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**Green Event Management**

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## **YEMİN METNİ**

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Festivaller ve diğer toplantılar turizm sektörünün önemli bileşenlerindedir. Festivaller ve diğer toplantılar insanları bir araya getirerek, toplulukların kendi gelenekleri, kültürleri ve yaşam tarzlarını kutlamak ve göstermek için bir fırsat sunmaktadırlar.

Bu tür faaliyetlerin en önemli paydaşları olan hükümetler ve turizm operatörleri, önemli ekonomik faydaları olan festivaller ve diğer toplantıları gerçekleştirmek için, gerekli tesisleri ve altyapı geliştirme konusunda önemli bir sermaye yatırımı yapmaktadırlar.

Faaliyetlerin iş yaratma ve artan gelir gibi olumlu ekonomik etkileri olsa da, çok sayıda potansiyel olumsuz sonuçları da vardır. Faaliyetlerin yapıldığı bölgedeki kaliteli ekonomi, sosyal ve doğal ortamlarda risk altındadırlar. Bunun sonucu olarak, faaliyetleri sürdürülebilirlik bir hale getirmek, özellikle eğitimciler ve de araştırmacılar tarafından farkına varılmıştır.

Bu çalışmanın amacı, faaliyet ve etkinlik yönetimi ile sürdürülebilirlik kavramına duyulan ihtiyacı açıklamak, kullanılabilir ve sürdürülebilir faaliyet ve etkinlik hedeflerini belirlemek ve bu sürecin bir sonucu olarak, tespit edilmiş öğrenme hedefleri sunmaktır.

**Anahtar Kelimeler:** Çevreci Etkinlikler, Etkinlik Yönetimi, Sürdürülebilirlik

**ABSTRACT**  
**Master Thesis**  
**GREEN EVENT MANAGEMENT**

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Events and other meetings are an important component of the tourism industry. The activities around events and other meetings bring people together and offer communities an opportunity to celebrate and showcase their traditions, culture and way of life. As the major stakeholders in such activities realise the significant economic benefits of holding events and meetings, governments and operators are making significant capital investment in developing the necessary facilities and infrastructure to accommodate this sector of the tourism industry.

Whilst the flurry of activities has a number of positive economic impacts, such as job creation and increased revenue there are also potential negative consequences. The quality of the economic, social and natural environments in which such activity takes place is at risk. As a result, there has been a realisation, particularly by educators and researchers that there is a need to incorporate sustainability into event management.

The purpose of this paper is to discuss the need to incorporate sustainability into event management, describe which process can be used and to identify sustainable event objectives, and to present the learning objectives that were identified, as a result of this process.

**Key Words:** Green Events, Event Management, Sustainability

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## TABLE OF CONTENT

YEMİN METNİ	1
TUTANAK	1
ÖZET	1
ABSTRACT	2
ACKNOWLEDGEMENT	3
LIST OF CONTENT	4
LIST OF ABBREVIATIONS	5
LIST OF TABLES	6
LIST OF FIGURES	7
CHAPTER 1. INTRODUCTION	10
1.1 PURPOSE OF STUDY	10
1.2 LITERATURE REVIEW	11
CHAPTER 2. EVENT MANAGEMENT	13
2.1 DEFINITION OF EVENT	13
2.2. TYPES OF EVENTS	15
CHAPTER 3. GREEN EVENT MANAGEMENT	27
3.1 THE REASON FOR APPLYING GREEN EVENT MANAGEMENT	27
3.2 DEFINING GREEN EVENT MANAGEMENT	29
3.3 BENEFITS OF GREEN EVENT	32
3.4. GREEN EVENT PREPARATION	34
3.5. GREEN EVENT IMPLEMENTATION	36
3.6. GREEN EVENT TERMINATION	71
CHAPTER 4. APPLICATION OF GREEN EVENT MANAGEMENT; A CASE STUDY AS AN ILLUSTRATION	82
CONCLUSION	84
BIBLIOGRAPHY	86

## LIST OF ABBREVIATIONS

AFS	Assured Food Standards
AGME	Association for Green Meetings & Events
CVB	Convention and Visitors' Bureau
DMC	Destination Management Company
EECOM	Environmental Education and Communication
EMAS	Eco-Management & Audit Scheme
EPA	Environmental Protection Agency
FSC	Forest Stewardship Council
GHI	Green Hotel Initiative
GMIC	Green Meeting Industry Council
GTBS	Green Tourism Business Scheme
ISO	International Organization for Standardization
LEAF	Linking Environment and Farming
LEED	Leadership in Energy and Environmental Design
MICE	Meeting, Incentive, Convention & Exhibition
MPI	Meeting Professionals International
PCMA	Professional Convention Management Association
PCO	Professional Conference Organizer
PMM	Professional Meeting Management
RFID	Radio Frequency Identification
ROI	Return on Investment
SCS	Scientific Certification Systems
STI	Sustainable Travel International
USGBC	U.S. Green Building Council
VMC	Venue Management Company

## **LIST OF TABLES**

Table 1: Operation Issues of Waste Management	41
Table 2: Green Associations/Certifications of Event Related Industry	61
Table 3: Post-event Evaluation Survey Sample for Visitors/Attendees/Delegate	75
Table 4: Green Event Evaluation Report Sample	82



## **LIST OF FIGURES**

Figure 1: Green Event Management Project	27
Figure 2: Green Event Participants of Different Participating Level	36
Figure 3: 3R Principle of Waste Management	37
Figure 4: Waste Recycling Plan	39

## Chapter 1. INTRODUCTION

### 1.1 Purpose of Study

Event industry is one of the fastest growing segments within the tourism industry, generating millions in revenues for cities and countries. In face of international business context and globalization, people from different countries seek to meet face-to-face for commercial cooperation. Moreover, event industry intriguers other economy sectors such as: tourism, hotel, catering, logistics, transportation, architecture, infrastructure etc.

Therefore, government encourages local PCOs and event agencies to organize events and conferences in the city as an event destination, by offering financial and non-financial incentives. Thus, the number of cross-national events along with regional events is increasing fast in the last several years.

However, from year 2008, much-publicized global financial challenges are somehow affecting countries and industries. Is formal confidence for event industry as a booming sector been reversed by global economic climate changes?

According to IMEX Research: *Post-IMEX industry forecast – Sep. 2008*, some IMEX 2008 visitors offer a gloomy forecast for the MICE sector, while many others suggest that boom times will continue. Some view decline as likely to be short-lived, perhaps for the next six to nine months only, whilst a few envisage up to a three-year dip. In contrast, for representatives of the MICE sector in emerging countries (e.g. parts of Eastern Europe, the Middle East, the Far East, and in India) the outlook is almost wholly optimistic. (IMEX 2008) Similarly the more international the business, so the less the appropriate buyers believe it is likely that their event planning will be affected. Furthermore, those organizing meetings at the top of the market – for example, for directors, major clients or other VIPs – also anticipate a sense of business as usual. (IMEX 2008)

### **New Focuses of Event Industry**

Many experts engaged in the meetings market talk more of changes than challenges, an 'adjustment' rather than an impending downturn. Event

planners admitting that they now have to scrutinize their budgets more carefully. (IMEX 2008) Nevertheless, this hardly dents the prevailing optimism within a sector that emphasizes the continuing need for people to meet face-to-face. Event planners are taking global concerns about climate change more seriously by applying environmental strategies more vigorously to their event programs.

## **1.2 Literature Review**

Global communication today is easier and less expensive; however, it can fail to address the unique aspirations and motivations of recipients. Because it can target defined and physically measurable groups of people, event marketing is a communication tool with growing popularity.

However, the global financial climate change in 2008 has been affecting many industries and countries to different extent, including the event industry and event related industries. In turn, event planners become more cost and effort concerned. It is acknowledged that the focus has switched to cost savings, getting better value, ensuring excellent return of investment, and maximizing delegate productivity, but such trends were not viewed necessarily as negative in face of financial crisis, which can somehow be regarded as opportunities rather than threats to the betterment of event industry.

But how can events become more cost and effort efficient? One of the solutions is to “Go Green”. Once green initiatives are made, event organizers and event participants will enjoy higher ROI and better social image from improved cooperate responsibility and environmental concerns.

### **Researches**

Green topic has attracted popular media and public attention for several years. Many world-wide or regional not-for-profit organizations and governmental associations have special researches on it. In addition, some of these organizations have launched certifications for green practice.

Actually, Green Event is not a solution in future. Many event agencies, event associations and governmental organizations are study this subjects now. Some of them have optimistic outcomes from their green experiences. Also, fair agencies, meeting companies and PCOs share these green ideas with general public. There are some noted books and researches about

green events. For example, the “*Green Meetings Report*” from Convention Industry Council, gives several best practices for both the event organizers and for suppliers. IMEX is also one of the leading associations, which keeps on-going researches – Global Data Exchange - in the whole MICE industry, including green/environmental researches. In addition, some governmental organizations carry out green studies, such as U.S. EPA's Pollution Prevention Program, which published “It’s Easy Being Green”, a Guide to planning and conducting environmentally aware meetings and events.

However, there is little information and cases about green events in developing countries. These countries nowadays get more and more involved in international business. Since tourism maybe a vital industry for them, it’s positively acknowledged to keep up with the green tendency. In addition, although green practices are strongly recommended, it still needs specialized schemes and steps for preparing, implementing and assessing green events. Moreover, to hold an event always requires cooperation with other economic sectors. Therefore, green event strategies are no longer limited solely to the MICE industry. All those resources referred by this dissertation about green events and related business are derived from books, academic journals, magazines, newspapers, official websites, commercial websites, and specified lectures, to highlight the practical solutions for Green Event Participates.

### **Highlights**

In the first place, I would like to organize this essay according to systematic approaches, after refereeing to all these current recourses above. This dissertation has consulted to *Successful Project Management* by Jack Gido and James P. Clements for structural support, in view of providing more practical and comprehensive instruments before, during and after the Green Events. When it comes to how to organize all these resources related to green events, Green Event has been considered as a specified project, which has its Project Life Cycle (Jack, Gido & James, P. Clements, 2001).

Accordingly, different phase of this green project are composed within the Jack & James’s project framework, including situation analysis, preparation, implementation, and termination. As to Jack Gido, these four

steps are indispensable and indivisible to ensure the overall success of a project.

Secondly, the dissertation tries to include event organizers as well as other event participants who are involved in realization of Green Event. Current studies may focus on green practices only from event organizers' side. However, in contrast to consumer goods, the production of event service is highly influenced by external factors, which can be: human beings, material factors, immaterial elements and the production process for the participants. (Schwägermann, Helmut (2005) To enhance the overall sustainability of an event, event planners should try to educate and green the whole event participating circle, including: venues, event service supply, exhibitors, visitors, delegates, and general public etc.

Keeping this concept in mind, it has been also referred to environmental studies from other industries. By widening the scope of efforts, Green Event seeks to reach overall sustainable agreements.

Thirdly, readers may find lots of subsistent examples in this dissertation, such as brief introduction of Vancouver Convention & Exhibition Centre and some noted Green Event Associations. In the final part of this dissertation, the case study of a event management company IZFAS is analyzed in detail, according to green strategies presented in formal chapters. All this information is practical supplemental information to the main body of this dissertation, by reflecting theoretical topics analyzed previously.

Meanwhile, these examples show how current green events are run, and how they are being valued by event planners, local government, event associations and other event participants. It illustrates that regardless of different sizes, types and people of the events, Green Event Management can be generally applied.

## **CHAPTER 2. EVENT MANAGEMENT**

### **2.1 Definition of Event**

Before exploring events in further detail throughout the following chapters, it is important to clarify the terms used. Many authors have discussed the definition of events and the various terms used to describe

these, however, there is little agreement on standardized terms or categories to use. A useful starting point when looking at definitions and terminology is The Chambers Dictionary (1998) which defines event as, anything which happens; result; any incidence or occurrence especially a memorable one; contingency or possibility of occurrence; an item in a program (of sports, etc); a type of horse-riding competition, often held over three days (three-day event), consisting of three sections, dressage, cross-country riding and show jumping; fortune or fate; an organized activity at a particular venue, for sales promotion, fundraising.

It can be concluded from this definition that the term event may be viewed in a variety of ways, with other texts and dictionaries offering similar definitions. The Accepted Practices Exchange (APEX) Industry Glossary of terms (CIC, 2003) defines an event as, 'An organized occasion such as a meeting, convention, exhibition, special event, gala dinner, etc. An event is often composed of several different yet related functions.' Getz (2005) notes that a principle applying to all events is they are temporary and that, 'Every such event is unique stemming from the blend of management, program, setting and people'.

### **Special events**

The term 'special events' has been coined to describe specific rituals, presentations, performances or celebrations that are consciously planned and created to mark special occasions and/or to achieve particular social, cultural or corporate goals and objectives. Special events can include national days and celebrations, important civic occasions, unique cultural performances, major sporting fixtures, corporate functions, trade promotions and product launches. 'Special events' is sometimes used to describe the industry, while events industry is increasingly used. The industry is now so vast that it is impossible to provide a definition that includes all varieties and shades of events. As an early pioneer in events literature, Goldblatt (2005), highlighted the human aspect of events, defining special events as, 'a unique moment in time, celebrated with ceremony and ritual to satisfy specific needs'. In his groundbreaking work on the typology of events, Getz (2005) suggests that special events are best defined by their context. He offers two

definitions, one from the point of view of the event organizer, and the other from that of the customer, or guest:

- A special event is a one-time or infrequently occurring event outside normal program or activities of the sponsoring or organizing body.
- To the customer or guest, a special event is an opportunity for leisure, social or cultural experience outside the normal range of choices or beyond everyday experience.

Among the attributes that he believes create the sense of 'specialness' are festive spirit, uniqueness, quality, authenticity, tradition, hospitality, theme and symbolism. It is clear from the above discussion that whether an event is special or not depends to some degree on the viewpoint of the practitioner or person experiencing the event, or indeed the author, researcher or student in the field. However, it is clear that special event is again being used as a term that includes many other categories. Jago and Shaw (1998) express another view from a tourism context. Based on their research which explored and developed a definitional framework for special events, they suggested six core attributes of special events. These were that special events should attract tourists or tourism development; be of limited duration; be one off or infrequent occurrence; raise the awareness, image, or profile of a region; offer a social experience; and, be out of the ordinary. In their summary definition of a special event they draw together a number of the above areas: 'A one-time or infrequently occurring event of limited duration that provides the consumer with a leisure and social opportunity beyond everyday experience. Such events; which attract or have the potential to attract tourists, are often held to raise the profile, image or awareness of a region (Jago and Shaw, 1998).

## **2.2 Types of events**

There are many different ways of categorizing or grouping events, including by size, form and content, as discussed in the following sections. This text examines the full range of events that the events industry produces, using the term 'events' to cover all of the following categories.

### **Size**

Events are often characterized according to their size and scale. Common categories are major events, mega-events, hallmark events and

local/community events, although definitions are not exact and distinctions become blurred. Following an extensive review of classifications, typologies and terminology in use within the literature and published research, Jago and Shaw (1998) proposed mega-events and hallmark events as subcategories of major events, while other authors present these categories on a scale according to size and impact.

### **Local or community events**

Most communities produce a host of festivals and events that are targeted mainly at local audiences and staged primarily for their social, fun and entertainment value. These events often produce a range of benefits, including engendering pride in the community, strengthening a feeling of belonging and creating a sense of place. They can also help to expose people to new ideas and experiences, encourage participation in sports and arts activities, and encourage tolerance and diversity. For these reasons, local governments often support such events as part of their community and cultural development strategies. Janiskee (1996) defines local or community events as; family-fun events that are considered 'owned' by a community because they use volunteer services from the host community, employ public venues such as streets, parks and schools and are produced at the direction of local government agencies or nongovernment organizations (NGOs) such as service clubs, public safety organizations or business associations.

Janiskee also comments that community festivals can become hallmark events and attract a large number of visitors to a community. Janiskee estimates that community celebrations in the USA have been increasing at an annual rate of 5 per cent since the 1930s, and anecdotal evidence suggests that it is reasonable to assume similar growth in the UK.

### **Major events**

Major events are events that, by their scale and media interest, are capable of attracting significant visitor numbers, media coverage and economic benefits. The Isle of Man hosts the TT Races and Silverstone has the British Formula One Grand Prix, both significant annual major events. Cowes Week, hosted on the Isle of Wight each year, provides a focus on maritime pursuits as well as attracting international prestige and media. The Open Championship, staged at different links golf courses each year, attracts



strong destination promotion around the world for the host region. Many top international sporting championships fit into this category, and are increasingly being sought after, and bid for, by national sporting organizations and governments in the competitive world of international major events. UK Sport (1999) considers that three elements are required to be classed as a major sporting event:

1. It involves competition between teams and/or individuals representing a number of nations.
2. It attracts significant public interest, nationally and internationally, through spectator attendance and media coverage.
3. It is of international significance to the sport(s) concerned, and features prominently on their international calendar.

### **Hallmark events**

The term 'hallmark events' refers to those events that become so identified with the spirit or ethos of a town, city or region that they become synonymous with the name of the place, and gain widespread recognition and awareness. Tourism researcher Ritchie (1984) defines them as: 'Major one time or recurring events of limited duration, developed primarily to enhance awareness, appeal and profitability of a tourism destination in the short term or long term. Such events rely for their success on uniqueness, status, or timely significance to create interest and attract attention'.

Classic examples of hallmark events are Carnival in Rio, known throughout the world as an expression of the Latin vitality and exuberance of that city, the Tour de France, the Oktoberfest in Munich, Germany and the Edinburgh International Festival in Scotland. These events are identified with the very essence of these places and their citizens, and bring huge tourist revenue as well as a strong sense of local pride and international recognition.

Getz (2005) describes them in terms of their ability to provide a competitive advantage for their host communities; the term 'hallmark' describes an event that possesses such significance, in terms of tradition, attractiveness, quality or publicity, that the event provides the host venue, community, or destination with a competitive advantage. Over time the event and destination can become inextricably linked, such as Mardi Gras and New Orleans.

Examples in the UK might include the Notting Hill Carnival, the Grand National at Aintree, the FA Cup Final (until the recent redevelopment where it has taken place at the Millennium Stadium Cardiff, this was clearly associated with Wembley Stadium) and The Championships at Wimbledon, all of which have a degree of international recognition. Commenting on the value of The Championships, John Barrett, author, and Senior BBC Commentator, stated “Wimbledon”, as The Championships are universally known, has become over the years an established part of the fabric of British life. It is more than a tradition, more than just the worlds most important and historic tennis tournament. It is a symbol of all that is best about sport, royal patronage, and social occasion that the British do so well, a subtle blend that the rest of the world finds irresistible’ ( Jones, 2000).

### **Mega-events**

Mega-events are those events that are so large that they affect whole economies and reverberate in the global media. These events are generally developed following competitive bidding. They include the Olympic Games, the Paralympics Games, the FIFA World Cup, the IAAF World Championships and World Fairs, but it is difficult for many other events to fit into this category.

Getz (2005) defines them as: ‘Mega-events, by way of their size or significance, are those that yield extraordinarily high levels of tourism, media coverage, prestige, or economic impact for the host community, venue or organization.

Hall (1997), another researcher in the field of events and tourism, offers this definition: Mega-events such as World Fairs and Expositions, the World Soccer Cup Final, or the Olympic Games, are events which are expressly targeted at the international tourism market and may be suitably described as ‘mega’ by virtue of their size in terms of attendance, target market, level of public financial involvement, political effects, extent of television coverage, construction of facilities, and impact on economic and social fabric of the host community.

Finally, Jago and Shaw (1998) define mega-events simply as, ‘A one-time major event that is generally of an international scale’. In relative terms, by these definitions the Great Exhibition in London in 1851 was perhaps the

UK's first mega-event. Although belonging to an era of less encompassing media, other early examples may include the 1908 and 1948 London Olympics, the 1938 Empire Exhibition in Glasgow, the 1951 Festival of Britain and the 1966 World Cup. Modern events such as the 1991 World Student Games in Sheffield and the Euro '96 football championships would struggle to meet all of Getz's criteria. More recently, the UK Millennium Festival in 2000, if taken as a national event, would probably qualify, as may the Manchester 2002 Commonwealth Games with Associated National Spirit of Friendship Festival and the London 2012 Olympic Games.

### **Form or content**

Another common means of classifying events is by their form or content. Cultural events, including festivals, are a universal form of events that pre-date the contemporary events industry and exist in most times and most societies. Sports events have grown out of similar roots to become a sizable and growing sector of the event industry. Business events, sometimes called MICE (Meetings, Incentives, Conventions and Exhibitions) events, are an established arm of the events industry, and generate considerable income for their host cities and, increasingly, for regional centre.

### **Cultural events**

Cultural events can also be contenders as major events. For example, major musicals such as Phantom of the Opera, Miss Saigon and Cats reap considerable tourism revenue for London's West End. Edinburgh festivals are an important expression of human activity that contributes much to our social and cultural life. They are also increasingly linked with tourism to generate business activity and income for their host communities. Council and related organizations, supporting both private and public sector initiatives, have developed an enviable reputation and tourism bonanza through staging a wide range of festivals that cater to different market needs.

Cheltenham has developed the Cheltenham International Jazz Festival, Cheltenham International Festival of Music, Cheltenham Science Festival and the Cheltenham Festival of Literature, Bath and North East Somerset have developed the Bath International Music Festival and Glyndebourne has developed the world-famous opera festival. Each has an eye to positioning itself in the tourism markets as well as in the arts world. Some

local authorities and government/regional agencies are taking these initiatives one stage further, by developing an event-focused arts strategy (e.g. Bath and North East Somerset Council) (Arts Development Service, 2004), using events to deliver the cultural strategy (e.g. Brighton and Hove, Newham Council) or developing a specific events/festivals strategy (e.g. Edinburgh District Council, Event Scotland, North West Development Agency). The value and role of carnival within cultural events has been recognized with the recently published National Carnival Arts Strategy (Nindi, 2005).

Arts festivals share a number of characteristics, including intense artistic output, and a clear time-specific program delivered with a clear purpose and direction (Rolfe, 1992). South East Arts (1998) have developed seven categories for festivals within their region based on the overall purpose and size, which can usefully be applied to classify festivals in other regions.

These are:

1. High-profile general celebrations of the arts: these address an ambitious agenda and a multitude of aims – to reach the highest standards, to achieve a high media profile, to reach a broad audience, to generate high levels of income.
2. Festivals that celebrate a particular location: from small villages to large towns, these festivals aim to bring people together to celebrate their local area, often featuring a large number of local groups. These festivals subdivide into those run by voluntary groups and those run by local authorities. Festivals run by voluntary groups tend to be smaller.
3. Art-form festivals: focused on a specific art form, offering unique opportunities for audiences to see particular kinds of work, and may also address the development of that art form by providing a focus for critical debate, master classes, commissions of new work, etc.
4. Celebration of work by a community of interest: these festivals highlight work by specific groups of people, e.g. disabled people, young people or women and often contain a large proportion of participatory workshops.
5. Calendar: cultural or religious festivals. Indigenous traditions of large-scale assembly have largely died away in England, but the Asian and

Caribbean communities have brought carnival and meals to enhance the cultural mix of festivals in the UK.

6. Amateur arts festivals: a large but low-profile sector that involves thousands of people. Many of these festivals are competitive.
7. Commercial music festivals: a hugely popular phenomenon, some local authorities also run outdoor pop music festivals that adopt a similar model.

New Leisure Markets (1995) identify that UK festivals are divided between single theme and multi-theme events. The main themes for single-theme festivals are folk (35 per cent), classical music (15 per cent), and jazz (15 per cent), literature (5 per cent) and film (5 per cent). Mintel (2004) note that the music concert and festival industry, which includes commercial music festivals, was estimated to be worth £613 million in 2004, with pop or rock music focused events accounting for between 71 and 73 per cent of the market, followed by classical (24.8 per cent) and Jazz (2.8 per cent). It should be noted that opera was not included in the study. Further, AFO (2004) estimated that there are now over 350 folk festivals taking place in the UK.

### **Sports events**

The testing of sporting prowess through competition is one of the oldest and most enduring of human activities, with a rich tradition going back to the ancient Greek Olympics and beyond. Sports events are an important and growing part of the event industry, encompassing the full spectrum of individual sports and multi-sport events such as the Olympic, Commonwealth and Masters Games. Their ability to attract tourist visitors and to generate media coverage and economic impacts has placed them at the fore of most government event strategies and destination marketing program. Sports events not only bring benefits to their host governments and sports organizations, but also benefit participants such as players, coaches and officials, and bring entertainment and enjoyment to spectators. It is interesting to note that UK Sport (1999) classify the sporting calendar into four groups within the overall umbrella of major events, including mega, calendar, one-off and showcase events. There is some duplication with the points discussed earlier. However, the categories are included, together with

the elements above, in order to illustrate the need to clarify terminology before commencing a study into events or bidding, and provide a useful illustration of potential objectives and means of attracting these types of events.

1. Mega events: awarded after competitive bidding. Includes the Summer Olympics, the Paralympics Games, the FIFA World Cup and the IAAF World Athletic Championships.
2. Calendar events: no bidding required, commercially successful events, play a regular part in the international calendar for that sport, e.g. The Championships (Wimbledon), the British Formula One Grand Prix, The Open Championship, Test Series in cricket, Rugby Union Internationals.
3. One-off events: generally awarded after competitive bidding, substantial television rights interest nationally and internationally, e.g. the Rugby League and Union World Cups, the Cricket World Cup and European Football Championships.
4. Showcase events: generally awarded after competitive bidding, these events have the potential to boost sport development, provide the UK with a good chance of winning medals and can improve the UK's image overseas and/or involve regions in UK, e.g. the World Judo Championships, the World Disability Championships and the European Show jumping Championships.

### **Business events**

Business events include conferences, exhibitions, incentive travel, and corporate events. These industries are sometimes grouped as discretionary business tourism, MICE (meetings, incentives, conventions and exhibitions/events) or a variety of other terms. Internationally, in April 2005 the Joint Meetings Industry Council recommended adopting the term The Meetings Industry as a unifying term at the launch of its 'Profile and Power' campaign which seeks to distinguish the activities from tourism and other industries ( JMIC, 2005). This sector is largely characterized by its business and trade focus, although there is a strong public and tourism aspect to many of its activities. The following section provides an overview of some of the sectors. Market data should be viewed with some caution, as much is based

on estimates and the methodologies used are not always comparable, however, it is useful in providing a general understanding of the market size.

The Business Tourism Partnership (BTP) suggests that conferences, exhibitions, incentive travel, corporate hospitality and business travel combined account for 28 per cent of overseas visitors in the UK and 29 per cent of all inbound tourism earnings. This equates to an estimated tourism income worth £20 billion, not including business transacted at the events estimated to be worth £100 billion (BTP, 2005). Conferences can be very diverse, as revealed by the definition of the Convention Industry Committee in the APEX Industry Glossary (CIC, 2003):

1. Participatory meeting designed for discussion, fact-finding, problem solving and consultation.
2. An event used by any organization to meet and exchange views, convey a message, open a debate or give publicity to some area of opinion on a specific issue.

No tradition, continuity or periodicity is required to convene a conference. Although not generally limited in time, conferences are usually of short duration with specific objectives. Conferences are usually on a smaller scale than congresses. For the British Conference Venues Survey (BACD, 2004), a more succinct definition is used, 'an out-of-office meeting of at least four hours' duration involving a minimum of eight people' (Rogers). Conferences can be categorized according to their primary market focus, generally as corporate or association. The conference market is worth an estimated £11.7 billion per annum (BTP, 2005). Although many conferences are relatively small scale, for example, 77 per cent of association conferences have less than 500 delegates (Rogers, 2003) and corporate events average 99 (Right Solutions, 2005), there are larger examples which may illustrate the scale of the sector. The Rotary International World Convention – brought 24 000 big-spending delegates to Glasgow in 1997, while the 1998 Lions International Convention at Birmingham NEC brought in 25 000 from 180 countries (The NEC Group, 2005). Another example is when the Bournemouth International Centre hosted the biggest political conference so far in the UK – around 20 000 delegates, journalists, exhibitors and technicians attended the Labour Party Conference in September 1999 (Barnes, 1999). A further example from

the Scottish Exhibition and Conference Centre (SECC) in Glasgow was when in September 2004 they hosted over 14 000 delegates for the 14th Annual Congress of the European Respiratory Society leading to a £10 million injection into the local economy (SECC, 2005).

Exhibitions are a considerable and growing part of business events. Exhibitions can be defined as, ‘. . . a presentation of products or services to an invited audience with the object of inducing a sale or informing the visitor. It is a form of three-dimensional advertising where, in many instances, the product can be seen, handled, assessed by demonstration and in some cases even smelt and tasted’. (Exhibition Liaison Council, 1995), or more recently and succinctly defined as ‘an event that enables buyers and sellers to meet together in a market situation’ (Exhibition Audience Audits Ltd., 2005).

Internationally, the terms exposition, expo, (trade/consumer) show, trade fair are sometimes used by some interchangeably, though exhibition has been adopted in the UK as the overarching term. Research published by the Exhibition Venues Association (EVA) suggests that spend on exhibitions had reached an estimated £1.7 billion by 2003 (Exhibition Audience Audits Ltd., 2004). Exhibitions bring suppliers of goods and services together with buyers, usually in a particular industry sector. The British International Motor Show, the Ideal Home Show and the International Boat Show are three of the largest exhibitions in the UK, each generating tens of thousands of visitors. The Exhibition Liaison Committee (1995) identified that there are four main categories of exhibition in the UK:

Agricultural shows: held in the countryside on open sites (including purpose built show grounds). Normally occur once a year, with attendance ranging from 5000 to 200 000 at the largest events within a period of one to five days. Examples include the Royal Show (180 000) and the Newbury and Royal Berkshire Show (70 000).

Consumer shows: aimed mainly at the general public, although may have a trade element. Include subjects such as gardening, home interiors, motoring and fashion and extensively promoted by the media such as the Ideal Home Show or Clothes Show Live.



Specialized trade shows and exhibitions: the product emphasis and target buying audience are generally defined and controlled by the organizer. These are sometimes referred to as business-to-business (B2B) events. For example, International Confex and PLASA (Production Light and Sound) at Earls Court, The National Venue Show/Event Services Show at NEC, The Event Show, RSVP and The Meetings & Incentive Travel Show at Olympia, and the Showman Show at Newbury Showground all focus on various aspects of the developing events industry.

Private exhibitions: includes product launches, in-store and concourse displays, which are exclusive to one or a defined group of manufacturers. The audience is normally by direct invitation.

A further category of show is one which combines trade and consumer markets, which Morrow (2002) refers to as the combined or mixed show, for example, the British International Motor Show or the London Boat Show (Rogers, 2003).

Finally, a new term to emerge over recent years is the confex – an exhibition and conference combined. These take one of two forms, professional, scientific and medical conferences that offset their overheads from income generated by an associated trade show, or an exhibition that enhances visitor numbers by featuring linked conferences in their show (Exhibition Audience Audits Ltd., 2005).

Exhibitions can also be categorized according to the industry sector that they focus on or by size. The Exhibition Industry Research Group (Exhibition Audience Audits Ltd., 2005) agreed a new categorization system in 2001 using four categories:

1. Exhibitions held in qualifying venues (a qualifying venue is one offering more than 2000m<sup>2</sup> of continuous covered space) .
2. One day public exhibitions held at qualifying venues.
3. Exhibitions that are primarily outdoor held in qualifying and non-qualifying Venues (i.e. major agricultural and horticultural events attracting more than 50 000 visitors, trade/public and trade events that are held at non-qualifying primarily outdoor venues).

4. Exhibitions held at non-qualifying venues (venues that offer less than 2000m<sup>2</sup> for indoor exhibitions).

The modern exhibition industry is clearly structured, taking in venue owners, exhibition organizers and contractors from the supply side, and exhibitors and visitors generating the demand. Major conference and exhibition centers in the main cities and many regional centers now vie for their share of the thriving business event market.

Another lucrative aspect is incentive travel, defined by the Society of Incentive Travel Executives (1998, cited in Rogers, 2003) as 'a global management tool that uses an exceptional travel experience to motivate and/or recognize participants for increased levels of performance in support of organizational goals'.

The UK's unique locations and international popularity as a tourism destination make it a leading player in the incentive travel market, with the inbound incentive travel market estimated to be worth an estimated £165 million in 1996 (Rogers, 2003). A final category that may be included within business events is corporate events, which includes incentive travel, client entertainment, staff entertainment, meetings and conferences (Rogers, 2003). Although definitive data does not exist, due to difficulties with definition and the cross-over with other sectors, the client and staff entertainment aspects may be reflected in data collected on corporate hospitality, which indicates that the sector was worth over £700 million (Tambe, 2004) and could be as much as £1 billion (BTP, 2005). In addition, a survey by the International Visual Communications Association (IVCA), found that audiovisual communications represented an industry sector set to be worth an estimated £2.8 billion in 2005, up from £2.62 billion in 2004, of which £578 million was attributable to business events (Anon, 2005).

### 3. GREEN EVENT MANAGEMENT

<b>PROJECT : GREEN EVENT MANAGEMENT</b>								
<b>PHASE 1</b>	<b>PHASE 2</b>		<b>PHASE 3</b>				<b>PHASE 4</b>	
<b>Situation</b>	<b>Preparation</b>		<b>Implementation</b>				<b>Termination</b>	
Benefits	Pre-plan	Design	Organizer	VMC	Supplier	Exhibitor	Evaluation	Follow up

*Figure 1: Green Event Management Project*

#### 3.1 The reasons for applying green event management.

People nowadays pay more attention on sustainability, and more concerns about environment factors are put forward. In the event market, government, green teams, scientist and socialist are acting actively in the so called “Green Event” issues for the environment’s sake. In fact, local and regional governments are educating and compelling event facilities to reduce their waste stream or to face steep disposal costs.

For instance, San Francisco's Moscone Center has cut hauling costs by \$500,000 per year since beginning a recycling and donations program. In Britain, the introduction of the Landfill Tax in 1996, in addition to the standard landfill fees, has meant the cost of landfill has dramatically increased over the last ten years. Diverting waste from landfill will help an event save money on disposal costs which can be used to pay for the recycling schemes.

Apart from that, going green means a higher ROI by conserving resources, creating and enhancing competitive advantage and reputation, opening up new or niche markets, presenting positive opportunities for

marketing, improving public relations and demonstrating a commitment to corporate responsibility.

According to IMEX Research: *Meetings planners demonstrate 'green' leadership*– Sep 2008, few doubts remain amongst organizers as to the importance of displaying environmental responsibility in the coming years. Whilst some acknowledge that global economic concerns will slow such progress, others argue that the MICE sector is manifestly identifiable as a cause of travel-related emissions, and that action consequently is essential and inevitable.

Thus, it's time for managers to think about and implement green event project, an efficient management tendency of organizing events and educating general public during and after the financial crisis. By "Going green", companies can obtain complete advantages, in terms of benevolent social image, optimized resource allocation through efficient waste management, and financial competency etc. The aim of this dissertation can be summarized as to be a user friendly document with useful practical advice and information on how to prepare, implement, and evaluate successful green event management project.

Going green is one of today's hottest and most valuable trends. There are several definitions by different associations and researchers of green events: Green events or green meetings are conducted in ways which minimize the environmental burdens imposed by such activities (Wikimedia Foundation Inc., 2011).

A "green event" is a live event that seeks to minimize its resource use and potentially negative impacts on the environment (Live Earth, 2011).

A green meeting or event incorporates environmental considerations to minimize its negative impact on the environment (Convention Industry Council 2004),

According to Professional Meeting Management (2004), a green event is defined as incorporating environmental considerations throughout all stages of the meeting in order to minimize the negative impact on the environment

Associations and interest groups hold slightly different conceptions towards Green Events. However one common point is that Green Events

should be environmental friendly. In this dissertation, the term “Green” is more broadly defined.

The so-called, “green event”:

- has a focus on a practice, technology or cause that is environmentally friendly, and does not cause undue stress on the local ecology
- requires an on-going greening effort before, during and post the event
- uses sustainable products and service when possible
- has a strong link with "reduce, reuse, recycle"
- ensures human health and safety
- needs the cooperation between event organizers, venue companies, event providers, exhibitors, and other interest groups (Professional Convention Management Association, 2008).

### **3.2 Defining Green Event Management**

Green Event Management can be called as a “project”, since they share the same character and green event is applicable to the definition of a project.

Green Event Project is an activity that is primarily characterized by the uniqueness of its set of circumstance, such as objectives), a time, personal or other limitation, with its differentiation towards other activities and a project specific type of organization (Schwägermann, Helmut, 2007).

In this dissertation, the project of Green Event Management is divided into four time-phases, which is general called project life cycle (Jack, Gido & James, P. Clements, 2001).

#### **Phase 1: Situation**

In Market Drivers of Green Event, benefits of green events will be analyzed, which will allow event planner to have a big picture of green event market: needs and opportunities for green event are presented to event organizers.

#### **Phase 2: Preparation**

In this stage, the scope of green event project is defined along with the approaches to be taken to deliver the desired outputs. Clear sustainable objectives, green priorities, and application level about the event are set

according to different organizations. Later, the project manager is appointed, and in turn, he selects the team members based on their skills and experience. To guarantee the greening efforts, it's advisable to carry out a specific environmental commitment for the event. Budgets and Risk are also required to figure out in the preparation phase.

### **Phase 3: Implementation**

The most important issue in this phase is to ensure project activities are properly executed and controlled. As the execution phase progresses, groups across the organization become more deeply involved (Hong, Chen 2008). Therefore, after the market analysis of Green Event, the following chapters will focus on how to realize these objectives. Realization of green events needs cooperation between event organizers, venue companies, event providers, exhibitors, and other interest groups.

Green Event Implementation aims to help meeting and event planners, venue management companies, service providers, and exhibitors to reduce the amount of waste generated by their meeting or event. It outlines the key steps in planning and conducting an environmentally aware event, profiles a variety of meetings and events. During the implementation phase, the planned solution is carried out to solve the problem specified in the project's requirements and to achieve the sustainable goal of green events.

### **Phase 4: Termination**

In this last phase, the project manager and the event planner must ensure that the project is brought to its proper completion. Weighted critical measurements and evaluation system will present a proper result of the greening initiatives. It's recommended for event organizers to learn from their Green Events, and to share their lessons with others and within green event associations.

In this section, goal of green event management will be analyzed, according to three-phases of service production (or three aspects for quality improvement) (Schwägermann, Helmut, 2007)

Green event planners apply environmentally preferred practices to waste management, energy use, promotion printings, facilities, construction materials, sustainable products and badges recycling etc. Event organizers take an effort to elevate efficiency by reducing the waste of materials used

during pre-event, event time and post-event. It's advisable for event planners to pay attention to "green" the "in-put" materials of events. By doing so, energy is conserved, resources are reduced and the waste generated by events is recycled, and therefore, the overall cost can be deducted. The potential of the event is elevated by advanced technology, higher value for money, less tangible resources and materials put in. That is to say, the green event owns competitive ability over others. Apart from those tangible materials usually related to an event, several intangible resources also contributes to Green Event. The following processes should be taken into consideration by event planner: travel management, local transportation scheme, food provision and disposal proposal, hotels and accommodations arrangement, communication and marketing, logistic management, safety control, and customized event service to exhibitor and visitors. "Greening" an event or a meeting involves all aspects of the event process.

The good news is that, by greening the events, not only a positive impact on the environment will be realized, event planners are educating the social community and being an industry leader. Since event planners will get financial incentives to keep going green, while the environment is benefited. That's why Green Event is environmentally and economically "Bearable". Moreover, business ethic is recognized by the society through its contribution to social betterment, and thus green activities become "Viable". In addition, environmental and social/human goals can be arrived at the same time, so as to advocate "Equitable" harmony of the host city (Gaida, Hans-Jürgen, 2008). When the economical, environmental, and social objectives are realized simultaneously, sustainable improvements of green event can be foreseen.

### **Market Divers of Green Event**

After defining Green Event and Green Event Management, this study is going to talk about *Market Divers of Green Events*. In Chapter 3, benefits of green events will be analyzed. This chapter will allow event planner to have a big picture of green event market, so that event players can set clear objectives about the event. As for a green event, these objectives may be multi-literary, which may include financial achievements, social responsibilities, environmental standards, customer satisfaction etc.

### 3.3 Benefits of Green Event

Green Event Management aims to achieve sustainable development. By doing so, event organizers, PCOs, VMCs, DMCs, event associations and event service providers are all benefited. Therefore, facing multi-literary benefits of Green Events, they are driven and trying to green their events.

Green meetings and events can save money. Planning and executing a green meeting isn't just about being environmentally responsible, they can have economic benefits for the event organizer. In fact, many of the minimum proposed guidelines can actually save money. Green meetings make good business sense. They:

- save money by conserving resources
- create and enhance competitive advantage and reputation
- open up new or niche markets
- present positive opportunities for marketing
- improve public relations
- demonstrate a commitment to corporate responsibility (Green Meeting Industry Council, 2009).

Green Event is not only about reducing the amount of materials sent to landfill. It is also beneficial to the environment as it saves valuable natural resources and energy. In addition, it contributes to reducing greenhouse gas emissions and the effects of climate change.

The following examples show how green meeting practices benefit the environment:

- By not pre-filling water glasses at banquet tables during three days of served lunches for 2200 attendees; 520 gallons of water can be saved (Convention Industry Council, 2004),
- The San Francisco Hilton recycles approximately 800 pounds of cardboard daily and 5000 pounds of glass, plastic, and metal weekly. In addition, by composting organic waste the Hilton has eliminated almost 5 tons of waste per week and cut its garbage in half. Also, Initiating linen and towel reuse program can conserve 200 barrels of oil - enough to run a family car 180,000 miles (Event Productions, 2011).



Green events benefit the society. Many meetings, events and conferences are moving beyond the significant economic contributions their activities make to destinations to consider additional legacies they might leave with host communities. Contributions to the host communities may include:

- Presents a positive environmental message to visitors.
- Promotes a positive public image of the event.
- Delegate participation in a volunteer activity, such as a tree planting or construction of community housing.
- Collection and distribution of leftover exhibit materials to charitable organizations.
- Donation of un-served food to soup kitchens, homeless shelters or other community service organizations.
- Providing un-used office supplies and equipment to local schools or charitable organizations.
- Setting aside free exhibit space for local non-profit organizations.

Coordination of and participation in green events give delegates and exhibitors a 'feel-good' factor, but also present other benefits. By donating leftover re-useable materials exhibitors and organizers can avoid costs and waste associated with shipping materials to landfills or expensive return freight charges. In some situations charitable donations might also present tax deduction benefits. For instance, in May 2004 over 50 exhibitors from the National Hardware Show in Las Vegas donated more than \$30,000 in demonstration goods to Opportunity Village, a local charity for disabled individuals (Green Meeting Industry Council, 2009).

In addition, Under One Roof, a non-profit organization based in San Francisco, raises more than \$125,000 annually from goods recovered from exhibitions at the Moscone Convention Center (Greg, Adolfson, 2008)

Event planners can take advantages of macro business environment for green events. Abuse of tangible/intangible event resource has called attention not only from "green team", but also from policy makers, and has become a topic in the event industry. It's essential for event planners, service providers, and other players in event industry to get informed of these

industry issues. In Green Event Preparation, event organizers will have an idea of how they can take initiatives to improve the sustainability of events.

### **3.4 Green Event Preparation**

For event industry participants, going green can be schemed as a specific project. After the situational analysis of benefits for going green in Market Drivers for Green Event, event participants may be interested in this dynamited market of Green Events. When the need for sustainable events is indentified, they would like to know more about how to prepare and implement the so-called Green Events. To realize this specific project, event organizers should accordingly be well prepared of green concept and its realization, since projects have to be thoroughly understood and prepared at the first phase (Schwägermann, 2007).

#### **Pre-planning of Green Event Management**

Before get started, we should consider how to:

- integrate key or generational values, policies, strategies, operational management systems, goals, and targets
- integrate the interests/expectations of key stakeholders (e.g. sponsors, host city, sport governing bodies)
- use core competencies as an organization and how they can best contribute to sustainability (Kunmin, Liu, 2005)

“SMART” principals are also applicable for green events. The green objectives should be specified, measurable, attainable, relevant and time-bound, since green event is a project itself. In addition, other environmental issues important to host community might include water conservation, air quality, or specific natural resource issues.

For instance, meeting planners in California might place a high priority on water conservation during water shortages (Green Meetings Focus Group, 2011)

Clearly defined green priorities will help identify the specific actions to can take to meet these objectives;

- Identify environmental and resource issues that are especially significant to the organization, community, or region.

- Identify key sustainable stakeholders, and involve key partners (e.g. VMCs, service providers, sponsors, local partners and authorities etc) to secure buy-in. Invite these key partners to be part of the commitment statement.
- Select green priorities reflecting those particular issues.
- Determine the amount of effort event management will dedicate to meeting the priorities (Green Meetings Focus Group, 2011)

Event planner may decide on an application level. Start with a level that is attainable while trying to find new ways to achieve higher levels of sustainability.

For example:

- Level 1: create a commitment statement to convene a sustainable event and select part of the objectives to focus on
- Level 2: integrate all relevant objectives and measure the success of these objectives
- Level 3: fully integrate the objectives and add a reporting system validated by a third party (Wales Event Project, 2008).

### **Planning and Designing of Green Event Management**

A commitment statement on convening a sustainable event should be created, and a public commitment statement outlining the intention to organize a sustainable event should be written and communicated both internally and externally (Wales Event Project, 2008). Then, event organizers should ensure governance to implement the sustainable strategy with the event organization. They should designate a sustainable leader with the necessary authority to oversee implementation of the green commitment and the designated implementation team. They should determine tasks, responsibilities, budgets, method to appraisal, and other team regulations.

In addition, it's important that the sustainable leader is part of the event organizing committee, since green practice cross almost all the major areas of sustainable events. Not only this person should have the necessary authority, but also he is ought to keep frequent communication with other decision makers. Then, have a management system in place ensuring that

staffs are properly trained, and processes monitored, and evaluated to improve environmental performance.

Any risks/opportunities associated with the sustainable event should be identified and the magnitude and likelihood of these risks/opportunities occurring should be evaluated.

After deciding appropriate green objectives, priorities, application level and personnel for the event, budget can be anticipated by the event organizing committee. Also, event planner may negotiate with event initiator, authorities or sponsors for financial issues. When the budget for time, money, people, work space and technology to implement is settled down, the amount of finance should be ensured.

### 3.5 Green Event Implementation

This chapter aims to help meeting and event planners, venue management companies, exhibitors to reduce the amount of waste generated by their meeting or event. It outlines the key steps in planning and conducting an environmentally aware event.

#### Participants of Green Event

EXCLUSIVE	PARTIAL / PERMANENT	TEMPORARY
EVENT ORGANIZERS	EVENT SERVICE PROVIDERS	EXHIBITORS
VMCs		DELEGATES
		VISITORS
		GENERAL PUBLIC

Figure 2: Green Event Participants of Different Participating Level  
Schwägermann, Helmut (2005)

As mentioned in Definition of Green Event Management, realization of green events needs cooperation between event organizers, venue companies, event providers, exhibitors, and other interest groups. Event players of different level participate in this market (Schwägermann, Helmut, 2005). Some of them offer an exclusive service to the event, such as event agencies, trade fair companies, PCOs and VMCs etc. Their main business is to organize and realize the event, and therefore they are mainly responsible to go green. However, they need outsourcing. To prepare an event may take

one or even several years' time, and may require supporting service from different industries such as Catering, Logistics, Hospitality, Printing, Media and Transportation etc. Some of these event service providers offer services and products permanently on the event market, while some of them provide services partially since they serve other market segments (Schwägermann, Helmut, 2005). In addition, event is a platform of interactive communication between exhibitors, delegates, and visitors; they are all responsible for a green event.

### **Solutions for Event Organizers**

In this chapter we will mainly focus on what event organizers can do to realize green event. Event planners are primary responsible for greening their events. Therefore, several steps and actions are required to take so that the events can be greener. Moreover, they play a crucial role in promoting green event concept to other event participants. In sum, seven sub-topics: Waste Recycling Management, Green Procurement, Green Communication, Destination & Site Selection, Green the Event Supply Chain, Educating & Promoting, and Green Event Associations & Certifications are discussed in this section.

### **Waste Recycling Management**

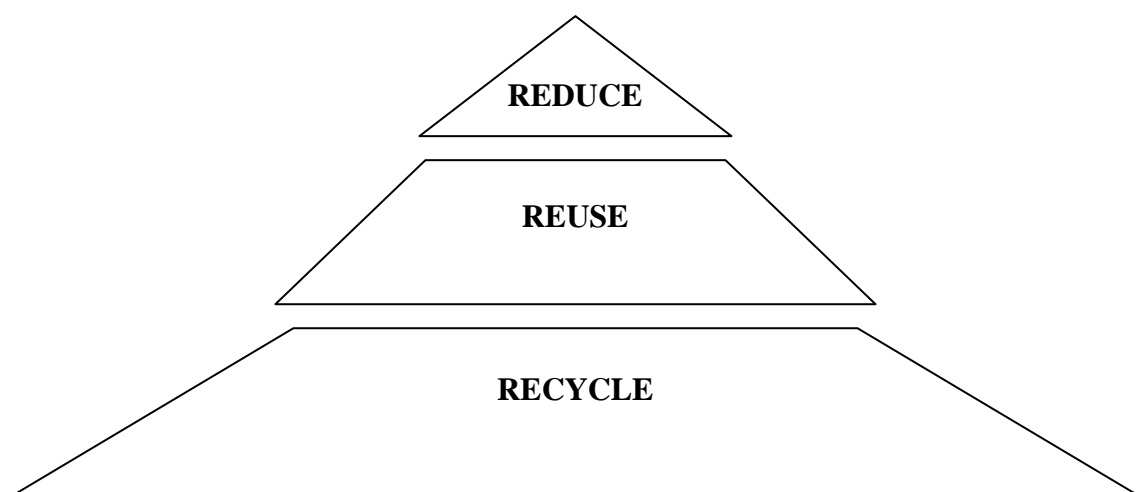


Figure 3: 3R Principle of Waste Management, Wales Event Project (2008)

In order to use fewer materials and to make reductions of wastes generated by events, it's important to realize that green event not only cares about the input amount of materials, but also pay attention to the overall waste management "circle" of the event.

All events produce similar waste streams, including; cardboard, drinks cans, plastic bottles, food waste and food packaging. All these materials are valuable resources that can be collected for recycling or composting, and reprocessed into useful materials (Wales Event Project, 2008). Event planner should scheme out an integrated recycle plan for green event.

### **Reduce**

The best way to deal with waste is not to create it in the first place. The amount of non recyclable and non compostable material bought on site has to be reduced. Waste prevention measures significantly reduce the amount of trash generated during the meeting or event. Determine what materials are needed at the event and consider ways to reduce the amount used.

For example, conference planners may reduce the amount of paper they distribute by purging duplicate addresses from mailing lists and requiring that all printed materials is double-sided (Green Meetings Focus Group, 2011)

### **Reuse**

Before considering recycling an item, it's advisable to look to see if it can be reused. It's acknowledged positively to utilize reusable versus disposable goods, such as: purchasing food, beverages, and supplies in bulk where possible, requiring vendors to take back pallets and crates. In addition, event planners may choose decorations and display materials that can be reused. Inquire at local schools or charitable organizations prior to the event if they would like to receive used decorations.

### **Recycle**

To utilize successful recycling management, event planners should make sure that materials bought on site are recyclable and there are schemes in place to maximize the recycling of all waste streams. By controlling the types of materials bought on site, organizers will be able to implement tailored

event recycling schemes to suit the recycling services available to the event (Wales Event Project, 2008)

To ensure the success of the recycling management of a green event, it is advisable to have a recycling and waste management plan produced in advance of the event and circulated to all parties involved. After that, it is also recommended for event organizers to communicate the plan with other event participants. Event organizers should work with managers of VMC and recycling vendors when planning the meeting or event.

There are some specific questions to consider:

### **Waste Recycling Plan**

RECYCLE CIRCLE	RECYLCLING POINT
OPERATIONAL ISSUES	RESPONSIBILITY

Figure 4: Waste Recycling Plan (Wales Event Project, 2008)

### **Recycle Circle**

On site recycling should be provided for paper products, pop cans and other recyclable materials that are generated. An active recycling program should have been established for front and back of house areas. Circle areas should be established where it is in place: lobby; near automatic vending machines; elevator landings; conference rooms; kitchen; front desk; front office; staff facilities; guestrooms. All materials should be included in program: aluminum; plastic; steel; glass; cardboard; mixed paper; hangers; toner cartridges; food waste; batteries (Coalition for Environmentally Responsible Economies (2001). Clean-up crews should be trained to sort out recyclable and reusable items from the garbage.

### **Recycling Points**

During the planning process, a site map can be used to identify suitable locations and areas for the recycling bins. The recycling bins should be

placed together, one for each material stream, including one for litter, with a central sign or flag. This will hopefully reduce the contamination levels. Moreover, by putting recycling bins and compost bins next to the bin, guests are obliged to consider their throwaway choices carefully (Schüller, Michael, 2008) .In addition, they should be located in areas where people are eating and drinking, picnic areas or near catering units.

### **Operational issues**

The size, type and duration of an event will impact on how the recycling plan will be implemented and how the operation of the collection of the materials will take place. After consulting Wales Event Recycling Guide by Wales Event Recycling Project (a Welsh Assembly Government funded project, 2008), this dissertation gives some sample operational issues, while each individual event will need to investigate the best methods to use.

<b>ITEMS</b>	<b>CONCERNS</b>
Size	For events occurring over a number of days it may be advisable to hire service from the local authority or private waste and recycling contractors for the collection of materials which can be collected after the event. Large one day events generating large quantities of material may find it useful to have large storage bins, back of house, to place full bags of recyclables and or compostable throughout the day to be collected once the event has closed. For small events it may be possible to utilize local civic amenity sites to recycle material collected at an event. Each event will need to contact their local authority directly to find out if this is possible.
Cost	What are the cost implications for the various options?
Frequency	Is it practical to collect the material each day the event is held?
Storing	Is there space for additional storage bins or rooms? Is it practical to have storage bins or skips?
Outsourcing	Could the local authority, local community group or



	social enterprise collect the recycled materials? Negotiate with them to reach mutual agreements and figures out the recycling scheme.
Collecting	Will the recycling bins need emptying throughout the day? If so, who will do this? Who will collect the materials after the event?

Table 1: Operation Issues of Waste Management, (Wales Event Project, 2008)

### Responsibility

Just as important as the green event project team, clear responsibility for the recycling schemes before and during the event should be pre-defined. The recycling team can be a vital sub-team of the green project. Their overall responsibility will be to ensure the recycling and waste plan is adhered to and implemented. These people will also be responsible for:

- ensuring the recycling bins are set up and in the appropriate locations
- managing the recycling wardens and be their point of contact during the event
- ensuring all parties involved with the collection of materials know how the scheme will operate
- being the point of contact for anyone involved with the event with regards to the recycling plan
- ensuring traders, exhibitors and caterers etc. are complying with the new schemes (Wales Event Project, 2008)

“Greening” an event is in many respects a procurement issue. Event planners should consider environmental factors in every purchasing decision. Some general considerations regarding green procurement are described below.

Give preference to products which are environmentally responsible, such as low toxicity or organic.

- Buy products which are really necessary.

- Check surplus supplies to ensure that no comparable product is already on hand.
- Investigate the feasibility of short-term rental, leasing or borrowing the product as an alternative to purchasing.
- Buy products which are time durable, or can be easily reused or recycled.
- The product manufacturer can assure that the health of humans, other animals and plant life is not endangered in any way due to the manufacture, use and disposal of the product.
- The product is more energy-efficient or water-efficient during use and operation than competing products.
- The product is designed to minimize waste.
- It's preferable that the product has been certified under a recognized eco-labeling program.
- It's better to buy product available from a local supplier (Environment Canada - Environmental Affairs Division, 2007)

There is a growing variety of products on the market which purport to be environmentally superior. For some types of products, a national or international body has established environmental standards. Examples of purchase certifying bodies are the Eco Logo (Canada), Green Seal and Scientific Certification Systems (the United States), and the European Union Eco-Labeling Program. In addition, government specifications and guidelines can also provide a basis for green requests of suppliers.

Communication is a chance to make event's environmental activities known. The most important issue event organizers should pay attention to is that they should apply green concepts to the real event during public communications. By doing so, not only the greening devotement can be publicized, also, using new media and electronic delivery methods can save a bundle. The eco activities should be visibly communicated to guests, shareholders, vendors and the public, by lobby signage, in-room material, direct mail, web site, vendor letters, and annual report etc.

For green communications, it's advisable to minimize materials such as printing, paper use, board, and stationary etc. In this section, several methods will be presented to implement green communication before, during and after the event.

### **Pre-event**

- Create event website and provide space to communicate what a green event is, the event's green commitment and initiatives, video streaming of highlights of how a green event takes place, links to green event association websites and other green event best practices.
- Use the World Wide Web and emailing lists to promote the event.
- Avoid excessive paper usage by carrying out all marketing.
- Offer electronic registration, and publish the event itinerary on-line.
- Allow presenters or visitors to request electronic proceedings of the events.
- Communicate in advance with the venue to inform them of likely waste materials – a later event may be able to make use of them.<sup>37</sup>
- When planning an event, avoid “teeming” it. It is a good idea to avoid purchasing extra items to make a theme, as these will be disposed of at the end of the event and will add to landfill. Unless to theme the event creatively by using items around the house already, however, by all means use these to decorate and then put them back in their place after the event ( Ramsey County et al.,2008 )

### **During the Event**

- Have individuals with authority and resources taking responsibility for environmental management such as active Green Team, regular eco-meetings with reporting, and eco-suggestion opportunities etc.
- For material that needs to be available in hard copy, print using both sides of the paper, using soy or vegetable-based inks and recycled, chlorine-free paper.
- Ask hotel if they can dedicate a TV channel to conference information and updates.

- Electronic communications save on the costs of paper, printing and postage.
- Post presenters' notes electronically along with event proceedings.
- Format handouts to minimize amount of paper required. For instance, event organizers may reduce the margins in page setup, print double-sided and print more than one page per sheet (particularly applies to PowerPoint handouts).
- Ask exhibitors to minimize their print advertisements by giving them out selectively.
- Create signage that can be reused in future events. To enable signage to be reused – avoid putting the date on.
- Have signs at the halls so they know where and what to can be recycled.
- Print documents in black and white rather than color.
- Have a laptop and printer on site so that literature can be printed out on demand if delegates or exhibitors require hard copies. And ensure that all paper waste is collected and recycled
- Use whiteboards rather than paper flipcharts.
- Use large paper clips to hold the contents together instead of expensive and wasteful individual folders.
- Develop electronic event newsletter ( BlueGreen Meetings, 2008)

### **Post-event**

- Provide links to download of literature rather than providing large handouts, or offer documents on CDs or memory sticks.
- If providing delegate packs, hand them out on arrival to avoid duplication. Also, event planners can be selective when giving out printed materials.
- Make sure plastic name badges are returned at the end of the event to be reused. In addition, recycle program should be realized after the event to collect reusable communication materials.
- Develop communication link with local mainstream and ethnic media to provide ongoing information and highlights of the green event.

## **Destination Selection**

Choosing a green destination city will make planning process much easier. Event planners could include a sustainability preference clause in destination selection Request for Proposals. But even if the city has already been chosen, there are lots of ways to work with them to make sure the event is as green as possible. Anyway, before making a decision of event destination, several selecting criteria should be taken into consideration.

The host city should:

- minimizes travel for participants
- has a sound environmental track record (The World Economic Forum is one organization that ranks countries according to sustainability.)
- has a mass public transit system
- has event centers that will accommodate the number of exhibitors or delegates identified above, and that is situated in close proximity to the airport and a selection of hotels
- has an environmentally sound disposal system for solid and liquid wastes
- has a program to reduce the consumption of water
- derives most of its energy and has a program to reduce energy consumption in place

## **Site Selection**

In fact, site selection and destination selection are interrelated. For instance, if the city has green event venues, the city and the event center are more likely to be regarded as a preferable destination for green events. In addition, if the social community is highly environmental concerned, the event venue may be more experienced in launching green events.

Therefore, event planners should focus at the same time both city criteria and site criteria to locate the event. It's advisable to ask Convention and Visitors' Bureaus or Destination Management Companies to help find venues and suppliers that meet high environmental standards, and to consider leaving a positive environmental legacy.

Specifically, preference should be given to sites that have:

- a comprehensive sustainability plan

- programs to recycle and otherwise reduce solid waste
- programs for the conservation of energy and water
- environmentally responsible systems to handle to treatment of solid and liquid wastes
- a developed mass/public transit network connected to the airport
- walking distance of the hotel and business center

### **Green Associations & Certifications**

It's proposed to use venues that have sustainable or environmental policies of their own because they will be keener to cooperate. A simple indication of an organization's environmental commitment is if they have an environmental management system certified to a national or international standard, such as ISO 14001, BS 8901 "Sustainable event management system – specification with guidance for use". ( Department of Environment Food and Rural Affairs 2007)

### **Greening the Event Supply Chain**

Event organizers have the power to affect an entire supply chain. Contracts and specifications are vital tools in improving the overall sustainability of events. It's recommended to work with event service suppliers to set specific and ambitious targets against which progress can be measured. Include clauses in contracts requiring suppliers to comply to the sustainability policy, such as:

- The supplier should use energy and water as efficiently as possible.
- The supplier should comply with the event organizer's waste management requirements, including a recycling policy.
- The supplier should comply with the event organizer's sustainable catering requirements.
- The supplier should measure their impacts relating to the event such as food miles, energy use, waste produced and recycled, water used ( Department of Environment Food and Rural Affairs, 2007)

Sometimes, event planners may not be able to include all sustainability requirements in the contract, however, once agreed, work with suppliers to encourage more environmentally friendly measures.

Caters, hotels, decoration companies, constructors, cleaning forces and logistics etc are main service supplier of the event. It's advisable to contract the event service supplier with certifications from sustainable associations. By doing so, green standard of the event can be ensured more easily. Additionally, it's a way to widely promote green concepts of event industry.

### **Educating & Promoting**

Promoting green event schemes and any alterations to interested parties is crucial to ensure success. Make participants aware of the sustainability measures which are taken to improve the image and reputation of the organization and to protect the environment. For example, make an announcement at the welcome session with information about the seasonality of the produce on offer and the benefits this delivers (e.g. benefits of local or international options). This information should also appear on other electronic communication platforms to reach different targets. In fact, there is a group of green event participants who will need specific communications.

They could be exhibitors, event service providers, and Venue Management Companies, as mentioned previously. Moreover, it's a wonderful idea that event planners take the responsibility to educate the general and even the community of environmental issues. It should be an effective way to promote green event concepts, to realize business ethic of fair agency, and to contribute to the general goal of the event. Educating efforts should be made to them both pre and during the event.

### **Event Service Providers**

Event organizer is mainly responsible for a green event, since it's some kind of the event producer. However, supporting service is needed from other event service providers, whose greening practices contribute to the success of green events.

Therefore, at the first stage, it's important for event planners to select those who are environmental friendly.

The introduction of the requirement to be environmental friendly has to be raised at the earliest opportunity. When service contracts are put out, it will need to be made clear that all service providers must comply with the agreements. Early announcement of green regulations of the event will

enable providers to factor in the cost of these products when bidding for catering contracts at events.

Reminders can be sent leading up to the event, including details of consequences if the greening schemes and requirements for the use of recyclable materials are not adhered to. This should ensure full compliance and that green event participants are all well informed of any changes (Wales Event Project, 2008).

The educational goal is to make recycling for exhibitors, speakers, presenters, and participants a positive experience and not to be so restrictive or make recycling so difficult that these participants are discouraged from participating in the event. It is also important to emphasize reducing waste, and reducing the need.

### **Event Exhibitors**

Firstly, ensure all exhibitors are informed of the green concepts at the earliest opportunity. This can be done in the initial application for trade stand space, alongside all the regulations of trading and exhibiting at an event. Event planners can inform exhibitors of the intention of making the event as sustainable as possible and the multi-lateral benefits of green events. A very important step is to communicate with exhibitors about the commitment to having a sustainable event and include eco-friendly items in the contract.

In addition, it could be beneficial to include the exhibitors by a separate letter explaining the new schemes, facilities and how they can take full advantage of the additional services.

### **Event Delegates**

Compared to exhibitions and trade fairs, usually fewer people are invited to a conference. Therefore, meeting planner can educate and promote green concepts by arranging some environmental activities.

For example:

- Have delegates to participate in a local community clean-up campaign;
- Make a donation, on behalf of meetings client, to a local environmental charity;
- Arrange an off-site field trip to a local nature preserve so that delegates can learn about environmental issues facing the community.



- Arrange for off-site events and tours that teach delegates about the natural environment with minimal impact. A local eco-tourism operator may be able to assist (Blue Green Meetings, 2009).

### **General Public**

In order to have a truly successful green event, event planners should educate general public about green initiatives, including event visitors, local media, and community etc. It's necessary to make it a lasting impact by ongoing communication.

### **Pre-event Promoting**

Introducing green event is an excellent opportunity to gain further media exposure for the event.

Examples of pre-event promotion might be:

- Prepare an environmental policy/commitment for the meeting, and share it with all those involved: management, suppliers, delegates, presenters, and exhibitors.
- Keep track of specific greening initiatives and let the media know about them.
- Pre-event photo of recycling bin and event organizer/local celebrity promoting the fact that recycling is taking place for the first time.
- Press-release focused on local volunteers/ school/ scout group etc. who are supporting the recycling at the event.
- Press-release on local group collecting material and where it's going.
- Put green information on the registration website.
- It's advisable to use electronic approaches instead of creating more wastes by printing.
- Let attendees know in advance (either by e-mails or in event confirmation materials) about general recycling programs that will be in place and how they can participate. If providing the "bed linen/towel changing" cards to the hotel, let attendees know they should be receiving them at check-in (Environmental Sustainability Committee form Michigan Tech, 2008).

## **During the Event Promoting**

When the event is on, it's the best time to promote the green event to general public, especially through public recycling scheme. During this period, event planners can include the fact the event is recycling in all promotional material available for the public at the event and provide details of the onsite recycling/waste prevention program, including:

- what materials will be recycled and where recycling bins are located
- what behind-the-scenes recycling is taking place at the convention center, hotels, off-site facilities, etc
- notice of any special deals that onsite concessionaires are offering which promotes waste prevention
- what are the other waste prevention measures taken (e.g. reusing names badges and signage, mug program, confirmation materials on the web, etc.)

In addition, there are many recommended approaches to adapt to promote green activities:

- Promotional stands should be placed where the public can access further information about green event concepts and on-site recycling.
- The information promoting the recycling should need to clearly map out exactly how and where the public should use the service.
- Photo opportunities with local dignitaries and recycling bins.
- Announcements should be made, over public announcement systems promoting the recycling at the event.
- Posters should be posted, in the event site, possibly on 'information stands', briefly listing materials being recycled at the event
- Promotional panels should be at the entrance, to raise awareness from the very beginning.
- Local community recycling groups or the local authority should be asked to attend and help promote recycling.
- Recycling wardens/assistants should be highly visible and available to answer questions.
- Information should be included in onsite newsletters. For a three-day event, include information on the programs that are in place on the

first day, reminder information on the second day, and “before you leave” information (e.g. drop off name badges) on the third day.

- Open general sessions which include details of the onsite recycling/waste prevention program and let attendees know how they can participate in the program.
- A moderator should make reminder announcements at concurrent sessions.
- A display or other information at the booths of “special area” to explain “Green Event” efforts should be included (Mary, Peters form Meeting Strategies Worldwide Inc. 2008)

### **Post-event Promoting**

Press releases can also be issued after the event. If the local newspaper publishes the initial release they may be keen to follow up on the success of the recycling at the event.

Moreover, an overall evaluation of how much waste was diverted from the landfill should be conducted and then shared with exhibitors and attendees so they can see the impact that they have made.

Since “going green” is hardly realized overnight, and may be a long way to go in some developing countries, event planners can turn to associations related to green events for both intellectual advice and supporting green service.

It’s important for event organizers to build partnerships with green event associations, and to have some knowledge about other related green associations when choosing service suppliers. On the other hand, event service suppliers will find it helpful if the products or service are labeled green. In this section, green association especially for event industry and associations for tourism or event related industry will be discussed.

### **Green Event Associations & Certifications**

Actually, lots of green associations or task forces related to event industry are recently founded or have been established for a period over the world.

For example, Yale University has established an organization called Yale Office of Sustainability. As part of Yale’s commitment to creating a sustainable campus, this organization has developed new Sustainable Event

Guidelines which aim to reduce the environmental impact of events held on campus (Yale Office of Sustainability, 2011)

Getting involved in these organizations or associations, event organizers will be informed of greening concepts in all stages of the event process, including design, planning, implementation and evaluation. Moreover, some of these organizations held annual conferences on environmental topics. Event organizers, initiators, service providers and VMCs are encouraged to network in these associations. Industry cooperation on green event is easier between association members.

Therefore, green concepts and intellection are shared and promoted in a larger scale.

In this section, several influencing green event associations particularly targeted at green events will be introduced.

### **Green Meeting Industry Council (GMIC)**

GMIC is a non-profit membership-based organization to encourage collaboration within the meetings industry toward the development of green standards that will improve the environmental performance of meetings and events on a global basis.

The GMIC is the only professional green meetings organization that is a member of the Convention Industry Council.

GMIC supports meetings and events that balance environmental, economic, and community goals by adopting practices that minimize environmental impacts in the following areas through rethinking, reducing, reusing, and recycling: Air Quality, Energy Efficiency, Water Conservation, Waste Management and Environmental Purchasing.

(Greenmeetings.com, 2011)

### **The Convention Industry Council (CIC) and Green Meetings Task Force**

The Convention Industry Council was founded in 1949 by four organizations to facilitate the exchange of information within the meetings, conventions, and exhibitions industry. CIC offers many tools and programs designed to support the industry and meet its challenges and educate the public.

One of its special programs is Convention Industry Council's Green Meetings Task Force. It was charged with creating minimum best practices

for event organizers and suppliers to use as guidelines for implementing policies of sustainability. The task force was composed of individuals from the EPA, the Ocean's Blue Foundation, the Society of Incentive Travel Executive's Green Meeting Group, the World Travel Organization, hotels, convention and visitor's bureaus, convention centers, and meeting-planning organizations.

(Conventionindustry.org, 2011)

### **Association for Green Meetings & Events (AGME) and CGME**

AGME aims to build a professional community conducive to continued learning, overall awareness and application to sustainability and socially responsible practices for the entire global hospitality society (Agmeinc.org, 2011).

In addition, the AGME promotes The Certification in Green Meetings & Events

(CGME™), which is the first and most influential certification in the Meetings & Special Events Industries designed specifically to assist business and meeting professionals in reaching the goal of acceptable intelligibility in planning, promoting, and producing socially and environmentally responsible meetings and special events. This learner-centered and experiential certification provides a logistical curriculum with hands-on activities for those seeking professional recognition as a certified green meeting professional.

### **Professional Convention Management Association (PCMA) and PPM**

PCMA strives to deliver superior and innovative education and promote the value of professional convention management. PCMA represents approximately 6,000 meeting industry leaders including planner professionals, suppliers, faculty and students.

PCMA has been engaged for the green meetings and events for long, including green subjects. Experts from PCMA have compiled a book: "Professional Meeting Management", which provides comprehensive strategies for Meetings, Conventions and Events. (Pcma.org, 2011).

### **Meeting Professionals International (MPI)**

MPI is the meeting and event industry's largest and most vibrant global community. It aims to help members thrive by providing human connections

and knowledge and ideas, relationships, and marketplace (Mpiweb.org, 2011).

MPI is playing an active role in environmental friendly events. MPI co-created The European Meetings and Events Conference 2008 in London to bring together meeting and event professionals from around the world. According to Elizabeth Henderson (2009), director of corporate social responsibility MPI, MPI demonstrated both thought and practice leadership to the community, and were able to elevate the conversation around sustainability. And they are now able to provide resources so others could follow where MPI led. Sustainability not only fits in with the commitment MPI made to the United Nations Global Compact, it is a business strategy for the organization.

(Mpiweb.org, 2011)

### **IMEX, IMEX Global Data Exchange, and IMEX Green Awards**

IMEX is the essential worldwide exhibition for meetings and incentive travel. (Imex-frankfurt.com, 2011)

IMEX, in partnership with the Green Meeting Industry Council (GMIC), is committed to educating the industry on the best environmental and corporate social responsibility, practices available and to doing all possible approaches to “green” world exhibitions, wherever possible.

IMEX works very closely with the following organizations to ensure that the meetings industry is kept up to date with environmental practices - GMIC, Green Global Village, Give Instead of Take etc. Meanwhile, IMEX carries out regular research on green issues in the meetings industry. Moreover, IMEX runs the only Green Awards for the meetings industry. The IMEX Green Awards have been developed to ensure that organizations within the meetings industry that are making an effort to minimize their environmental and social impact are given recognition within the industry. The awards consist: Green Meetings Award, Green Exhibitor Award and Green Supplier Award.

### **Sustainable Event Certification - BS 8901**

BS 8901 is the world’s first certifiable sustainability event management system standard (Bsigroup.com, 2011). It provides a robust framework

through which event organizers, suppliers to the events industry and events themselves can demonstrate their commitment to a more sustainable future.

BS 8901 requires a systematic and formal approach to identifying sustainability issues facing the event industry and to setting objectives and targets for improving performance. The standard builds on the experience and success of other similar management systems standards such as the environmental management system standard ISO 14001 (Bsigroup.com, 2011).

### **ISO 14001**

ISO 14001 is an international standard that sets requirements for Environmental Management Systems. Environmental Management Systems should address policy, planning, implementation/operation, checking/corrective action, and management review. (Iso14001-environmental-management.com, 2011)

### **Green Associations & Certifications for Event Related Industry**

To hold an event, organizers always outsource part of the service from other industries, especially for large-scale projects, service partners are necessary. As mentioned before, event planner are mainly responsible for the green practices, however, other players should also be awarded of environmental issues and strives to act greener. Here are some green associations for event related industry, such as: tourism, hotel, catering, and construction etc. It's advisable for event planners to have some knowledge about these green associations to extend the green effects and to find the righter service partners.

<b>Category</b>	<b>Association / Certification</b>	<b>Brief Info</b>
General	Eco-Management & Audit Scheme(EMAS)	EMAS is the EU voluntary instrument which acknowledges organizations that improve their environmental performance

		on a continuous basis.
	Environmental Protection Agency (EPA)	EPA leads the nation's environmental science, research, education and assessment efforts to protect human health and the environment.
	Green Tourism Business Scheme (GTBS)	GTBS provides a comprehensive green audit of tourism facilities.
	CERES	A non-profit organization based in the United States, is a national network of investors, environmental organizations and other public interest groups working with companies and investors to address sustainability challenges such as global climate change.
	Environmental Education and Communication (EECOM)	It is Canada's only, national, bilingual, network for environmental education and communication. EECOM works with provincial groups and multiple sectors to support and develop



		competency in educators, communicators, learners and consumers, and build capacity for environmental learning and sustainability.
	EcoLogo	EcoLogo is North America's largest, most respected environmental standard and certification mark. EcoLogo provides public, corporate and consumer with assurance that the products and services bearing the logo meet stringent standards of environmental leadership.
	Green Globe	It is the international benchmarking, certification and improvement system for sustainable travel and tourism, established by the World Travel and Tourism Council in 1993.
	Green Seal	Founded in 1989, Green Seal provides science-based environmental certification standards that are credible,

		transparent, and essential in an increasingly educated and competitive marketplace.
	Scientific Certification Systems (SCS)	SCS is global leader in independent certification of environmental, sustainability, food quality and food purity claims. Its recognizes accomplishments in agricultural production, food processing and handling, forestry, fisheries, flowers and plants, energy, green building, consumer and business product manufacturing, and corporate social responsibility.
Accommodation	"Green" Hotels Association	"Green" Hotels Association's purpose is to bring together hotels interested in environmental issues. It encourages, promotes and supports the "greening" of the lodging industry.
	Green Hotel Initiative (GHI)	GHI, a Ceres program designed to increase and demonstrate market demand for

		<p>environmentally responsible hotel services.</p> <p>Despite the promotion of environmentally sound practices by environmental advocates, even within the industry, hotels currently feel little demand for these services.</p>
Catering	Assured Food Standards (AFS)	<p>AFS is the independent organization set up to manage, develop and promote the Red Tractor as a mark of safe, quality, affordable food that the public can trust.</p>
Travel	Sustainable Travel International (STI)	<p>This non-profit organization is a global leader in sustainable tourism development.</p> <p>to promote sustainable development and responsible travel by providing programs that enable consumers, businesses and travel-related organizations to contribute to the environmental, socio-cultural and economic values of the places</p>

		<p>they visit, and the planet at large. It is a global leader in sustainable tourism development to promote sustainable development and responsible travel by providing programs that enable consumers, businesses and travel-related organizations to contribute to the environmental, socio-cultural and economic values of the places they visit and the planet at large.</p>
Construction	Leadership in Energy and Environmental Design (LEED)	<p>LEED Green Building Rating System, developed by the U.S. Green Building Council (USGBC), provides a suite of standards for environmentally sustainable construction.</p>
	Forest Stewardship Council (FSC)	<p>FSC is an independent, non-governmental, not for profit organization established to promote the responsible management of</p>

		the world?
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*Table 2: Green Associations/Certifications of Event Related Industry*

### **Solutions for Green Venues**

In order to hold a successful green event, location should be a contributing factor. In this section, focus will be attended to what Venue Management Companies (VMCs) can do to achieve green objectives. Efficiency of Energy, Water and Security are key functional areas for VMCs to launch sustainable improvement.

It's acknowledged positively to use venues that have sustainable or environmental policies of their own because they will be keener to cooperate. Event planners can judge their environmental awareness through membership and certifications. Event organizers should also have an idea of how green venue functions, since they are the key person to realize green event. Therefore, keeping informed of solutions for VMCs will help event planners to chose the right contractor and inspire green ideas.

#### **Power Efficiency**

- Include features in structural design and floor plan that reduce the total energy demand.
- Use energy efficient mechanical systems.
- Reduce electricity consumption, eliminate unnecessary demand and emphasize equipment efficiency and energy efficient control strategies.
- Provide “green” power on-site (such as alternative energy from fuel cells and/or alternative fuel generations) or off-site (such as through carbon offsets)
- Green power is energy generated from renewable sources such as wind, water, sun and waste products, rather than from fossil fuels such as coal.
- Maximizes natural lighting so reducing the need for electric lighting. Go outdoors and leave the lights off for as long as possible. Sometimes using beeswax candles for lighting can be an option.

- Use occupancy sensors or timers used to control lighting in intermittent-use areas, such as meeting rooms; storage areas; public bathrooms; staff bathrooms.
- Make sure all electrical equipment and power supplies are turned off when not in use, encourage delegates to use the stairs instead of the lifts.
- Use heating and air conditioning sparingly and use natural ventilation where possible rather than air conditioning.
- Buy green electricity or generate own renewable energy. Consider using energy efficient lighting wherever possible.
- Ensure constructors to use energy efficient lighting for any additional construction. Moreover, ensure all equipment is turned off at the switch when not in use.
- Try to schedule events during the day to reduce power consumption for additional lighting.
- Larger venues often require more heating and cooling so try to use venues of appropriate size for the number of attendees and minimize space taken up by exhibits. It's advisable for venue to install natural ventilation, which will not only save energy, it will also keep delegates alert.

### **Water Conservation**

- Install water conservation measures such as rain water harvesting or grey-water reuse.
- It is heartening to note that water conservation technology already exists – such as low volume toilets, waterless urinals, motion sensor sinks, and aerated faucet taps.
- Employ water saving practices in the restrooms. Technologies in this area are becoming more common, such as “green roofs” and rain catching systems that prevent rain from going directly into sewage systems, thus storing rainwater for a future use.
- Use toilets that are dual flush or low flow.
- Install waterless hand washing stations, where appropriate.
- Apply mulch to landscape and container plantings.

- Incorporate porous materials for parking areas and landscape cover.
- Ensure that kitchen disposal units are used only for incidental.
- Protect water through frequent cleanup of litter from streets and from around public collection containers. Incorporate use of electric-powered utility vehicles rather than fuel-powered units.

### **Security**

- Access to all exit doors, corridors and stairways must be kept clear at all times.
- The aisles to get to the exits have to be wide enough.
- Exit signs and doors must be clearly visible. These cannot be disguised by decorations or obscured by fog/smoke or by pipe and drape.
- The staff/ volunteers for the event should know the exit routes, meeting area and how to assist with the evacuation. Review a floor plan of the area that indicates this information with the staff.
- The following are ways to use of electrical extension and power cords without creating fire, tripping or shock hazards.
- Secure extension and/or power cord(s) with wide tape to the floor or to table legs.
- Run cords in low traffic areas such as along the edge of the wall or under tables.
- Check the area for uneven walking surfaces and step heights (risers).
- Walking surfaces can become slippery because of rain/ice or spills.
- Secure the edges of rugs and cords to prevent tripping.
- Raised platforms should have railings to prevent guests and chairs from falling off.
- Provide steps with railings so people can safely move on and off the platforms used for either seating or performances.

### **Example Case Study: Vancouver Convention & Exhibition Centre**

Surround by the mountains and located on the waterfront at Canada Place in the heart of beautiful downtown Vancouver, The Vancouver Convention & Exhibition Centre has made environmental sustainability a priority for over 20 years. Now, it continue the commitment to 'being green',

and set a new standard in environmental sustainability for convention centers around the world. VCEC is aiming for LEED (Leadership in Energy and Environmental Design) Gold standard while incorporating an unprecedented range of flexible and functional spaces for meetings of any size. It is committed to excellence in environmental responsibility in all facets of the operation – from infrastructure design and operational policies to recycling programs and community engagement.

**Environmental initiatives at the VCEC:**

- Carbon neutral by 2010
- Zero-waste targeted through reducing, reusing, and recycling
- Six-acre (2.4 hectare) living roof
- Marine habitat in the foundation
- Seawater heating and cooling system
- Natural lighting and ventilation
- On-site waste water treatment system
- Advanced energy management
- Energy efficient equipment and fixtures

**Green Certifications of VCEC**

Go Green, certified since 2004, from The Building Owners

Managers Association of BC, recognizes sound environmental practices in: Resource consumption, Waste reduction and recycling, Building materials, Interior environment, Customer awareness

Green Seal, certified cleaning products and restroom papers throughout the Centre.

BC Hydro's Power Smart Partners in Business Program for its facility-wide energy-conserving retrofit that: dismantled and recycled inefficient light equipment; upgraded to new energy-efficient fluorescent lighting and electronic ballast technology; added occupancy sensors and daylight harvesting control systems; upgraded heating, ventilation and air conditioning systems. (VCEC.org, 2011)

**Solutions for Event Service Providers**

Quite often, event organizers chose to outsource some of event service to third-party suppliers. By doing so, organizers can save the overall cost,



since this will involve reducing the scope, defining quality levels, re-pricing, re-negotiation, and cost re-structuring. In addition, they can focus on core business and eventually improve quality.

As an environmentally awarded event, it looks for environmental commitment from the service supply chain. Event organizers require contracted service from to these providers. However, event planners should keep in mind that they can influence the service supply chain to next greener level. Mutual agreements and cooperation should be achieved in order to realize green events.

Therefore, it's suggested for both event organizers and service providers to get informed about these green methods in this chapter. Here are some important recommendations of event service to practice sustainably.

### **Catering**

Some events are often limited to using in-house catering, but it's still worth encouraging caterers to make environmental efforts for a greener event. By working closely with food and beverage suppliers, event planners can make some small changes that would have a big impact on the environment.

- Launch a recycling scheme, including composting. On-site is best.
- Use reusable crockery, glassware, cutlery, tablecloths etc where possible. If disposables are unavoidable, use paper or wooden recyclables, or biodegradable plastics.
- Provide condiments, beverages, and other food items in bulk instead of individually packaged.
- Ensure food and beverage packaging is recyclable, and that it will be recycled.
- Give reusable coffee mugs at the start of the conference.
- Buy local produce that is in season, to avoid costly transportation of goods.
- Offer fair trade, shade grown, and organic coffee.
- Allow pre-select meal sizes beforehand. Some people may not want all of the courses; others may want smaller portions. Pre-selection will cut down dramatically on food wastage.

- Arrange to have some of the leftover food donated to a local food bank or soup kitchen.
- Compost unusable leftover food portions, or ship them to a local farm as animal feed.
- Choose centerpieces and decorations that can be reused, such as living plants, or silk flowers. Give these away as table prizes.
- Fresh produce in season as this will generally mean less energy has been used in its production.
- Consider produce meeting farm assurance standards, such as Red Tractor, LEAF Marque or equivalent.
- Provide good range of vegetarian choices and options suited to specific dietary requirements, including choices for ethnic minorities. Vegetables consume less land base and energy to produce.
- Provide Fresh fruit as an alternative to prepared desserts.
- Serve meals produced from healthy and nutritious ingredients and avoid foods that are high in fat, salt and sugar.
- Serve food in bulk rather than individually packaged.
- Offer tap water to drink to save on transportation of bottled water and recycling of bottles.
- If bottled water is unavoidable, buy water in biodegradable corn-based bottles or, as a last resort, ensure the bottles are recycled.
- Use natural gas-powered grills. Natural gas is the cleanest and the most energy-efficient method.

### **Accommodation**

When making accommodation selections, eco-criteria should be taken into consideration. Hotel owners should have an intention to provide environmental management practices.

- Recommend accommodation within walking distance of event venue or use a venue which also offers accommodation
- Dedicate a TV channel to conference information and updates.
- Bicycles are being loaned or rented to guests.
- Hotels are making cloth laundry bags from retired sheets.

- Hotels have own environmental policy aims at energy consumption and resources recycling.
- Mowed landscaping is being replaced by ground cover. Lawnmowers are used less, so air pollution and noise are reduced.
- Built and decorated by environmental materials.
- Water conservation system used in toilet, kitchen, and garden.
- Provide organic vegetables for its restaurant.
- Restaurants and bars in hotels are using daylight exclusively for as much of each day as possible.
- Solar energy is lighting signage and heating water for hotels in tropical areas.

Caterers are recommended to take an active participant in an environmental partnership or certification program. There are some established associations of green accommodation. Event planners can select the service provider within these organizations.

### **Transportation**

One of the most significant environmental impacts of events will result from how to move people around, and how far they travel, since a live event means that all the stuff must travel: artists, volunteers, equipment, supplies, food, audiovisual equipment, media, exhibitors, visitors, delegate, and associations etc. (Live Earth (2008)). Even if the event is located in a defined area, guests might come from all over and, as a green host, they should be encouraged to walk, use buses, ride bikes and carpool. Reducing travel not only reduces carbon emissions, it also saves on costs and improves the wellbeing of all event participants.

### **Arrival at the Destination**

- Choose a destination with minimal travel requirements for participants. Shorter distances will result in less environmental impact. Consider where delegates are travelling from and choose a location which minimizes the requirement for travel particularly by plane/car.
- Alert visitors to environmentally preferable transportation choices for getting to their destination. Commuter trains and other mass transit systems are preferable to car travel.

- If air travel is required, recommend an airline with a sound environmental program.

### **Connection between inside and outside of the Venue**

Visitors will use whichever mode of transportation is convenient, easy, and available to get to an event. Because larger event venues are generally not located in urban or highly populated areas, audience transit to and from events is a major concern. Anywhere from 70% or more of all emissions from an event is the product of audience travel to and from the venue. (Live Earth, 2008). Therefore, empowering visitors to take the most efficient and sustainable means of transportation can be one of the most influential greening commitments to make. To help reduce these excess emissions, green hosts need to inform exhibitors and visitors about alternative forms of transportation that are available, such as trains, buses, bikes, shuttles, and carpooling.

Some suggested methods for getting around the venue is following:

- Make it easy for people to get between the airport and the hotel/meeting venue.
- Provide information about the local public transit system, or arrange for carpooling shuttles.
- If vehicular transport is required, look for vehicles that reduce emissions of greenhouse gases such as CO<sub>2</sub>. Electric and hybrid powered vehicles, as well as vehicles propelled by natural gas that produce less emission than gas or diesel fueled vehicles.
- Try to locate the hotel and meeting venue within walking distance of each other.
- Provide a public transit pass and map in delegates' packages.
- Establish a Carbon-Neutral initiative to counteract the CO<sub>2</sub> emissions resulting from your event.( Blue Green Meetings, 2009)
- Try to find venues close to public transport and promote the available public transport links to delegates. Provide a link to a travel site.
- Provide a link to a map such as [www.googlemap.com](http://www.googlemap.com) and tell delegates how they can reach the venue on foot.
- Provide scheduling information for local public transit

- Promote and/or provide cycling facilities, such as local cycle lanes & routes and bike racks.
- If venue is not in walking distance of public transport, offer a shuttle service or encourage taxi-sharing.
- Limit the number of car parking spaces available, and provide them only to those who are unable to travel by public transport.
- For those travelling by car, encourage car-sharing: put delegates in touch with others travelling from the same areas so they can share cars. This networking opportunity can also add value to delegates
- Offset staff and delegate carbon emissions or encourage delegates to offset their own emissions.
- Coordinate with third parties to subsidize the costs for the audience.
- Provide skateboard checks, bike racks and/or bike valets at the event venue (Live Earth, 2008).

More and more companies are coming up with creative solutions to move audiences. Sustainable transportation options are not limited to existing methods. Creating incentives for alternative forms of transportation can encourage visitors to explore various options. These incentives can include incorporating any public transportation method into the event ticket price or something simpler, such as creative raffle prizes.

### **Construction**

Event construction is a key process to ensure green atmosphere, aid event safety, and provide a great way to display green advertising. Event planners are intended to contract constructing companies willing to participate in the event sustainable program. Here are some practices for them to implement when building up and dismantling.

- Buildings and materials used in construction and deconstruction should be constructed of recycled content, recyclable, and reused materials; recycled and reused (preferred) after event.
- Indoor air quality should be improved during occupancy.
- Transportation emissions should be reduced and local economy should be supported by using materials that are extracted, processed and/or manufactured locally.

- Rapidly renewable materials should be used.
- Construction techniques that facilitate deconstruction and reuse of components in their original form should be used.
- Construction techniques that minimize on-site waste requiring recycling or disposal should be implemented.
- A jobsite construction waste management plan should be developed and implemented that requires mandatory recycling and reuse of construction and demolition materials.
- Easy access recycling stations should be planned and pick-up areas for construction and demolition waste should be created.

### **Solutions for Exhibitors**

Although exhibitors, delegates and general public are temporary participants, they are also responsible for a green event, since the production of an event need interaction between them. In contrast to consumer goods, the production of service is highly influenced by external factors, which can be: human beings, material factors, immaterial elements and the production process for the participants (Schwägermann, Helmut, 2005).

It is only through the direct inclusion of customers and their factors that the event greening process can be ensured. Solutions for exhibitors and delegates are mainly take place in the realization phase of green events. By doing so, exhibitors can practice business ethic and social responsibility, build up a good image among customers, and realize cost-saving in the long-run. Also, green concepts are extended to general public and lead to a successful green event.

In this section, some of the suggested practices for exhibitors and delegates are presented:

- They should participate in the facility's recycling program.
- They should use recyclable, biodegradable shipping and packing materials.
- Exhibit components should be reusable and, if practical, should be made from used or recycled materials.
- They should use less exhibit packaging, or use packaging which is reusable (e.g., pallets, wrappings), and/or recyclable.

- They should avoid large quantities of collateral and print materials. If printed materials are necessary, they should use soy/vegetable-based inks on post-consumer, recycled paper.
- Reusable dry markers, erasable boards or blackboards, overheads, computer projectors and slides should be used instead of paper flip charts.
- They should use environmentally responsible give-aways, and should use give away items that are made from recycled materials, durable, reusable, etc.
- They should use displays made with environmentally responsible materials.
- They should bring only what they need to the event, and take away what they don't hand out.
- They should promote exhibitors own environmental initiatives.

### **3.6. Green Event Termination**

The fourth and final phase of the specified green event project life cycle is termination. The purpose of properly terminating is to learn from the experience gained on green event management in order to improve performance on future projects. Therefore, the activities associated with terminating should be identified and included. This phase starts when performance of the green event is completed and the result is accepted by all green event participants.

#### **Evaluation**

One of the final parts, the evaluation, is vital in ensuring continued success when implementing green ideas at future events. One important activity during termination is holding post project evaluation meetings. These meetings should be conducted internally, within the organization that performed the project, as well as with other green event participants. The purpose is to evaluate performance of green event initiatives, to determine whether the anticipated benefits and objectives are actually achieved, and to identify what could be done to improve performance on future green events (Jack, Gido & James, P. Clements, 2001).

## **Internal Evaluation**

During the green event termination phase, the “green team leader” should prepare a written performance evaluation of the team and the green event. It’s advisable to hold internal meetings to evaluate the performance of the team members and the service providers. Find out how well they executed their duties and whether or not they should be hired in the next event.

In addition, internal evaluation also includes several operational elements, such as Cost Performance, Schedule Performance, Planning and Controlling, Customer Relationships, Team Relationships, Communications, Problem Identification & Resolution (Jack, Gido & James, P. Clements, 2001).

## **Customer Feedback**

Just as important as the internal meeting, is a post-event evaluation meeting with different participants or stakeholders. The purpose is to determine whether the green event provide anticipated benefits to customers, to assess the level of their satisfaction, and to obtain any feedback that would be helpful in future business and social relations. Exhibitors, delegates, visitors as well as service suppliers can be the customers of the green event.

Ideally, it’s preferable to conduct evaluation through fact to face sessions. But for large scale event, it has multiple participants and it may be difficult to get feedback from them. Alternative for evaluation meeting is questionnaire. Here are some methods to carry out the survey:

Surveys can be done on the event’s home page. Sometimes it’s difficult to catch participants’ eyes when the event is over, but organizers can send e-mail to them according to the information gathered when they do registration. In addition, green team leaders can install some computers functioned especially for this survey. Recommended points for installment is the “Special Areas” where the general public can get educational information. Café, business center, information desk can also be installed with these computers. Another way to carry out this evaluation is to include the questionnaire sheets in event newspapers or brochures. When doing so, make sure that don’t print evaluation sheets more than necessary.

Also, green team leaders can call some volunteers to interview and carry out surveys during intervals. It’s acknowledged positively to hire volunteers



form campus, because these youngsters will get educated through the benevolent job and it's a way to extend green effects to the society.

It's advisable to create some incentives for the respondents. The incentives can be coupon ticket for meal or for public transportation.

Last but not least, it's advisable to classify the questions according to their functional categories, because it's clear to analyze and includes the results to the overall evaluation report. But makers don't need to have it on the survey giving out to event participants. Remember to make the survey questions specific enough to reflect their satisfaction level of the green event.

**Visitor/Attendee/Delegates Survey**

Based on "Successful Project Management" by Jack, Gido & James, P. Clements (2001), this sample questionnaire below is made from visitors' side, and includes activities they may be involved throughout the green event process.

Since different event has varied environmental policies, this post-event survey should be individualized

**Post-event Evaluation Survey for Visitors/Attendees/Delegates (Sample)**

Please complete this brief survey to help us evaluate and improve our green management performance. If more space is needed for responses, please attach additional pages.		
Event Title: _____		
. <u>Degree of Satisfaction</u> .		
Low <span style="float: right;">High</span>		
1 2 3 4 5 6 7 8 9 10		
<b>Category</b>	<b>Item</b>	<b>Score/Comment</b>
Communication	1. Were you well informed of the green programs in place and how you could participate in them?	
	2. How do you assess the event's communication of green concepts	
Service	3. How do you evaluate the	

	green service provided in this event?	
Recycling	4. Was the recycling program made easy or difficult?	
	5. Were there adequate recycling bins located in the event center and the hotels?	
	6. Were recycling bins/areas clearly identifiable? Were recycling bins clearly marked as to what materials went into each bin?	
Energy	7. Do you pay attention to energy conservation program suggested by the organizer?	
Water	8. Do you think the water efficiency is realized, according to your observation in the rest rooms? E.g. toilette water,	
Accommodation	9. Did you participate in the hotel's not changing your bed linens/sheets program? Did the hotel follow your instructions on this program?	
Catering	10. How do you like the catering? Is there enough choice for bio-foods and vegetarians foods?	
Transportation	11. How do you think the transportation? Is public transit enough? What about the shuttle bus arranged by the	

	event?	
Overall	12. Do you feel incontinent about the green regulations adopted in this event?	
	13. How do you think of the application level of this green event?	
	14. Do you get educated and informed about green practice after attending this event?	
	15. How do you evaluate the overall green initiatives from this event?	
	16. Suggestions for general improvement:	
Name:		
Date:		

Table 3: Post-event Evaluation Survey Sample for Visitors/Attendees/Delegates

### **Exhibitor Survey**

Just as visitors or delegates, exhibitors participate in the green event and may experience the green efforts. Therefore, some of the survey questions can be derived from those posted to the general public; however, because exhibitors have been advised to devote energy for the green event so when making the survey, green event team can include additional questions such as:

- Does personal interest a major interest for increased interest in Green exhibiting options?
- Have already taken steps toward adopting green exhibiting options as suggested by event planners?

- The percentage of your budgets allocated to green options is in an upward trend or not?
- Obstacle to increased adoption of green exhibiting?
- Satisfied or not with event's green exhibiting options?
- How do you see the R.O.I of green exhibiting?
- How do you think of Application Level of this green event?
- How do you like the follow up of green items in exhibitor contract?
- Do you think the regulations for exhibitors are so restrict as to be incontinent?
- Suggestions for our betterment?

### **Supplier Survey**

Similar to event exhibitors, there should be additional questions for green event suppliers:

- Do you have taken steps toward providing greener options in this event?
- Current interest in green service
- Do you offer green options in various categories?
- Have you made progress toward providing green service in this event?
- What factors are preventing suppliers from offering additional green options?
- How do you analysis your R.O.I throng this green events?
- How do you like the follow up of green items in supplier contract?
- Do you think the regulations for supplier are so restrict as to be incontinent?
- Suggestions for our betterment?

### **Overall Evaluation**

It is important to obtain information on the amount of material collected for recycling and disposal to act as baseline data by which measure the success of future green event schemes. Moreover, all aspects of the green process will need to be assessed and evaluated, including:

**Dimension 1:** Internal functions of green event implementation, green efforts implemented by the event planner.

**Dimension 2:** External functions of green event implementation, green efforts implemented by other event participants, such as: VMC, service provider, exhibitors, and general public.

After a thorough evaluation of the implementation phase, event planner can carry out an external evaluation, the Customer Satisfaction Evaluation (Jack, Gido & James, P. Clements, 2001). By having meetings or giving out questionnaires, organizer/green team leader can get a perception of customer satisfaction, which helps to assess whether the greening initiatives are recognized and appreciated by third-party. Later, an overall fulfillment evaluation, which is in relation to pre-set objectives in the preparation phase, can be drawn out.

The fulfillment evaluation includes:

**Dimension 3:** Feedback obtained from exhibitors, caterers, constructors, visitors, and the public will provide very useful information when evaluating any event green schemes as they have been using the schemes and will be able to inform of areas that worked and improvements that can be made for the next event.

**Dimension 4:** Overall fulfillment as regard to the expected outcomes of green Event. In other words, it means how the “perceived” greening efforts go in compliance with the “pre-set” objectives, priorities, application level, commitment, and green team performance, which is figured out in the preparation phase. The overall evaluation only makes sense if the evaluation is done according to formal expectations.

### **Evaluation Report**

The event evaluation report is the documentation of the activities carried out during the event evaluation. This report will include the actual filled feedback forms from the clients and the target audience; problems identified and discussed during meeting; performance evaluation of the team members and the service providers; promotional campaign analysis etc (Himanshu, Sharma, 2007).

The table below is a simulated Green Event Evaluation Sheet. Items are classified into different categories and the four dimensions above. This may help to do result analysis. When assessing performances, it's recommended

to add charge person's name beside the related duty items this person is in charge of, since responsibilities are always pre-set or in contract.

Give every category, for example, "1.1 Waste Recycling Management, a weight according to the green effort has been put in. Internal evaluation committee decides the marks of each item. Yes=4, Maybe=3, No=2, N/A=1, Completed=4, Not Completed=2, and multiply the marks with weight. Then, weighted-score (weighted-score is indicated by SUM in the report) is available after evaluating the category. The one with low score is area needs to be intensively improved next time, on the other hand, high score items are competent area to be maintained.

Finally, add up all sum scores and event planner get an overall result of the green event. This score may help organizers to determine the "OVERALL FULLFILLMENT" of the green event, which is presented in the last part of the evaluation report. Green team leader or event planners can find ideas to improve next green project from the overall fulfillment evaluation.

Different events have different green activities involved, thus, the sample below can not apply precisely to an individual events. For a real green project, more influencing items will be involved in the overall evaluation sheet.

### Green Event Evaluation Report Sample

GREEN EVENT EVALUATION	Charge Person	Pre- Event				Post Event		Weight	Score
		Yes	Maybe	No	N/A	Completed	Not completed	Green Effort	Performance
<b>Algorithm</b>		4	3	2	1	4	2	<b>Multiplier</b>	<b>Product</b>
<b>INTERNAL FUNCTIONS</b>									
<b>Waste Recycling Management</b>									
Material Collected For Recycling and/or Composting									
Material Sent For									

Disposal									
Additional Materials Can Be Collected?									
Recycling Bins Location									
Efficiency Of Collection Methods									
<b>SUM</b>									
<b>Educating &amp; Promoting</b>									
Participation Inclusive/Open									
Diversity Respected									
Criteria For Success Determined									
Fees/Costs									
Child Care Services									
Disability Accesses									
<b>SUM</b>									
<b>Destination &amp; Site Selection</b>									
Location									
Infrastructure									
Community Green Awareness									
Local CVB									
Carbon Neutral									
Water & Energy Use									
Recycling									
<b>SUM</b>									
<b>Communication</b>									
Online Advertising									
Online Registration									
Online Post-Event Follow Up									
Reusable Event Materials									
<b>SUM</b>									
<b>Procurement</b>									
Eco and									

recyclable products									
Buy Necessary									
Less inventory									
Rent better than Purchase									
Durable usage									
Local Product									
Energy saving Product									
<b>SUM</b>									
<b>EXTERNAL FUNCTIONS</b>									
<b>Catering</b>									
Buy In Bulk									
Sustainable Purchasing Policy									
Vegan & Vegetarian Options									
Fresh, Local Food									
Organic & Fair-Trade									
Reusable Dishes									
Leftovers Donated									
<b>SUM</b>									
<b>Transportation</b>									
Public Transportation Use									
Private Parking Rate									
Shuttle Bus Frequency									
Gas Emission Rate									
<b>SUM</b>									
<b>Accommodation</b>									
Distance from Venue									
Telephone & TV Communication									
Hotel's Environmental Policy Form									
Hotel's Eco-Friendly Construction									



Hotel's Recycling System									
Hotel's Energy, Water, Light Efficiency									
<b>SUM</b>									
<b>Construction</b>									
Air Quality during the Event									
Local Material									
Environmental Material									
Recycle Management When Dismantling									
Less On-Site Waste									
<b>SUM</b>									
<b>OVERALL SATISFACTION</b>									
Exhibitors									
General Public									
Service Supplier									
Shareholder									
Staff									
<b>SUM</b>									
<b>Total Score</b>									
<b>OVERALL FULLFILLMENT</b>		<b>COMMENTS</b>							
Cost Performance									
Schedule Performance									
Planning And Controlling									
Customer Relationships									
Team Relationships									
Communications									
Problem Identification & Resolution									
Green Application Level									
Green Team Performance									
Compliance with Objectives									

Compliance with Commitments		
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Table 4: Green Event Evaluation Report Sample

### Follow-up

Set up a recognition program to recognize facilities or vendors who have an extensive program in place, have made improvements in this green event program, or have gone above and beyond to accommodate sustainable requirements. Recognize cooperation in event newsletters, send a letter of thanks, and possibly even recognize them in person at a general session.

Let all participants know that a post event recycling/waste prevention report will be available on event’s website a few weeks after the event. Include information on how much and what kinds of materials were recycled. Share verbal and documented messages both internally and externally.

- Internally - planning team, host venue, workforce and operations staff, in meetings, official communications, training, operating procedures
- Externally - event associations, sponsors, suppliers, attendees, VIPs, media, authorities

Track progress of key measures across relevant areas of organization. Using this information to set new targets and update the sustainability plan.

## 4. APPLICATION OF GREEN EVENT MANAGEMENT; A case study as an illustration

This Chapter will study on green practices of İZFAS according to green project management which has been discussed previously, with supplemental facts and statistics of İZFAS.

An interview has been done with Erhan KOYUNCU, who is the General Manager of İZFAS, told us that as İZFAS they do not have any green event management and environmental acts done for the host city.

İZFAŞ, who organizes İzmir International Fair and various specialized fairs, is the most important institution in Turkey that serves in this field with its social and cultural events together with its fairs.

İZFAŞ, the first Turkish member of Global Association of Fair Industry, has been organizing İzmir International Fair since 1932 in International İzmir

Fair Center, which was built on an area of 55.000 sqm and came into service in 2004, in Culture Park of 421.000 sqm.

İZFAŞ (İzmir Fair Services Culture and Art Affairs Trade Inc.), was founded on the 7th of September, 1990 for the purpose of reaching to the level of the world's fast growing exhibition industry. İZFAŞ have not only been contributing to the economic development but also arranging all kinds of cultural and educational events.

İzmir Fair is founded in İzmir, the third biggest city of Turkey, with the collaboration of:

İzmir Metropolitan Municipality

İzmir Chamber of Commerce

Aegean Region Chamber of Industry

Turkish Union of Chambers of Commerce and Industry

Aegean Exporters Union

İzmir Stock Exchange.

As a member of UFI since 1947 and a holder of ISO EN 9001:2000 Quality System Certificate, İzmir Fair is the leading fair organizer of Turkey. İZFAŞ, organizing more than 35 specialized fairs, renovates the economy of İzmir, Aegean Region and generally Turkey and maintains its quality of creating an important platform for country's promotion and inter-cultural communication.

### **İZFAŞ QUALITY POLICY (MISSION- VISION)**

The most important purposes for us as İZFAŞ, are contributing commercial activities, presenting the region and economy of the country, increasing number of national and international fair organizations, customer satisfaction and developing the fair sector in Turkey.

In this context, besides creating a team focused on vocational education, info, skill and having all their employees adopt qualified service, also making international fair services become inevitable principles of İZFAŞ and improving quality of their services with constant betterment are their quality concepts.

## **A CENTRAL FAIRGROUND REFLECTING THE CITY IDENTITY: KÜLTÜRPAK**

Kültürpark, united with İzmir Fair, is an important component of the city identity. In addition to its various advantages as a fairground, it is an ideal platform where people from different walks of life can enjoy their time.

Kültürpark is the culture and art centre of İzmir with its green fields filled with hundreds types of trees and plants from all around the world, İsmet İnönü Art Centre with the capacity of 760 spectators, Atatürk Open-Air Theatre with the capacity of 3,000 spectators.

International İzmir Fair Center, based on 55.000 sqm as 4 Halls connected with tube passages for international service capability was inaugurated on the 1st of April 2004.

## **5. CONCLUSION**

Green Event has become a frequently discussed topic in the event industry, however, how does it officially stand for, several definition will help to understand the meaning of Green Event in *Chapter 3: Definition of Green Event Management*. After an overall comprehension of Green Event, the dissertation comes to its main subject – “Green Event Management”.

Next, in *Green Event Preparation*, some ideas are given to start Green Practices at the first stage. In this phase, green objectives, green priorities, application level, green project team, budget, and risk & opportunity analysis etc are carried out, so as to ensure green event implementation and to set expectation for evaluation later.

The overarching objective of this dissertation is to empower event organizers to assess current green event market and to maximize green effects, by waste recycling management, participating in green associations, environmental friendly purchasing, sustainable communication, eco-wise service selecting etc. In addition, green implements from VMCs, exhibitors, event service providers and also visitors or delegates will meanwhile become a subject in this study in *Green Event Implementation*. It's not only because event planner should get informed to select the right partner or contractor, but also because the overall sustainability achieved by the green event is

ever secured only be event organizer's effort. Other event participants ought to take part in this campaign.

In the last phase of green event, *Green Event Termination*, event organizers or the green leader of this specified green event project may want to assess their sustainable practices. Therefore, this dissertation focuses on the green event evaluation when terminating the event.

After analysis of these four phases of realizing The Green Event Project Overall introduction of IZFAS is presented firstly, followed by the focus on green schemes of IZFAS's through some real facts and as an event destination.

In sum, this dissertation aims inspire ideas for implementing green event project - an efficient management tendency of organizing events and educating general public during and after the financial crisis. By "Going green", companies can obtain complete advantages, in terms of benevolent social image, refined environmental impacts, optimized resource allocation, efficient waste management and higher ROI etc.

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