

The Important of Management Functions in Sustainable MICE

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Abstract—This study aims to analyze the importance of management functions in sustainable meetings, incentives, conferences, and exhibition activities at Hotel Indigo Bali Seminyak Beach. The informants in this study were the director of events, assistant director of events, and business development executive who purposively determined. Data collection is carried out through observation, literature study, interviews, group discussions, and documentation. The results reveal that sales teams managed meeting, incentive, conference, and exhibition activities have made significant strides in implementing sustainable practices in various aspects of meetings, incentives, conferences, and exhibitions. Many aspects have been successfully integrated, such as local souvenirs, adoption of renewable energy, electronic registration, and health and safety promotion still need improvement. The gap arises from the scale of events, resource limitations, and technical constraints. A comprehensive analysis of the implementation of sustainable meeting, incentive, conference, and exhibition management functions shows the establishment of strong local community ties, innovation in menu variations, prioritizing environmentally friendly practices, collaborating with local craft entrepreneurs, optimizing technology and social media, maintaining environmentally friendly commitments, and recommending the use of digital-based media in various management functions. The implementation of this management function supports improving the hotel's ability to achieve sustainable meeting, incentive, conference, and exhibition activities.

Keywords—Management Functions, Sustainable, Meeting, Incentive, Conference, Exhibition

I. INTRODUCTION

Lessons learned from the COVID-19 outbreak are pushing hospitality into a more digital future, allowing lives and businesses to grow as much as possible while protecting public health. Regarding the era of globalization and the Industrial Revolution 4.0 which is increasingly

evident today, especially supported by advances in technology, knowledge, and competition, resulting in many meetings and negotiations held both on a national and international scale so that the prospect of the Meeting, Incentive, Conference, And Exhibition (MICE) Industry is growing (Kusuma, 2019).

MICE planning in the current situation has yielded benefits for the parties involved but has also had adverse consequences on the environment, socio-cultural elements, and health. Some of the negative impacts are an increase in non-biodegradable waste, a slight economic boost for communities in the host region, and high operational costs that cut into the overall income of organizers (Susanto et al., 2020). The negative impacts that arise can be a danger to the sustainability of the MICE industry in the future. The challenge ahead for event organizers is to take responsibility for planning and maintaining sustainable events because of increasing awareness of sustainability issues (Trisnayoni et al., 2022).

The tourism implementation of sustainable MICE in the Tourism industry involves several universities encouraging students to conduct research with the theme of sustainable MICE. One of them is a study conducted by (Susanto et al., 2020) which identified eight dimensions of sustainable MICE obtained by the UNWTO Global Code of Ethics of Tourism, SDGs, WHO Health Protocols, and Indonesian Tourism Regulations. Through the implementation of the eight dimensions of sustainable MICE, stakeholders in the MICE industry are expected to create events that benefit environmental, social, and economic sustainability while reducing the negative impacts of MICE activities.

Hotels are a hospitality industry involved in organizing MICE events in Bali, so it is necessary to implement a sustainable MICE dimension in MICE management. One of the hotels in the Seminyak area committed to implementing eco-friendly practices within the MICE framework is Hotel Indigo Bali Seminyak Beach. The hotel was chosen as a research object because it is dedicated to maintaining positive relationships with the

local community, suppliers, and vendors to support the development of local small and medium enterprises. The hotel management also provides a comprehensive range of amenities that combine modern and traditional eco-friendly technologies, such as paper straws, local coffee, snacks, and more. Considering this, this study aims to explore the implementation of management functions in MICE activities at Indigo Hotels that are oriented towards sustainable MICE activities.

II. LITERATURE REVIEW

MICE is categorized as Convention Tourism in Indonesia, which includes: conventions, incentive travel, and business exhibition services. The business aspect with activities provides services for a group of people who have a meeting agenda (politicians, business people, scholars) to discuss issues related to common interests (Mahadewi, 2019). However, the MICE industry has a negative impact on the environment, socio-cultural elements, and health. Some of the negative effects are an increase in non-biodegradable waste, a slight economic boost for communities in the host region, and high operational costs that cut the overall income of organizers (Susanto et al., 2020).

Sustainability is the ability to maintain and maintain the balance of processes or conditions of a system related to biological systems. MICE sustainability can be defined as managing and organizing meetings, incentives, conferences, and exhibitions by prioritizing environmental, economic, and socio-cultural issues. The concept of sustainable MICE aims to balance the environment, economy, and socio-culture to generate significant benefits for the community, event organizers, and all parties involved, to maximize economic impact, optimize socio-culture, and minimize environmental impact.

This research uses the concept of sustainability MICE by the UNWTO Global Code of Ethics of Tourism, SDGs, WHO Health Protocols, and Indonesian Tourism Regulations to assist business actors in assessing the implementation of sustainable events (Susanto et al., 2020). The eight dimensions of sustainable MICE with each assessment indicator, are as follows:

A. Food and Beverage

1. Providing food from the local community.
2. Using food ingredients from my area.
3. Planning local food menus during activities.
4. Calculating food requirements according to the number of participants.
5. Provide food according to the participants' wishes (vegetarian, halal, and others).
6. Distributing excess food to social groups.
7. Encourage participants to bring their bottles.
8. Providing refillable mineral water for all participants that are easily accessible.
9. Providing food/beverage products from local Micro, Small and Medium Enterprises.

B. Waste Management

1. Using event logistics that can be recycled and recyclable.

2. Reducing the use of paper and plastic bags.
3. Provide and place appropriate trash bins during the event.
4. Providing separation of trash bins with markers (sign/logo/sticker).
5. Providing information/pictures of waste types on stickers/labels of waste types.
6. Cooperating with local waste management companies.
7. Implementing waste management procedures for all participants.

C. Community Involvement

1. Providing information about the event to the local community.
2. Employing local people in appropriate fields. Appropriate field.
3. Cooperating with vendors and suppliers from the local community.
4. Promoting local community resources in the event.
5. Provide local souvenirs in the event.
6. Visiting to local tourist attractions/visitor centers in the event series.

D. Transportation

1. Encouraging participants to use public transportation, bicycle, or walking.
2. Organizing events in locations easily accessible by public transportation.
3. Organizing events in locations close to public facilities, such as stations and accommodation.
4. Providing transit/shuttle services.
5. Using hybrid cars or cars that use alternative fuels for participant shuttle services for participants or logistics and staff.
6. Regulating traffic flow to avoid disruption to the local community.

E. Needs Provision

1. Providing souvenirs in the form of goods required by participants.
2. Providing gifts in the form of electronics such as electronic coupons.
3. Providing electronic certificates.
4. Sharing event materials in digital form.
5. Using cloud systems or shared drives to share files.
6. Avoiding the purchase of disposable equipment.
7. Buying local, environmentally friendly products.
8. Providing promotional media such as banners that are printed without putting a date so that it can be used in the future.
9. Prioritizing logistics procurement/lease to local vendors based on resources.
10. Utilizing smart technology in event organization

F. Energy Use

1. Organizing events in open spaces.
2. Organizing events in the morning so that get natural lighting.
3. Using electronic devices that are energy efficient and environmentally friendly.
4. Turning off electronic devices when not in use.
5. Using solar power generators or biodiesel.

G. Event Communication System

1. Using e-proposal/catalog, website, and electronic communication media optimally.
2. Changing the use of brochures, flyers, and posters to e-brochures, e-flyers, and e-posters to e-brochure, e-flyer, and e-poster.
3. Reducing the use of printed communication media.
4. Using printed communication media materials made from environmentally friendly materials.
5. Using social media as a means of communication.
6. Using e-registration and smart tags.
7. Establishing an electronic channel for event services/communications.
8. Distributing e-questionnaires as an evaluation of the event.
9. Develop sustainable communication innovations.

H. Health Protocols

1. Implementing health protocols following applicable rules.
2. Providing appeals related to health and safety in promotional media.
3. Provide an ambulance at the venue of the event.
4. Placing restrictions on venue capacity and application of social distancing.
5. Placing restrictions on the capacity of transportation used and the application of social distancing.
6. Providing handwashing stations at event locations.
7. Providing masks for participants.
8. Providing hand sanitizer for participants.
9. Checking body temperature before entering the event room.
10. Conducting disinfectant cleaning periodically.
11. Enforcing the mandatory use of masks to participants.
12. Differentiating between exit and entrance lanes room.

This research uses the management function as a unit that is interconnected and influences each other in the same direction to achieve goals (Sugiarti, Endang and Supratikta, Hadi and Catio, 2022). To maximize organizational goals in the implementation of management functions, according to Terry (Dr. Candra Wijaya, M. P., & Muhammad Rifa'i, 2016), states that "the management function consists of planning, organizing, actuating, and controlling (POAC). Measurement of the success of each indicator of the implementation of management functions can be described as follows (Aditya, 2018):

A. Planning

1. Vision and mission.
2. Strategy and coordination.
3. Human resources.
4. Facilities and infrastructure.
5. Budget plan.

B. Organization

1. Job Description.
2. Organizational Structure.
3. Management.
4. Activities and Training.

C. Actuating

1. Providing Motivation
2. Decision Making
3. Discipline
4. Responsibility
5. Communication

D. Controlling

1. Activity Evaluation
2. Timing
3. Individual
4. Follow up
5. Organization

III. METHODS

A. Research Design and Approach:

The study utilizes a descriptive and qualitative research method with an interactive research model from Miles & Huberman (2014). This approach is suitable for exploring complex phenomena such as sustainable MICE practices in-depth.

B. Data Collection Methods:

1. Observation: Systematic observation was conducted, which provides direct insights into the practices at Hotel Indigo Bali Seminyak Beach. However, the method lacks detail on the specific observation techniques used. Observation is a systematic technique or method of collecting data on research subjects, either directly or indirectly (Hardani, et al., 2020). Data is collected by observing certain activities and events based on actual reality (Beno, et al., 2022). In this study, researchers directly observe the object of research to ensure the quality provided is by the standards applied by Hotel Indigo Bali Seminyak Beach, such as observing the work of sales staff, which includes preparation, then making notes.
2. Interviews: Both structured and unstructured interviews were conducted with key informants including event directors, assistant event directors, and business development executives. This ensures a comprehensive understanding of the management practices but requires careful consideration of potential biases. This technique entails face-to-face meetings and in-person Q&A with event directors, assistant event directors, and business development executives to gain insight into the sales team at Hotel Indigo manages MICE (Tanujaya, 2017).
3. Focus Group Discussions (FGDs): This technique helps gather diverse perspectives and validate interview findings through group consensus.
4. Documentation: Use of recorded data and reports to supplement observations and interviews, enhancing the validity of the findings. Documentation in this study includes group agreements, group event sequences, menu lists, information, and history of Hotel Indigo Bali Seminyak Beach, and visual and audio recording images strengthen the results of the study (Adlini et al., 2022).

C. Data Analysis Methods:

1. Data Condensation: This involves selecting, focusing, simplifying, abstracting, and transforming data. It ensures that the analysis remains relevant to the research questions but requires rigor to avoid subjective biases.
2. Data Presentation: Structured information presentation allows for easier interpretation and conclusion drawing, though it depends on the clarity and coherence of the presented data.
3. Conclusion/Verification: Double-checking with evidence found in the field ensures reliability, although the process needs to be well-documented for transparency.

D. Selection of Informants:

Informants were purposively selected based on their roles (event directors, assistant event directors, business development executives) which ensures relevant insights but may exclude other potentially informative perspectives.

E. Use of Supporting Tools:

Audio recording devices, notebooks, and stationery were used to support data collection. This improves accuracy but relies on the skill of the researcher in utilizing these tools effectively.

F. Areas for Improvement:

1. Detailed Description of Methods: More detailed descriptions of the observation techniques and the structured interview questions would enhance the replicability of the study.
2. Addressing Potential Biases: Explicit strategies for mitigating biases, especially in interviews and FGDs, would strengthen the credibility of the findings.
3. Formal Evaluation Process: The study mentions informal evaluations during operational meetings but lacks a formalized post-event evaluation process which could provide more structured feedback.

IV. RESULTS AND DISCUSSION

The results and discussion of research findings related to the importance of the management functions in supporting sustainable MICE activities are narrated based on each aspect of the management function.

A. Planning

Hotel Indigo's careful planning of MICE events covers various aspects to ensure success in execution. Planning that is mature and ready to be implemented becomes a strong foundation and is interrelated with the vision and mission. The design combines elements of authentic culture and creative flexibility. The strategic approach is pursued through internal and external coordination, fostering relationships with local partners, and embracing innovative technologies. Human resources are critical in this endeavor, as a skilled and dedicated sales team coordinates operations appropriately, underpinned by a

commitment to career development and community empowerment. Facilities and infrastructure are carefully designed, blending modern facilities with Balinese cultural motifs to create an immersive experience. Planning with budgets in mind aligns with sustainability goals, tailoring packages to guest preferences while minimizing waste. This comprehensive approach underscores Hotel Indigo Bali's dedication to hosting exceptional MICE events and upholding its commitment to sustainability and enriching local connections.

B. Organizing

A well-planned organizational structure takes center stage in organizing MICE operations at Hotel Indigo. This structure clearly outlines the respective roles in the sales team responsible for organizing MICE events, consisting of the Event Director (DOE), Assistant Event Director (Assistant DOE), and Business Development Executive. The Event Director oversees sales activities with a focus on cultural business creativity, aligning strategy with the hotel's vision and mission, fostering vendor relationships, and client agreements. The Assistant Event Director supports these efforts by maintaining consistency in cultural business creativity in sales strategy and coordinating with sales and operations teams for seamless execution. Business Development executives, on the other hand, look for opportunities rooted in cultural and sustainable business creativity, forge partnerships with like-minded clients, and identify market trends to guide sales strategies. MICE event management requires careful coordination, achieved through a dedicated Banquet Event Order (BEO) system. BEOs capture important event details and share them across relevant departments through digital channels, streamlining communication and minimizing paper usage. In addition, the hotel collaborates closely with local community associations, engaging in corporate social responsibility (CSR) initiatives such as mangrove planting, support to orphanages, blood donations, and food waste reduction through donations. These practices underline the hotel's commitment to sustainability and community enrichment, reinforcing the sustainable dimension of MICE events.

C. Actuating

Hotel Indigo uses a variety of strategies to ensure effective event management and staff motivation in the actuating aspect. One of the dominant strategies applied is POAC. Implementation on the aspect of actuating through morning briefing. Hoteliers instill motivation by having team members share inspirational ideas, stories, or experiences to foster enthusiasm and dedication among staff. The "Celebrate Service Week" program further strengthens staff morale by recognizing their outstanding contributions to guest satisfaction through a week-long series of appreciation activities. In decision-making, the Event Director plays an important role, considering the impact of choice on guests, staff, the environment, local culture, and the hotel's business. Sustainability is at the forefront, exemplified by using environmentally friendly local ingredients and innovative approaches to tailoring

event menus, as well as implementing energy-saving and waste-reducing practices. The hotel displays a strong sense of responsibility, emphasizing a deep understanding of the local culture and ensuring consistent interpretation among all stakeholders to enrich the guest experience as well as create a genuine guest experience. Effective communication is facilitated through digital platforms such as WhatsApp, email, and direct calls, enabling quick interaction with clients and internal teams and demonstrating the hotel's adaptability to technology for efficient and sustainable event coordination. Collectively, these strategies reflect Hotel Management's commitment to sustainable practices, staff well-being, and guest satisfaction in the MICE event realm.

D. Controlling

In the controlling aspect, Hotel Indigo management ensures effective and sustainable event management using an internal coordination approach to planning, organizing, and implementing predetermined MICE activities. Despite not having a formal evaluation process after the event, the sales team engages in daily informal evaluations during operational meetings to share insights from previous events. This practice allows staff to learn from successes and challenges, fostering a culture of knowledge sharing

for refinement of action. Event time estimation relies on the team's accumulated years of experience, intuitively demonstrating their proficiency in measuring event duration. The supervision process comprehensively emphasizes important individual skills such as effective communication, regular coordination, public speaking, and confidence. The operations team ensures that each member has the necessary competencies to drive sustainability-focused MICE events. Hotel Indigo's commitment to human capital development is reflected in the "IHG Room to Grow" program, which offers employees career development opportunities. After the event, the sales team followed up with the guest experience to measure satisfaction and gather feedback for improvement, leveraging questions to encourage open communication. The organizational structure is strengthened through direct directions and guidelines provided to each department before the event, with ongoing communication facilitated via platforms such as WhatsApp or phone to ensure quick coordination in problem resolution.

The following is presented the importance of implementing the management function to support sustainable MICE in Table 1.

Table 1. The Importance of Management Function in Sustainable MICE Activities

Aspect of Management Functions	Indicator	Related fields	
	Provide information about the event to the local community	Food and Beverage	
	Planning local food menus during activities		
	Providing food according to the wishes of the participants (vegetarian, halal, and others)		
	Encourage participants to bring their bottles.		
	Provide refillable mineral water for all participants that is easily accessible.		
	Provide food/beverage products from local.		
	Promoting local community resources in the event		Community Involvement
	Providing visits to local tourist attractions/visitor centers in the event		
	Utilization of smart technology in event organization		Needs Provision
	Provide transit/shuttle services		Transportation
Planning	Prioritize logistics procurement/lease to local	Needs Provision	
	Sharing event materials in digital form		
	Implementing health protocols following applicable rules.	Health Protocols	
	Providing an ambulance at the venue of the event.		
	Provide handwashing stations at event locations.		
	Provide masks for participants.		
	Provide hand sanitizer for participants.	Waste Management	
	Cooperating with local waste management		
	Cooperate with vendors and suppliers from local		
	Hiring local people in suitable jobs	Community Involvement	
Using electronic devices that are energy efficient and environmentally friendly	Energy Use		
Differentiate between exit and entrance lanes room	Health Protocols		

Organizing	Calculating food requirements according to the number of participants.	Food and Beverage
	Organize the event in a location easily accessible by public transportation.	Transportation
	Organizing events in locations that are close to public facilities, such as stations and accommodation	
	Regulate traffic disruption to the local community.	
	Organizing events in open areas	Energy Use
	Organizing events in the early morning to get natural light	Event Communication System
	Using social media as a means of communication.	
Actuating	Distributing excess food to social groups	Food and Beverage
	Providing food from the local community.	Food and Beverage
	Using food ingredients from the own area.	
	Using event logistics that can be recycled and recyclable.	Waste Management
	Reducing the use of paper and plastic bags.	
	Provide and place appropriate trash bins during the event.	
	Providing separation of trash bins with markers (sign/logo/sticker).	
	Provide information/pictures of waste types on stickers/labels of waste types.	
	Implementing waste management procedures for all participants.	Transportation
	Encouraging participants to use public transportation, bicycle, or on foot	
	Using hybrid cars or cars that use alternative fuels for participant shuttle services for participants or logistics and staff	
	Providing electronic certificates.	Needs Provision
	Using cloud systems or shared drives to share files.	
	Avoiding the purchase of disposable equipment.	
	Buying local, environmentally friendly products.	Energy Use
	Turn off electronic devices when not in use	
	Using e-proposal/catalog, website, and electronic communication media optimally.	Event Communication System
	Changing the use of brochures, flyers, and posters to e-brochures, e-flyers, and e-posters to e-brochure, e-flyer, and e-poster.	
	Reducing the use of printed communication media.	
	Using printed communication media materials made from environmentally friendly materials.	Health Protocols
Place restrictions on venue capacity and application of social distancing.		
Place restrictions on the capacity of transportation used and the application of social distancing.		
Checking body temperature before entering the event room.		
Conducting disinfectant cleaning periodically.		
Enforcing the mandatory use of masks to participants.	Event Communication System	
Establishing an electronic channel for event services/communications.		
Develop sustainable communication innovations.		

Source: Processed Data, 2023

V. CONCLUSION

The implementation of the Management function carried out by the sales team follows the basic principles of sustainable MICE management. Integration of indicators in various aspects of the Management function has been carried out in the practice of implementing MICE at Hotel Indigo Bali Seminyak Beach. However, specific indicators relating to providing local souvenirs, utilizing renewable energy sources, adopting electronic registration

and questionnaires, and incorporating health and safety appeals in promotional efforts still need to be implemented. This gap is due to practical considerations of the implementation of MICE activities. Hotel Indigo management has chosen not to offer souvenirs as consideration of the scale of the MICE event as well as the investment required for customized promotional media is currently not a top priority. Another obstacle in implementing renewable energy is the increased utilization of technology in infrastructure and resources. The manual registration process is still carried out due to constraints in

technical knowledge, and time constraints in deploying electronic forms. Despite these shortcomings, the hotel's sustainability focus and pragmatic decision-making reflect a proactive stance in balancing sustainability goals with existing constraints.

At the planning stage, hoteliers leverage their strengths by fostering solid relationships with the local community, emphasizing innovative local menu offerings, and prioritizing eco-friendly practices. The importance of implementing the management function is strongly felt by management in overcoming and anticipating potential obstacles by collaborating with local handicraft entrepreneurs related to souvenirs. Actuating involves maintaining environmentally friendly commitments, innovating logistics materials, and improving health protocols. Finally, control was strengthened by deploying electronic questionnaires to assess event outcomes and customer satisfaction. By implementing the management function in the POAC aspect, hotel management can effectively navigate the ongoing implementation of MICE and improve the overall MICE product offering.

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