking breakfast, where they will network with fellow industry players (Adler and Aycan, 2018).



Figure 2: People gathered in Conference

The mid-morning will be filled with breakout workshops, where attendees will participate in interactive case studies and hands-on exercises on issues of inclusive leadership, cross-cultural communication, and business strategies driven by diversity. A networking lunch will allow attendees to establish connections in a relaxed atmosphere. The afternoon will consist of an industry showcase, where organizations and businesses share best practices for creating diversity within the MICE industry (Sargent, 2018).

4 Key Stages of EMBOK Model

Initiation: This phase involves defining the event's purposes, identifying key stakeholders, and assessing feasibility (Jones, 2017). The Cultural Diversity and Global Cooperation Forum (CDGCF) grew in conceptualization due to the continuous call for diversity and inclusion in international business.

Planning: is one of those phases that comprise activities such as budgeting, logistics, location selection, marketing, and risk management (Dowson et al., 2022). Actually, one of the most central planning of CDGCF would be creating a business leaders, policymakers, and MICE stakeholders marketing plan.

Execution: The master marketing strategy conceived to engage leaders of business, policy makers, and MICE professionals serves as a prime mover for attendance. Deliberate site selection and incisive agendas of keynote speeches, workshops, and networking events ensure the success of the event.

Closure: Surveys and post-event reports will provide whether the event succeeded in achieving its goals, alongside lessons for future development.

5 Aim and Objectives of the Event

Aim

The aim of the event is to enhance cultural diversity awareness and best practice in the MICE sector in order to persuade policymakers and industry professionals to adopt inclusive policy and implement initiatives that strengthen cross-cultural communication, business partnership, and global collaboration.

SMART Objectives

- Specific – To organize the "Diverse Leaders Conference 2025," with leadership development for underrepresented groups in diverse industries, keynote speakers, panel discussions, and networking sessions.
- Measurable – To achieve a minimum of 500 delegates, 30 business sponsors, and 90% positive attendee feedback through post-event surveys.
- Achievable – To collaborate with key organizations and industry leaders to deliver high-quality content, speakers, and networking.
- Relevant – To foster diversity, equity, and inclusion (DEI) leadership, in accordance with international industry trends and corporate social responsibility objectives.

- Time-Bound – To effectively carry out the event by [insert event date] and finalize post-event reporting within two weeks.

6 Event Management

The Diversity and Global Cooperation Forum (CDGCF) involves a series of activities that ensure the event's success, which are as follows:

6.1 Operational Activities

The Diversity and Global Cooperation Forum (CDGCF) necessitates meticulous planning, logistics, and implementation to make an effective international event. There is a need to make sure conference rooms, exhibition areas, and networking lounges to host 500-800 delegates, liaise with security teams to put in place safety measures and organize keynote sessions, panel sessions, and workshops (Kilkenny, 2011). Organizational and project management skills are essential in managing large-scale event logistics (Bowdin et al., 2023). Additionally, partnership and stakeholder management skills are required to establish and maintain relationships (Fuentes et al., 2020). With the event featuring hybrid components, technical and digital competence is required to run virtual conferencing tools, operate audiovisual equipment, and resolve technical problems in real-time (Howard et al., 2023).

6.2 Planning Activities

Event planning includes setting a formal program, identifying critical stakeholders, and obtaining sponsorships for financial sustainability (Bowdin et al., 2023). Venue selection and organizational details are part of the important planning activities, which facilitate ease of participation for every participant. Organization of speakers and programs is also very important. This success depends on early engagement, contract negotiation, and sensitive agenda-setting to facilitate effective implementation (Dashper and Finkel, 2020).



Figure 3: Planning activities for teh conference

Self-sourced, 2025

6.3 Marketing Activities

CDGCF will rely on strategic marketing for mobilization of global stakeholders. Key marketing tasks for the event will include internet marketing campaigns with social media networks, emails, and paid messages targeting industry operators and policymakers (Pourkarim et al., 2022). Additionally, content marketing using blogs, media releases, and articles around the event will amplify event exposure. The other main activity will be partnership marketing, where relationships with industry associations, media outlets, and corporate sponsors will enhance reach and credibility (Miryala et al., 2024).

6.4 Race Model

Table 1: RACE Model

Phase	Objective (R)	Action (A)	Communication (C)	Evaluation (E)
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Reach	Increase awareness among target audience (hospitality leaders, HR, D&I advocates) (Bardan and Gower, 2020).	Targeted email, social media ads (LinkedIn), press releases to hospitality publications, industry partnerships.	Highlight practical EDI tactics, networking, hospitality focus, showcase speakers/agenda.	Website traffic, social media engagement, media mentions, registrations.
Act	Drive engagement and interest in attending.	Content marketing (blog posts, case studies), early bird discounts, interactive social media, speaker webinars (Handley, 2012).	Share success stories, emphasize EDI importance, offer exclusive insights.	Social media engagement, webinar attendance, early bird registrations, website clicks.
Convert	Secure registrations and ticket sales.	Streamlined registration, clear calls-to-action, email reminders, testimonials, group discounts.	Emphasize networking, practical takeaways, professional development.	Registrations, ticket sales, revenue.

Engage	Foster ongoing engagement and build relationships.	Post-event survey, share key takeaways, online community, exclusive content, follow-up.	Thank attendees, provide resources, encourage feedback.	Survey response rate, post-event social media engagement, community participation, future registrations.
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7 Event Budget

An event budget is an essential financial guide charting estimated spending and revenue flows for the event (Shone and Parry, 2019). The table below shows the total cost for the event totals £90,500, incurring different imperative costs to proceed smoothly.

Expenses	Amount (£)
Venue rental and permits	40,000
Event staff wages	15,000
Marketing and advertising	10,000
Security and safety	7,500
Lighting and decorations	5,000
Equipment rental	8,000
Miscellaneous costs	5,000

Total Expenses	90,500
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The overall revenue of the event comes to £145,000, using various revenue streams.

Revenue Stream	Amount (£)
Vendor stall fees	25,000
Ticket sales	75,000
Sponsorship for businesses	30,000
Food and drink sales commission	15,000
Total revenue	145,000

8 Industry Trends / Issues / Impacts

One of the most important trends is integrating sustainability into event planning, where organizers emphasize green approaches in the UK. Therefore, in the context of MICE business in the UK, there is a trend meets growing environmental issues and adheres to global sustainability goals (Vega MICE, 2024). Hybrid events, which are a combination of face-to-face and virtual components, have become a common practice in the UK (Cevent, 2024).

Besides, Virtual guests should be in a position to engage with the speakers, engage in Q&A sessions, as well as meet other guests (Cevent, 2024). In the UK, MICE sectors have readily welcomed advances in information and communications technology (ICT) and used them to the fullest (Davidson et al., 2002). As much as inventions like artificial

intelligence and automation help enhance event experience, they similarly require massive investment and adaptation from industry professionals (MICE Hospitality, 2024). However, the industry is also affected by political instability. It also risks affecting travel and event organization, which could deter global participation and complicate logistics (Fortune Business Insights, 2024).

The CDGCF is heavily influenced by top UK MICE industry trends, notably sustainability, hybrid events, and technological advancements. Sustainability considerations influence the selection of venues, catering, and event operations to ensure green practice is compatible with international standards (Vega MICE, 2024). Hybrid events, with increased global participation through virtual attendance, enable more international attendance. Second, analytics and AI-driven personalization enhance visitor experiences and make event operations more optimal (MICE Hospitality, 2024).

9 **Situational and Cultural Considerations**

9.1 **SWOT Analysis**

Table 2: SWOT analysis

Strengths	Weaknesses	Opportunities	Threats
Strong focus on cultural diversity, attracting global policymakers and industry leaders.	High organizational costs, including venue, marketing, and staff expenses.	Growing demand for inclusive business practices in the MICE industry.	Economic downturns may impact sponsorships and attendance.
Integration of hybrid event technology	Dependence on technology, which	Use of AI-driven analytics for	Political instability

expands international reach.	may cause technical issues.	personalized attendee engagement.	affecting travel and participation.
Sustainability-aligned practices enhance credibility.	Short lead times and budget constraints.	Collaboration with MICE industry leaders for long-term partnerships.	Rising competition from similar international events.

9.2 SOAR Analysis

Table 3: Soar analysis

Strengths	Opportunities	Aspirations	Results
CDGCF promotes cultural diversity, making it a key platform for global business partnerships, inclusive policies, and cross-border collaboration.	The demand for inclusive business practices is growing, creating opportunities for CDGCF to shape discussions and influence policies worldwide.	CDGCF aims to be the premier global forum for fostering business cooperation through cultural inclusivity and knowledge-sharing.	Increased participation from policymakers, industry leaders, and academics, solidifying CDGCF’ s reputation as an influential event.

The hybrid event format enhances accessibility, allowing participation from international delegates, ensuring broader engagement and diverse perspectives.	AI-driven event technology can improve attendee experiences, offering personalized networking and efficient communication.	Developing a scalable and sustainable model for hosting future culturally inclusive business events.	Higher attendance, increased sponsorship, and wider media recognition, contributing to long-term growth and impact.
Workshops, panel discussions, and expert-led sessions offer valuable insights on cross-cultural business cooperation and leadership.	Collaboration with governments, businesses, and universities can strengthen partnerships and position CDGCF as an authority on diversity in business.	Building a lasting knowledge-sharing platform where organizations can learn best practices for cross-cultural engagement.	More businesses adopting inclusive strategies, leading to stronger international partnerships.
Commitment to sustainability aligns with modern event trends, reducing	Expanding digital marketing strategies can increase global	Enhancing networking opportunities through	Stronger industry collaboration and long-term

environmental impact while enhancing corporate responsibility.	visibility, attracting more participants and sponsors.	AI-powered matchmaking and interactive engagement tools.	business relationships, driving innovation in the MICE sector.
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9.3 Pestle Analysis

9.3.1 *Political*

The United Kingdom's exit from the European Union (Brexit) has presented various challenges and opportunities for the MICE industry (Begley, 2018). Political instability can cause corporate events and tourist activities to slow down, with organizations wanting to organize events in areas that are seen as secure and stable (Fortune Business Inside, 2025).

9.3.2 *Economic*

The Meetings, Incentives, Conferences, and Exhibitions (MICE) industry is a significant contributor to the United Kingdom's economy. The West Midlands alone received approximately 10.1 million delegates in 2019, with an expenditure of £2.3 billion (Exhibition News, 2025). The outbound MICE market in the UK is enormous at the national level. In 2012, there were 4.5 million MICE outbound trips, which accounted for 2% of outbound trips and 9% of outbound business travel (CBI, 2021). As an international industry, the size of the MICE market was \$1,027.6 billion in 2021 and is forecast to reach \$1,990.1 billion by 2031, registering a compound annual growth rate (CAGR) of 7.0% (Research dive, 2023).

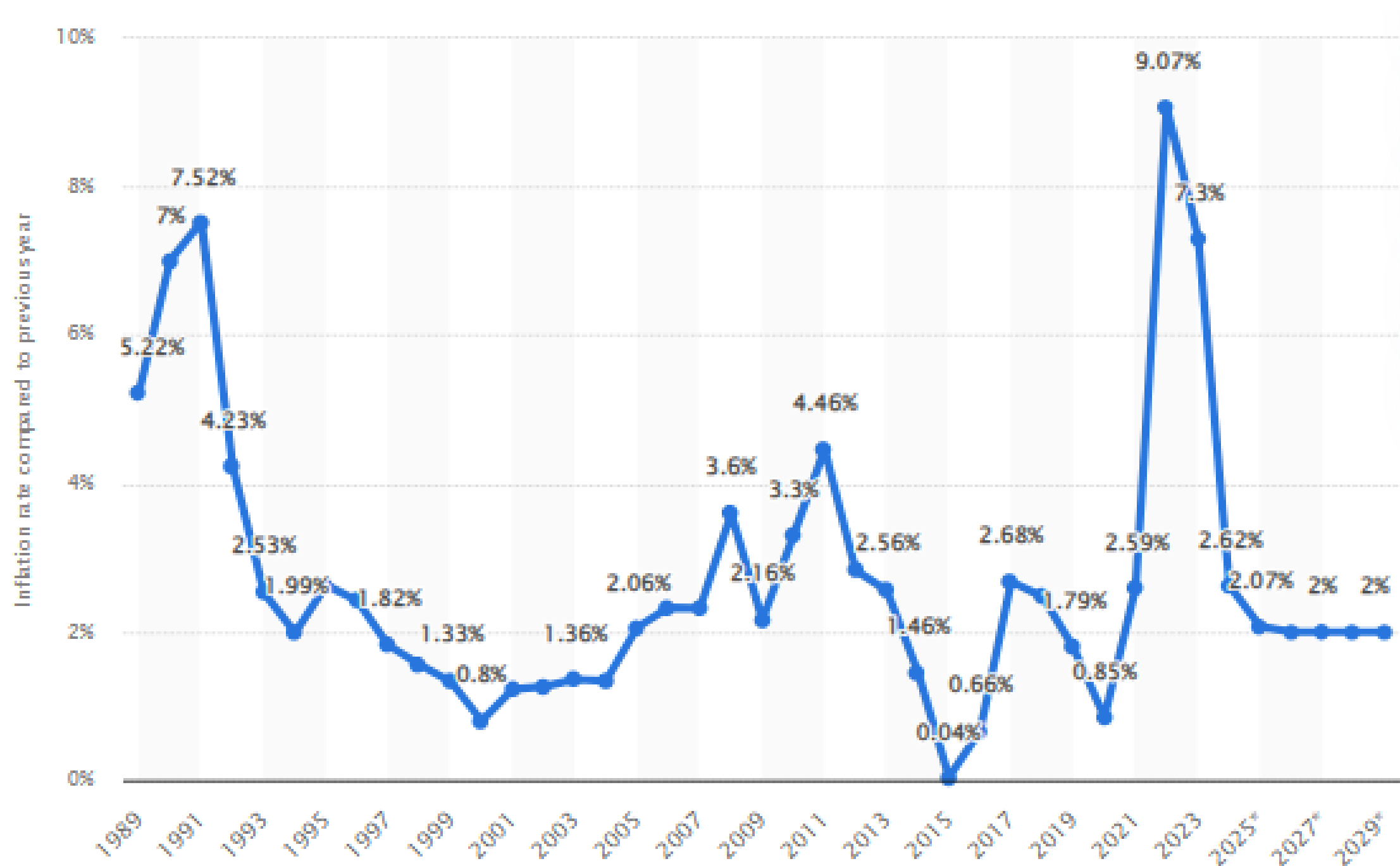


Figure 5: United Kingdom (UK): Inflation rate from 1989 to 2029

Statista, 2024

9.3.3 Social

At a country level, the UK MICE market is considerable. Hence, 50% of the global MICE market is accounted for by Europe, with the UK taking the lead by hosting around 4.5 million outbound MICE trips every year (CBI, 2021). In 2019, the West Midlands area hosted around 10.1 million delegates alone, leaving an economic footprint of £2.3 billion (Exhibition News, 2025). The MICE sector promotes socialization, exchange of knowledge, and cultural assimilation.

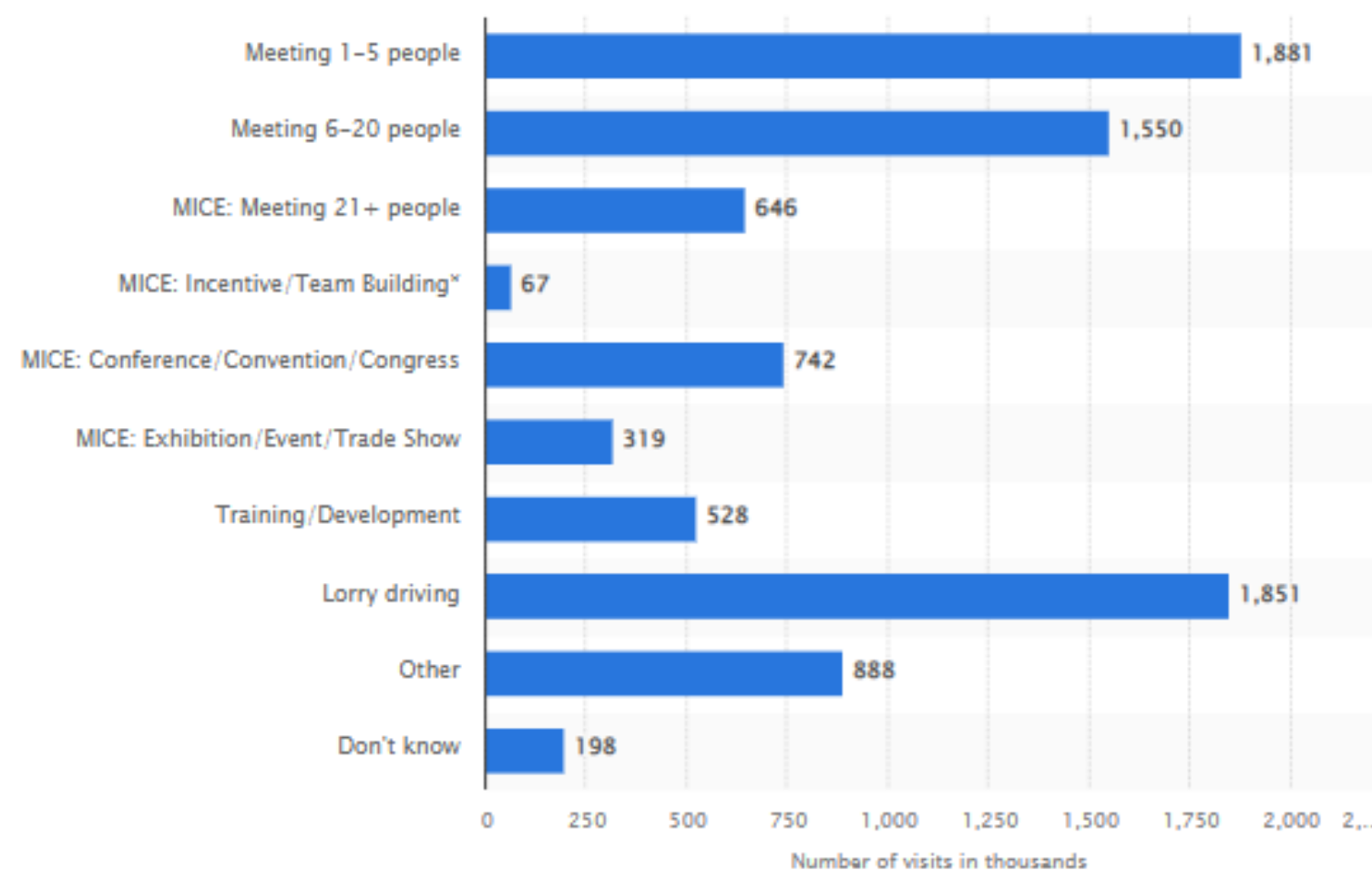


Figure 6: Number of inbound business tourism visits to the United Kingdom (UK) in 2019, by purpose/meeting type

Statista, 2023

9.3.4 Technological

Technology is revolutionizing the MICE industry at a rapid pace. Artificial Intelligence (AI) and data analysis enhance personalization at events. They provide bespoke experiences that wow visitors and enhance engagement. Virtual Reality (VR) and Augmented Reality (AR) are creating immersive experiences in the UK (Buhalis et al., 2023).

9.3.5 Legal

In the UK, the MICE industry needs to follow Health and Safety at Work Act 1974 ensures safe environments for attendees and staff. The Equality Act 2010 mandates non-discriminatory practices, promoting inclusivity (Kloss, 2020).

9.3.6 Environmental

The main UK' s MICE industry has massive environment footprint, contributing 90% of the event' s mission. Hence, the energy used by venues and materials also contribute to the foorprint (Belloto, 2024).,

10 Conclusion

In regard to conclusion, this leadership idea is mainly the purpose to encourage diversity and intercultural collaboration in the MICE industry. Furthermore, it takes place amidst emerging trends of sustainability, hybrid models, and AI-powered engagement. In spite of its challenges in the form of political instability and cost, its industry value, financial sustainability, and vision guarantee its success. When it comes to inspiring diversity and forging global alliances, CDGCF seeks to deliver long-term positive change to global business and event management.

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