

UNIVERSIDADE DO ALGARVE

**THE IMPACT OF THE EVENT INDUSTRY ON LOCAL
ECONOMIC DEVELOPMENT: INTERNSHIP AT INTERTASK
CONFERENCES**

CHRISTELLE GRONDIN

Internship Report for obtaining the Masters Degree in Tourism
Economics and Regional Development

Work made under the supervision of:
Pedro Miguel Guerreiro Patolea Pintassilgo
Blair Tryon

2014

UNIVERSITY OF ALGARVE
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Authorship and Copyright Declaration

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Work Authorship Declaration

I declare to be the author of this work, which is unique and unprecedented. Authors and works consulted are properly cited in the text and are in the listing of references included.

Grondin Christelle



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Dedication and Acknowledgement

Thank you to the Intertask Group of Companies team that supported me during the internship and the research project. More especially thank you to Blair Tryon for offering the internship opportunity.

I would also like to thank Professor Pedro Pintassilgo, supervisor of the research project, for his support and advice along the writing process.

RESUMO

O estágio teve lugar na empresa Intertask Conferences localizada em Ottawa, Canadá. Esta empresa faz parte do grupo Intertask, o qual inclui três empresas: Intertask Conferences, JpdL e ImageHouse Limited. Os recursos destas três empresas e os seus escritórios situados em Toronto, Niagara Falls, Montreal, Ottawa, Quebeque e Tremblant tornam o grupo Intertask o maior organizador de eventos no Canadá.

A atividade principal da Intertask Conferences consiste na gestão de conferências, congressos, convenções, colóquios, seminários, encontros profissionais e reuniões anuais de empresas. Isto inclui a gestão de operações (e.g. alojamento, transporte, refeições, instalações do evento) e a coordenação de todos os atores que desempenham um papel no evento (e.g. participantes, fornecedores, autoridades locais, público). Há ainda a considerar o aspeto financeiro, nomeadamente o estabelecimento de um orçamento com o cliente e a sua execução. Trata-se de um processo complexo que exige colaboradores competentes e proactivos. As outras duas empresas do grupo Intertask realizam tarefas complementares. A JPdL especializa-se na planificação de eventos e a ImageHouse Limited no design gráfico, web sites e plataformas online para a inscrição nos eventos.

Fundada em 1973, a Intertask Conferences organizou mais de 400 conferências e eventos especiais em todas as regiões do Canadá para ministérios e organismos governamentais, empresas e associações. Em alguns eventos, a Intertask Conferences trabalhou para proeminentes organizações mundiais tais como: as Nações Unidas, a OTAN (Organização do Tratado do Atlântico Norte), a APIC (Aliança para a Preservação do Inglês no Canada), a OCDE (Organização para a Cooperação e Desenvolvimento Económico), a OMT (Organização Mundial do Turismo), o IICA (Instituto Interamericano de Cooperação para a Agricultura), a OIT (Organização Internacional do Trabalho) e o Secretariado da Commonwealth.

A metodologia adaptada para o estágio foi a de observador participante. Este método implicou a imersão na empresa acompanhada, uma ativa participação nas suas atividades e a observação objetiva da população estudada, a qual é composta por três grupos de atores da indústria de organização de eventos: os participantes dos eventos, a agência organizadora e as comunidades que acolhem os eventos.

O investigador participou em três conferências organizadas pela Intertask Conferences, o que lhe permitiu perceber todas as etapas da planificação e da organização de um evento. O estágio permitiu perceber o que está em jogo na indústria de organização de eventos e adquirir uma visão de conjunto sobre a mesma. No que se refere ao caso de estudo, a empresa Intertask Conferences é líder de mercado no estado de Ontário pelo que as suas atividades podem ser consideradas como representativas do setor.

As responsabilidades do investigador durante o estágio consistiram em inserir as informações dos clientes em bases de dados, ajudar no tratamento dessa informação, preparar documentos relativos aos eventos e participar como colaboradora nas conferências, prestando apoio aos participantes.

O sector de organização de eventos pode desempenhar um importante papel no turismo e na dinâmica do território. Organizar um evento exige a colaboração entre numerosos atores, de áreas diferentes e culmina com receção de participantes, muitas vezes turistas. Este processo requer uma gestão específica e um trabalho de longa duração que, por vezes, começa vários anos antes da data efetiva do evento.

A indústria de organização de eventos pode ser considerada como um instrumento de marketing para promover uma cidade e/ou região. Desta forma, a indústria de organização de eventos faz parte integrante do sector do turismo. A longo prazo, o turismo decorrente dos eventos pode revelar-se uma importante alavanca para o desenvolvimento da economia local.

Acolher eventos representa um grande potencial em benefícios económicos e também em externalidades positivas, pois a organização de eventos tem a capacidade de estimular a economia local. É de salientar que este sector de atividade tem tendência a atrair visitantes com um elevado poder aquisitivo, como é o caso dos turistas de negócios.

A organização de um evento participa na dinâmica do território que o acolhe porque atrai visitantes e envolve a comunidade local. Os participantes nos eventos usam transportes, serviços de alojamento, restaurantes e o comércio local. Para além disso, quando uma cidade/região acolhe eventos importantes tal promove investimentos, nomeadamente em transportes, comunicação e tecnologia.

A indústria de organização de eventos tem ganho um peso crescente na economia mundial. De igual modo, o turismo que lhe está associado tem-se assumido como um segmento de importância crescente no setor do turismo. Medir os impactos económicos

e os benefícios de um evento é, pois, uma tarefa fundamental, tendo em vista o seu planeamento, marketing e gestão. O consumo e produção de bens e serviços pelos participantes e/ou organizadores de eventos têm um efeito multiplicativo em variáveis económicas como a produção, o valor acrescentado e o emprego devido à interdependência entre os diferentes setores da economia. Entre os sectores-chave que mostram fortes efeitos multiplicadores associados à realização de eventos destacam-se a hotelaria, a restauração, os transportes, as telecomunicações, a alimentação e bebidas, e o comércio a retalho.

A indústria de organização de eventos tem revelado um potencial tão elevado que muitos governos em todo o mundo incorporam-na nos seus planos estratégicos para o desenvolvimento regional. A realização de eventos tem impactos a longo prazo na renovação urbana, desenvolvimento cultural e coesão das comunidades. Isto explica a importância que os conceitos de cooperação e rede assumem neste sector em particular. As ligações entre as empresas desta indústria são essenciais para o sucesso dos eventos.

Este estágio revela a importância da indústria de organização de eventos como um ator do sector turístico e como uma alavanca para o dinamismo da economia local. Para que tal seja potenciado é necessária uma boa articulação entre os numerosos e diversos atores da indústria e a definição de estratégias de longo prazo. A investigação efetuada destaca a importância da compreensão (e, em seguida, a previsão) do comportamento dos turistas de eventos, bem como da comunidade de acolhimento.

O estágio proporcionou um melhor conhecimento sobre o planeamento de eventos e a sua gestão, bem como uma visão abrangente sobre a indústria de organização de eventos especiais. O presente relatório estrutura-se em oito secções. A primeira corresponde à introdução e a segunda a uma revisão da literatura. A terceira secção centra-se na metodologia utilizada. Na quarta procede-se à descrição das características da indústria de eventos. Na quinta são descritos os objetivos e atividades do estágio. Na sexta são abordados os impactos económicos da indústria de eventos. Na sétima é feita uma autoavaliação das atividades executadas. Finalmente, na oitava são apresentadas as conclusões.

ABSTRACT

The event industry is a growing sector of the economy and offers many opportunities for local economic development. It creates positive externalities in different sectors of the economy and develops tourism.

The internship undertaken within the company Intertask Conferences located in Ottawa, Canada, gave a thorough insight of the event industry and its main challenges. As an intern in the company, the method adopted to address this subject has been the participant observant method. It has been revealed that the Meetings, Incentives, Conferences and Exhibitions (MICE) industry is an ever-changing field; it must remain up to date, especially in regards to new technologies and social media. A main challenge that the industry faces is to match the budget set by the client and their expectations. When that match is not achieved, it is the job of the event planner to either meet the expectations or find concessions with the client. Communication with the client is of paramount importance to gain their loyalty, and for the good progress of the event.

Key words: MICE, Local Economy, Economic Development, Tourism, Event Planning

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ABBREVIATION LIST

APEC: ASIA-PACIFIC ECONOMIC COOPERATION

BEC: BUSINESS EVENT CANADA

CCC: CANADIAN CARDIOVASCULAR CONGRESS

CCCN: CANADIAN COUNCIL OF CARDIOVASCULAR NURSES

CCS: CANADIAN CARDIOLOGISTS SOCIETY

CMP: CERTIFIED MEETING PROFESSIONAL

CTC: CANADIAN TOURISM COMMISSION

DMO: DESTINATION MANAGEMENT ORGANIZATIONS

ECE: ECONOMIC COMMISSION FOR EUROPE

HTC: HYPERTENSION CANADA

ICT: INFORMATION, COMMUNICATION, TECHNOLOGIES

IICA: INTER-AMERICAN INSTITUTE FOR COOPERATION ON AGRICULTURE

ILO: INTERNATIONAL LABOUR ORGANIZATION (UNITED NATIONS)

MICE: MEETINGS, INCENTIVES, CONFERENCES, AND EXHIBITIONS

NATO: NORTH ATLANTIC TREATY ORGANIZATION

NPAO: NURSE PRACTITIONER'S ASSOCIATION OF ONTARIO

OAS: ORGANIZATION OF AMERICAN STATES

OCC: OTTAWA CONVENTION CENTRE

OECD: ORGANIZATION FOR ECONOMIC CO-OPERATION AND DEVELOPMENT

PPP: PURCHASING POWER PARITY

SWOT: STRENGTHS; WEAKNESSES; OPPORTUNITIES; THREATS

WTO: WORLD TOURISM ORGANIZATION

1.INTRODUCTION

The internship took place in Intertask Conferences which is situated in Ottawa, Canada. It is part of the Intertask Group of Companies which also includes two other companies: JPdL and Imagehouse (see Annex 1). The subsidiary Imagehouse Limited - Creative Design and Production provides publications production, graphic design, web site design and management. JPdL DMC Ottawa is also an internal subsidiary that provides event planning and transportation systems for conventions, tours and sightseeing excursions for delegates. This cooperation creates the largest event management organization in Canada. It has offices in Quebec City, Montreal, Tremblant, Ottawa, Toronto, and Niagara Falls. All the operations are integrated to provide high quality service to the clients.

The internship was a professional experience which aimed to provide a direct contact with the Meetings, Incentives, Conferences and Exhibitions (MICE) industry. This experience lead to apply the knowledge acquired during the Master courses. It was also beneficial to develop human and socio-professional relations. The MICE sector is a business-oriented segment involving tourism. It attracts about 2 million visitors each year to Canada that generates direct expenditure of \$1.7 billion (International Meetings Review, 2013). Canada ranks 11th in the worldwide rankings for the number of meetings held in the country (ICCA, 2011). According to the Ontario Ministry of Tourism, business tourists, even though only representing 1% of the tourists in Ontario, spend 5% of the total visitors' expenditure (Ministry of Tourism, Culture and Sport, 2013). There is thus high potential and opportunities for local economic development driven by the MICE sector.

This study aims at understanding how Intertask Conferences is able to successfully provide clients with MICE services. The study highlights the importance of understanding (and then forecasting) the behaviour of this particular type of clientele/ tourists as well as the behaviour of the host community in regards to the event industry. This internship contributes to a better knowledge on special event planning and management and provides a comprehensive overview of the special event industry within its particular local economy.

This internship report is structured as follows. In section 2 a literature survey is undertaken. Section 3 addresses the methodological aspects. Section 4 highlights the main characteristics of the event industry. Section 5 describes the objectives and activities of the internship. Then, section 6 addresses the economic impact of events. Section 7 provides a self-assessment of the activities executed. Finally, section 8 provides the main conclusions.

2. LITERATURE REVIEW

The MICE industry is recognized as being a growing sector in the economy worldwide (Dwyer and Mistilis, 1999). It is also a growing and dynamic segment within the tourism sector (Getz, 2008). This section provides a literature review in which the MICE industry is approached regarding different aspects.

2.1. MICE Tourism

The link between MICE and tourism is undeniable and presents many opportunities especially with regards to local economic development (Dwyer et al., 2005). The role of events is important for a city and its region. The uniqueness of each individual event implies that it is necessary to attend it in order to fully live the experience (Shone and Parry, 2004). Events are a crucial driver of tourism and are part of the development and marketing of tourism destinations (Wootton and Stevens, 1995). As such, this sector participates in the urban renewal, cultural development and the cohesion of the community. This explains the importance of the concept of cooperation and network in this particular sector. The links between the individual firms of the industry are essential so as the progress of the operation of the special events to occur in ideal conditions.

Hence, it is essential to analyze the role of this sector following an integrated approach. In this vein, Getz (2008) views events tourism as a system that integrates marketing plans and evaluations making the industry work more effectively. This fact also implies the collaboration from the whole industry and other qualified institutions such as Destination Management Organizations (DMO). It is important to understand the outcomes of the relationships between individual actors of the industry so as to evaluate how to maximize those ties. Thus, cooperation and networking in this field is an essential key for success as it can lead to a maximization of the number of attendees, an increase of visitors' night stay and an improvement of the participant's experiences. The cooperation between individual firms of the sector can take the form of resource sharing concerning physical assets, social capital, and knowledge capital, for example.

These aspects participate in enhancing a destination as a competitive MICE destination (Mackellar MBus, 2008).

Information, Communications and Technologies (ICT) are another tool of prime importance for the proper development of the operation in event planning and process. Lau, Milne and Johnston (2005) highlight the role of ICT in boosting the MICE sector and its impacts on the local economic development. The ICT have a considerable potential to help and promote linkages between the MICE industry and the local economies. Moreover, it is argued that the potentials of ICT are not fully employed. It is especially the case of the Web that is mainly used as a marketing tool when it could actively participate in the improvement of the MICE's performance internally and externally, particularly with regards to the local development.

If the Web were to be fully integrated into facility planning and development, the MICE industry could have a similar role as a hub that would benefit the whole economy but also would improve its internal performances (Lau et al, 2005). A hub company is a center of activity and interest. It can be defined as a unit of the economy that is highly connected to external actors (suppliers, competitors, and markets for example).

The MICE industry has challenges to take into account in order to work efficiently within the local economy and stay competitive. Dwyer and Mistilis (1999) define five challenges that concern the supply side of this sector. Those five main points of focus are the promotion of cooperative behaviour among stakeholders of the industry; the gain of the government's support; the implementation of appropriate public and private infrastructure; the improvement of the training and service; and a marketing strategy so as to boost the MICE tourism in the local economy. These aspects are required to maximize the scale and scope of benefits generated by the sector. The point concerning the cooperation within the industry is of great importance but also the most challenging one. The individual actors of the industry need to be aware of the potential opportunities and benefits that such cooperation efforts could bring forth. This point also relates to the importance of estimating the economic impact of the sector.

The MICE industry involves many other sectors of the economy which denotes its high potential for economic development at very different levels. For example the MICE sector requires purpose-built facilities, transportation, accommodation, catering

services, social programs and tour opportunities, and technical services. It is this complementary in those activities that highlight the necessity for cooperation for the appropriate process and maximization of the operation of the MICE activities. The cooperation can take the form of association, training, transferring of technology, exchanging of ideas, marketing, and planning. However, public support is necessary to give incentives and orientation to these particular activities of the economy. Government intervention is indispensable to overcome market failure that this sector may encounter, such as externalities, and the level of risks and uncertainties. Government support provides appeal to the MICE industry for private investors because without its intervention, these investors may not have enough confidence to invest.

The rapid development of the MICE industry in parallel to other tourism sectors implies the requirement of a diversity of skills in order to manage this sector successfully. In that sense, more and more Master degrees offer programs in event management, tourism, leisure, sport, and hospitality. This variety of educational programs responds to the demand and need for polyvalent and flexible professionals in the special event industry. It is also important to set professional standards so that the industry conforms to it.

Getz (2008, p.404) defines event management as “the applied field of study and area of professional practice devoted to the design, production and management of planned events”. It includes festivals and special events, from leisure to political, scientific, sport, and artistic events. It can concern business and corporate affairs, with events taking place such as meetings, conventions, fairs, and exhibitions. Private events encompass weddings and parties, and social events. The management of the MICE activities in order for it to be sustainable requires an integrated marketing plan that focuses on the planning process as well as the communication with the participants of the event. Tinnish and Mehta Mangal (2012) reveal the growing interest from participants and planners of events towards sustainable meetings. Events imply large scale production, and thus for a very short term because such production is often ad hoc. This aspect of the event planning, and the product itself highlight the need to take into account the social, cultural and environmental components into the marketing plan so as to engage sustainable practices.

It is also related to the ever-changing nature of the demand of clients in this sector. Those components are too often neglected from the event impacts. For example, big-scale events have considerable costs and events in general as a driver to tourism consumes energy in big quantities and irreversibly impacts the environment, particularly via pollution (Getz, 2008).

Special events have the potential and/or have proven to be tourism attractions. Management and marketing strategies need to identify the socio-demographic characteristics of tourists and participants attending events. It is also essential to analyze their social and economic behavior during these events (spending and activities). This is particularly important to better target the clients and maximize tourism revenue. It can also be an asset to attract tourist and increase revenue during off-peak seasons (Getz, 2008). In the same way, Tkaczynski and Rundle-Thiele (2011) reveal the significance of segmenting the MICE market in order to pinpoint the profile and characteristics of attendees. Each type of attendee has different needs, motivations, and demands. Event planners must be aware of these particularities in order to provide better service. It is also a way to maximize the return and profitability of each event.

2.2.Economic Impact of the MICE Industry

It is essential to have an accurate estimation of the economic impacts and net benefits of this sector so as to adapt the planning, marketing, and management. Economic impact analysis is also the most used instrument in order to assist investment decision-making and resource allocation by policy makers (Della Lucia, 2013). To be more effective the planning should be formulated within public-private cooperation. The MICE industry attracts beneficial business activity to the cities or region and is very profitable to local economies. The special event industry has the capacity to increase economic activity and create new jobs (Dwyer, Forsyth, and Spurr, 2005).

The MICE industry demonstrates so much valuable potential that many governments worldwide have incorporated it into their strategic plan for regional development. Whitford (2009) criticizes the too often ad hoc and uncoordinated policy making. Rather, policy makers must target the style and category of events; understand what the vehicles of events are; make sure to remain competitive; develop a brand and promote

the image of the destination. These initiatives will tend to increase tourism, improve the well-being of the community, and actively participate in the development of the region.

Consumption and production of goods and services by attendees and/or event planners have a multiplicative effect on “sales, production, income, added value and employment through the interdependence of the different sectors of the economic system.” (Della Lucia 2013: p.92). The direct effects relate to the spending originated from attendees and event planners. The indirect multiplicative effects refer to the production of input supplied to participants and event planners. The induced effects correspond to the improvement of standard of living via particularly, the generation of income (Della Lucia, 2013). In other words, Hanly (2012) highlights key sectors that show strong multiplier effects considering the conference spending. Those key sectors are the hotel and restaurant services, transportation services, post and telecommunications, food and beverages, and retail trade.

3.METHODOLOGY

This section describes the main methodological aspects of the internship. It covers the research design, the conduct of the study and the studied population.

3.1.The Research Design

The research design chosen for this study is an internship in order to gain a better understanding of the human behaviour in the event industry and to increase the knowledge about this field.

This research design serves to understand the main issues at stake for the event industry and particularly the case of Intertask Conferences. This company is a leader in the event industry in Ontario. As a consequence, their practices can be considered as providing a comprehensive insight of the industry. This type of research relies largely on qualitative methods such as observation, conduct of unstructured interviews or informal discussions. However, quantitative data on the events were also gathered.

3.2.The Conduct of the Study: The Participant Observation Method

The method used for the research in the context of an internship is the method of participant observation. This method offered the advantage to collect information with regards to the interactions between clients and event planners, but also with regards to the infrastructure available in the city and its ability to host special events, the amenities of the events, the quality of the service in this industry, and the promotion and advertising of the area as a MICE destination (Ribeiro & Foemmel, 2008).

Such a method requires keeping the research as objective as possible. It is important to keep in mind that the findings are related to Intertask Conferences only. Generalising the results would require data on other firms of the sector. The steps for the participant observation method are the collection of data and a thorough observation the studied populations.

3.3. Data Collection

Data collection comprises two main methodologies: literature review and immersion in the field. The literature review is used in order to acquire a better understanding of the main issues of the event industry. To deepen the review of the scientific literature on the topic is decisive so as to have relevant research questions and a broad understanding of the studies already undertaken. Moreover, as the work progressed, the existing literature was used as a reference to acquire further data and to strengthen and support the findings.

The participant observation method implied a prolonged immersion in the field of study in order to learn all the relevant aspects of the special event industry in Ottawa. A gradual acquaintance with the physical environment as well as better skills in human-relation interactions were gained via an active participation in the tasks performed in the company. A daily report of the data collected was made in order to register the main elements accurately.

The data collection was based on daily immersion in the company. The method chosen implies that the researcher takes part in the daily tasks. The level of involvement implied by the internship entails the choice of the fourth type of research described by Ribiero and Foemmel (2008, p.379), namely “the researcher may become a complete participant”. The researcher investigates as well as collects data through the immersion in the field of study. As a consequence the method chosen is qualitative. There are also quantitative aspects as some data, mainly on the events, were collected. .

Field notes and their interpretation allow a thorough description of the field of the event industry and more particularly of the unfolding of an event (the researcher takes part in the work: pre-congress, on-site during the event, and post-congress). The researcher worked on-site for three main conferences organized by Intertask Conferences (see Appendices 2, 3, and 4; and Annex 2). An important aspect of the method selected lies in finding key informants. Following the acquisition of data, a selection of the key findings and their analysis is done to highlight the information relevant for the research.

3.4 The Studied Population

The research method relies on reporting attitudes, values, and/or motivations. It aims at understanding human behaviour, and more particularly the studied population. The social world, within which the event industry exists, brings together the event planning agency, the attendees, and the service / facility / attraction (host population). There are particular linkages that are created between these three agents and the physical environment where the interaction takes place. These linkages can be as diverse as the diversity of event type, for example, market research, marketing, buying, selling, employing, visiting, learning, planning, investing, etc...

The studied population are the employees of Intertask Conferences where the internship took place, the participants of events, and the host populations of those events.

3.4.1 The Event Planning Team: Intertask Conferences

The main focus was given to the planning of the event as the internship took place within Intertask Conference and the immersion was within the planning team (see Appendix 1). Each employee is specialized in one aspect of the event industry, even though all have a general understanding of the industry as a whole.

3.4.2 The Attendees

The attendees are the participants of events and the principal customers of exhibitors. The terms event-goers, delegates, participants, and attendees refer to the same group of people. The level of participation of attendees is of great importance for the overall outcome of the event, and so is the way delegates experience the event (satisfaction, complaints, and observation). Learning, educating and networking are key elements of the attendance.

3.4.3 The Host Population and The Client of Intertask Conferences

The host population includes the city that host the event and all the infrastructures used and services provided for the purpose of the event. Facilities (the venue for example) and services (such as food and beverage, hotel, audio-visual company) are required by the unfolding of an event. A discussion with the contact of Intertask Conferences in the Montréal Tourism Bureau provided relevant information and data for the research through a semi-structured interview.

The client of Intertask Conferences is not necessarily included in the host population as the event can be hold in another city. In other word, the client is the agent that is purchasing the services from Intertask Conferences to organize their event.

4. DESCRIPTION OF THE SECTOR

In this section the company on which the internship was undertaken is described. The history of the company and its present structure are detailed, followed by a SWOT analysis. Then, the main characteristics of the event industry are addressed.

4.1. A Presentation of Intertask Conferences

4.1.1. History and Context of the Company

The internship took place within the Intertask Group of Companies comprised of three companies: Intertask Conferences, JPdL, and Imagehouse. Each company is specialized in a different area of conference and event management services (see Annex 1). There are offices in Quebec City, Montreal, Tremblant, Ottawa, Toronto, and Niagara Falls.

Intertask Conferences is a full-service conference planning and management company. The extent of services provided differs from client to client and normally includes all or a selection of the following areas of expertise: exhibit and sponsor sales and management; project management; food and beverage; budget/finance management; audio visual and logistics. The research focuses on this company.

Intertask Conferences has strategic partnership with Canadian Society of Association Executives; Financial and Insurance Conference Planners; Global Events Partners; International Association of Professional Congress Organizers; International Congress and Conventions Associations; Meeting Professional International; Ottawa Capital du Canada; Professional Convention Management Association; and Tourisme Outaouais.

Intertask Conferences was created in 1973. The first event planned by Intertask Conferences was the Royal Tour and Commonwealth Heads of Government Meeting presided by the Queen. Intertask Conferences plans and manages conferences and special events (over 400 since its creation) for the Government of Canada, the provinces, associations and private sector clients. They have worked with some of the

major international organizations in the world such as: the Asia-Pacific Economic Cooperation (APEC), the Commonwealth Secretariat, the Economic Commission for Europe (ECE), the Inter-American Institute for Cooperation on Agriculture (IICA), International Labour Organization (ILO), North Atlantic Treaty Organization (NATO), Organization of American States (OAS), Organization for Economic Co-Operation and Development (OECD), the United Nations, and the World Tourism Organization (WTO). A papal visit as well as a Royal tour was coordinated by Intertask Conferences. This institution is composed of a full-time, permanent staff of 23, and a seasonal staff of about 30. Most of the staff is at least bilingual and has a university degree (see Appendix 1).

Intertask Conferences organizes many medical events, but also governmental and academics ones. Its clients are mainly in those sectors of activity. Here is a list of some of the main events organized by the Intertask Group of Companies:

- BirdLife International World Congress – 2013 (Ottawa)
- Congress Neurological Sciences Federation – 2013 (Montréal)
- World Canals Conference, Parks Canada – 2008
- 29th International Conference of Data Protection and Privacy Commissioners – 2007
- Primary Health Care Transition Fund: Legacy of Change National Conference – 2007
- 7th and 8th Canadian Immunization Conferences, Public Health Agency of Canada – 2006 and 2008
- 39th and 40th Annual Spring Educational Meeting for the Intellectual Property Institute of Canada – 2005 and 2006
- 60th and 61st Annual Canadian Library Association Conference and Trade Show – 2005 and 2006
- Canada-China Governance Dialogue Seminars – 2005 and 2007
- Climate Change Solutions Showcase organized for the United Nations Climate Change Conference – 2005
- International Conference of the United Nations on Climatic Change – 2005 (Montréal)

- 78th and 79th Annual Meetings, Intellectual Property Institute of Canada – 2004 and 2005
- Forum on Biometrics – Implications and Applications – 2003
- Aboriginal Policy Research Conference and Gala Dinner – 2002 and 2006
- Canadian Cardiovascular Congress – since 2002
- National Summit on Innovation and Learning – 2002
- Bridging the Investment Gap Conference – 2001
- Scotiabank Place Career Fairs – 2001 and 2002
- Festival of Architecture – 2000
- IIPE Year 2000 International Conference – 2000
- The 28th World Congress of the International Society of Hematology (ISH 2000) – 2000
- The 8th Global Harmonization Task Force (GHTF) Conference – 2000
- The Canadian Bar Association Canadian Legal Conference and Expo – since 1999
- National Policy Research Conference and Awards Dinner – 1998 to 2002
- National Conference on Physician Human Resources – 1992 and 2006
- International Conference on Statistics of Transport and Tourism – WTO – 1991
- Conference on Tourism between Canada and Japan (for the CTC) – 1990
- Canadian Conference of Aviation – From 1988 to 1992
- Parliament Hill Lights and Sounds Show – 1988
- Tour Canada (International Conference on Tourism) – 1987 and 1988 (Ottawa)
- Papal Visit Jean Paul II in Canada – 1984 (Ottawa)
- Meetings on the Transport and Incentives Industry – 1983 (Ottawa)
- International Conference on Museums – 1981 (Ottawa)
- Rendez-vous Canada – since 1978
- Meeting of the Top Leaders of the Commonwealth – 1973 (Ottawa)
- Visit of the Queen Elizabeth II – 1973 (Ottawa)

4.1.2. Activity and Structure of the Company

The Intertask Group of Companies represents the largest and most experienced event planning organization in Canada, with three companies complimentary to each other (see Annex 1). In this section the activities of each company are detailed.

The main activity of Intertask Conferences is the creation of conferences, congress, conventions, seminars, professional exhibitions, and annual business meetings. It comprises the management of the operations and the coordination of all the actors taking part in the event (e.g., renting of the facility, facility staff, suppliers, audience) as well as the management of the technical side of the event (e.g., technical team to ensure the smooth running of the event, audio-visual technician team, duty manager).

Intertask Conferences provides full-services for every step of a conference process. For example, it takes care of the online Web applications which are specifically adapted to each event, in order to rationalize complex functions, such as registration. Intertask Conferences also ensures a good management of budget and finance, business negotiation, and sub-contracting of specialists. It aims at client satisfaction with time and cost savings as well as excellent results. This is usually achieved as clients that have worked with Intertask in the past usually hire the company to organize future events.

JPdL Ottawa is a destination management company (DMC) who develops events; incentives and accompanying persons programs; galas; and team-building events for clients coming to Ottawa. They plan programs that require theme development, logistics and operational coordination for ground transportation, tours, golf programs, galas, hospitality programs and other special events. Their clients include numerous associations and corporations.

Imagehouse Limited is a graphic design company that works with clients to develop marketing materials, electronic publications and websites. They also specialize in programming online conference registration websites, and managing the logistics of delegate and exhibitor registration/accommodation. In addition, they provide design solutions to the conference, exhibition, and tourism industries.

In this context, a SWOT analysis of Intertask Conferences company was undertaken by the researcher and is shown in Table 1.

Table 1: SWOT Analysis of Intertask Conferences

STRENGTHS	OPPORTUNITIES
<p>Its activity is very comprehensive thanks to the complimentary of the three companies of the group.</p> <p>It has 40 years of experience in diverse fields.</p> <p>Collaboration with the Ottawa Convention Centre (OCC)</p> <p>Intertask Conferences is the only event company certified by the Professional Congress Organizers (PCO).</p>	<p>Ottawa, Canadian Capital, benefits from its strategic location. It is a political decision center and the ideal location for the organization of events related to the government, which constitutes a client with large resources.</p> <p>The sectors of activity (scientific, medical, governmental, academic) that the company targets as clients is growing within Ottawa and its region.</p>
WEAKNESSES	THREATS
<p>Within the group, companies tend to compete rather than collaborate.</p> <p>The visibility of the website and the use of Internet are insufficient.</p> <p>Decision making may be delayed or hindered when too many decision makers are involved (See Appendix 1: there is the CEO of the group, then there is the Managing director, and also there are general manager for each company).</p>	<p>Intertask Conferences tends to search for big scale events, however, many small sized competitors entered the market and accepted smaller events. As a consequence, they tend to invest in the market more and more.</p>

4.2. The Characteristics of the Event Industry

The characteristics of events can be assimilated to services, particularly in the field of hospitality and leisure. Shone and Parry (2004) grouped these characteristics as being: “uniqueness; perishability; labour-intensiveness; fixed time scales; intangibility; personal interaction, ambiance”.

Events have a particular role in human society. They are defined as unique phenomena that interrupt the routine of the daily life. They are structured around a group of people and can have different aims such as education, entertainment, and/or celebration. Presently, these events have a major part as tourist attractors. Events have the capacity to retain income, especially tourist income (Shone and Parry, 2004).

4.2.1. A Typology of Events

Events can be characterized by their variety, aim, role, and the way they are being run. Shone and Parry (2004) classify events in four categories according to their objectives. There are leisure events (sporting event for instance); cultural events (such as art, folklore, or ceremonies); personal (such as weddings or birthdays) or organizational (such as sales or political events). These categories tend to overlap.

Leisure and cultural events do not have a particular target. However, Meetings, Incentives, Conferences, and Exhibitions (MICE) is a category of event that targets companies. Incentives are a type of reward or benefit for employees. The other events, meetings, conferences, and exhibitions, have a professional or educative purpose. For example, in these categories there are gala balls, often used for charity purposes or to promote a new product. For each type of event, the size varies from several dozens of people to several thousands.

Crowther (2011) explains that an event’s aim is to create a unique experience in order to develop a particular relationship with the attendees. Indeed an event’s main characteristic lies in the personal interaction and perception that develops particular

bonds with delegates. This aspect of the event industry empowers a better communication with their internal and external stakeholders.

The uniqueness characteristic of the event leads to the fact that the event sector is very heterogeneous in terms of event types, event sizes, and event locations. The competition in this sector is high and the barriers to entry are low (Musgrave, 2011). It is thus important for event planners to remain flexible, and manage time, costs and risks effectively (Pelham, 2011).

4.2.2. Event Planning

According to Agyekum-Mensh et al (2012), time, cost and quality are the main goals, both for the event planners and the client of the event project. Trade-offs have to be made and priority given to one over another, as these three objectives tend to conflict.

The conference is planned to occur in a specific date and all details of the event must be accounted for and everything has to be ready by the commencement of the event. As a consequence, event planners work under pressure to meet a deadline. It is even more important as event planners also work with suppliers, and they must ensure that everything is in place and ready on their side as well. Moreover, at the beginning of the project the client allocates a budget for the event that needs to be agreed upon by the event planner. The client expects this budget to be met.

4.2.3. The Determinants of Attendance to Events

Whitfield and Webber (2011) define the exhibitors, the attendees and the exhibition organizers according to their motivation to attend an event. The exhibitors are the ones that exhibit during a special event. They attend an event so as to promote their image, products and/or services, and networking for instance. Indeed, the exhibit hall is the meeting place of stakeholders; purchasers; suppliers; competitors; partners; support services providers; exhibition organizers; and delegates. The opportunity to network is thus high. The attendees are the participants of events. The main motivation for them to

attend a particular event is to gain information. Event-goers make the decision to attend considering positive testimonials and the number of attendees at the event from the previous year. The exhibition organizers are the ones that plan the event. Their presence on-site is important so as to manage the unfolding of the event. They ensure the quantity and quality (in terms of targeted audience) of attendance.

Determinants that drive the events attendance are social (integration), psychological (interaction), economic, political, philanthropic (Shone and Parry, 2004). According to Whitfield and Webber (2011), exhibitors are prompt to exhibit to a specific event considering elements such as past experience (i.e. they attend every year), the number of exhibitors attending and positive testimonials. The quality and the quantity of exhibition booths are decisive in the decision making of exhibitors to attend an event.

The presence of a competitor entails exhibitors to give exposure to their products and/or services over the ones of their competitor. Moreover, attending an event gives the possibility to the exhibitor to promote their company more efficiently as they have a direct contact with the client. This enables them to provide information and this is important because attendees are also looking for information about companies, products, industry, and technology when attending such an event. In the case of Vascular 2013 Conference, among the delegates, there were students, nurses, doctors, physicians, etc... all potential clients for the companies that exhibited.

Different patterns for international and domestic event-goers can be observed. A yearly rotation can also be noticed for the domestic event-goers. As a result, they do not especially need incentives or information related to the city in order to come back to a particular city. However, participants coming from overseas need more information concerning the particular city. "Attendance building" of a congress can be increased by promoting it during the previous edition of the congress. For example, last year the Canadian Cardiovascular Congress (CCC) took place in Toronto and Tourisme Montréal had a booth there to promote their city (see Annex 2). The promotion is done via leaflets mainly (Biron, Montréal Tourism Bureau, 2013).

Many elements are not possible to be controlled or forecasted by the organizers. This is the case for traffic, weather, and electricity for example. That is why it is important that the employees of the organizing team need to be rigorous, diligent and attentive to

details. The staff is required to be able to avoid and foresee any kind of unexpected incident or to be able to problem solve efficiently (Shone and Parry, 2004).

4.2.4. The Operational Level of Events

Events and mega-events have an important impact on the local economy, the environment and the host population. The production, planning and event process involves the consumption of many resources (Ponsford, 2011). This section describes the main operations required for an event.

The ambiance of the event greatly influences the success of the event. Indeed, decoration, room layout, signage, stage set-up, audio-visual equipment, quality of the food and beverage participate in the outcome of the overall event (Shone and Parry, 2004). As a consequence, a lot of furniture and materials such as food and beverages, décor, packaging, or gifts are required to run an event; most of these being ad hoc. These characteristics proceed from the fact that the venue of the event is often different than the location of the agency planning the event, and/or the furniture would not be adequate for other events.

The production of event requires the use of energy. The energy consumption concerns the use of the facilities, such as electricity (mainly through the use of high technologies). Water is used for catering, cleaning, and gardening. Consumption also implies the production of waste. By nature, events produce a large amount of wastes: papers due to flyers, maps, newsletters, kit inserts in delegate bags, and all types of marketing materials; bottles and cans from beverages; organic waste and packaging due to food (Whitfield, 2011).

Finally, the event industry requires a wide range of services all along the planning, production and progress of the event. For example, catering to supply food and beverages; transportation; the venue that host the event; accommodation; promotion of the event. Many services provided are ad hoc, and as such can be used only once. This is the case for signage, carpeting for the exhibit hall, furniture, barriers, stages, audio/visual, lighting, and high-tech instruments. These services are of great importance

on the impact it has on the attendees. The quality of the provision of these services directly impacts the likelihood for attendees to repeat visitation of the event.

As an example, an operational budget for an event organized (governmental type of event) in 2009 by Intertask Conferences is provided. The estimate of the total costs for this event was \$520,000.

Here are the details of the spending as a percentage of the budget:

- Food and beverage: 32.7%
- Management of the staff (transportation, accommodation, food particularly if they work out-of-town): 19.6%
- The logistics management of the event: 15.7%
- Services of interprets and equipment services: 5%
- Expenses related to offices supplies for the conference (secretariat, registration office, banking costs): 4%
- Services related to the design and graphic of the event: 4%
- Financial services: 3.1%
- Secretariat and general office operations: 2.8%
- Signage: 2.7%
- Part-time workers and security services: 3.1%
- Signage for sponsors: 1.6%
- Leisure and entertainment on-site: 1.3%

It can be added to this, the organizer fee of \$85 per hours worked on the project.

5.A DESCRIPTION OF THE OBJECTIVES AND ACTIVITIES OF THE INTERNSHIP

In this section, a description of the fields in which the activities were carried out is given. For each field, the objectives and activities undertaken by the researcher are explained. Firstly, the activities related to the pre-event planning will be exposed in broad terms, and in a second subsection, in more detail; thirdly the on-site coordination services will be described, and finally the post-conference activities will be revealed.

5.1.General Pre-Event Planning

The general pre-event planning is of great importance in determining the success of the event. Establishing and/or clarifying event objectives and designing program content and formats with the client are the first steps to start planning the event. Then the planning agency needs to work with organizing groups and individuals to determine the purpose, parameters, policies and procedures of the event. For example, Intertask Conferences had weekly meetings with the board committee members of the Vascular 2013 so as to define the key decisions related to event design, objectives and content, negotiations, personnel, financial management, and contingencies. This process allows a better preparation and/or execution of the plan that meets the defined needs and culture of the organization holding the event. It also allows an evaluation of the impact of the event on the image and success of the client organization. The general pre-event planning also involves negotiating sponsorship, partnership, and official supplier arrangements. The exhibitor coordinator needs to find companies willing to be exhibitors during the event (see Annex 3).

The project manager has to undertake various tasks associated to a specific project/event. Among these tasks, the project manager has to get supplier quotations so as to budget the overall spending of the event; confirm services ordered; and prepare logistic information for the suppliers and the client.

The contact with the client is very important in the context of event planning. The interaction between the client and the organizing team is frequent and determinant for the outcome of the event (Shone and Parry, 2004).

It is sometimes necessary for the planning agency to travel with or without the client on reconnaissance and advance trips to event locations. The planning team presence on-site is required for the smooth unfolding of the event.

The planning agency needs to establish, monitor and manage the financial objectives of the event. It is essential to establish set amounts for reimbursements to participants using specific guidelines. Also, the planning agency has to establish billing procedures, review bills from subcontractors, and ensure payments for expenses as required. Moreover, it needs to provide a detailed risk management plan during the early planning stages of the event, oversee and modify the plan as necessary during events, and update the plan as required throughout the duration of the project.

Establishing and coordinating registration procedures is part of the pre-event planning. Indeed, before the actual event, the planning agency also takes care of the online registration system/database in order to assist delegates in registering for the conference. This aspect of the pre-event planning was the main activity carried out by the research for the first period (see Appendix 3 and 4). Its objectives were to learn and acquire the knowledge to become an informant. The role of the researcher was mainly to assist the delegates and solve any issue that may occur during or after the registration process. The research was also responsible to guide and help potential delegate through the registration. On the registration side of the event, it is necessary to collate and distribute conference kits, as well as to prepare name badges.

The tasks are assigned to each employee. The project manager assists the client with program and session planning, including formatting, timelines, and agenda preparation. The logistic coordinator is in charge of developing logos, letterheads, and signage. The exhibition coordinator develops floor plans and assigns exhibit space. The research assisted the employee in charge of this operation. The project manager prospects and negotiates for services which are required in order to execute events.

The time scale of an event depends on the type of event. For a conference such as Vascular 2013, it is planned one year ahead. Seasonality can be noticed in the event

planning industry. For example, Intertask Conferences has recurrent clients that have events around the same period every year. Events are concentrated around October – November, and then March through June. So the season is a bit low over January and February, even though the company still has to plan ahead for any upcoming events.

5.1.1. Transportation

Transportation is an important element of an event planning. Indeed, many delegates come from outside the event location, and sometimes from overseas. Even the client and the planning agency are not necessarily located in the city where the event takes place. Delegates must be able to easily access the venue. In that sense, for some events the event agency may be in charge of arranging for commercial air transportation including group check-ins and boarding assistance. The event agency may have to acquire ground transportation (coach buses or trains, rental cars, vans, buses, shuttles, or taxis). The event agency may be in charge of arranging the transportation of event materials (such as delegate bags). The researcher was responsible for the booking of the flights for one of the event (see Appendix 4). She was also in charge of insuring the transportation needs of some speakers or broad members of the organization.

5.1.2. Accommodation

Event planning also relies on the accommodation sector. For one of the event, the researcher was responsible for the block booking rooms at hotels (most of the time it would be a hotel chosen by the client as official partners of the event). Then, the event agency has to provide final rooming lists to the hotel. It was also the responsibility of the researcher to provide information and instructions to delegates on the hotel services.

5.1.3. Venue and Related Services

The selection of the venue is important as it can participate positively or negatively to the overall success of the event. The place should be secured at least a year in advance (sometimes three years in advance depending on the city and the event). The choice of the city will greatly impact the success of the event itself. Moreover, being able to choose the venue is important to tell whether it has the capacity to host and

accommodate the event. The selection of the venue will be done after comparison of the request for proposal (RFP) provided by each venue. The researcher was in charge of assisting the logistic manager in the comparison of four RFPs for a coming event. The choice is made upon a certain number of criteria such as the number of meeting rooms, the meals, and the hotel. These criteria give a package value, and then the client and the event agency decide which venue best meets the budget and needs of the particular event.

The site visit prior to the event is necessary for several reasons. The floor plan tends to not be revealing enough and being on-site gives one a better perspective of the capacity of the rooms and how the event can be accommodated. The logistic manager will be able to tell where to set up the food and beverage station, where extra lighting is needed, check the signage authorizations, and locate the electrical appliances. The researcher planned the schedule and transportation for a site visit for a coming event in Banff, Alberta. During the site visit, the exhibition manager looks for details that are not obvious on the floor plan. The exhibition manager meets with the display company responsible for setting up the booth prior the arrival of the exhibitor. This decides what the Exhibitor Manual will include, that is to say, what will be the information required for the exhibitor. In the end, the exhibition manager is able to decide about the placement of booth, and to see if carpeting is needed.

The event agency has to conduct space planning, layouts and staging. The logistic coordinator arranges for the rental of space for the event (including identifying and negotiating with selected sites and facilities authorities). The provision of venue accoutrements needs to be ensured (podiums, decorations, banners, tables, chairs, tents, etc). The researcher assisted the logistic manager in the selection of the items (quantity and type) for a coming event.

For one of the event it was the researcher's role to coordinate the requirements for facilitators/speakers/moderators and to arrange for note takers (see Appendix 2 and 4). It may be necessary to arrange for the provision of simultaneous interpretation and/or on-site translation (in English, French, or another language as requested by the client). Planning and managing audiovisual requirements (i.e. web-casting, video-conferencing) is important to ensure that the sessions run smoothly. The logistic manager may also

have to arrange for a photographer and/or videographer. For another conference, the researcher was the logistic coordinator, and as such was in charge of the room set-up and requirements. The researcher was also available onsite for any speakers' specific requirement (see Appendix 2).

In addition, the logistic manager needs to arrange and provide for on-site security during and after event hours. The researcher assist the logistic manager in this task by scheduling the hours in which security was required. It is also necessary to arrange for cell phones for the on-site event. Indeed, the use of cell phones eases the communication between each service on-site (registration, logistic, exhibitor, client) and allows an efficient response if problems occur as a decision can be made more rapidly. The logistic manager also needs to support services such as a Business Service Centre (with fax, printer, monitor, internet capability, etc.) desk top publishing, conference publishing, IT hardware and software, and electronic polling. The researcher prepared the order for this material for a coming event.

5.2. On-Site Event Coordination Services

It is essential for the planning agency to be on-site to brief, direct, and assist the client on-site; so as to maintain logistical control of the events. Being on-site is necessary to assist with delegate and exhibitor registration and / or logistics for conferences, events, tours, and transportation. The registration team coordinates the registration procedures (both paper-based and automated environments) as well as collects registration fees. The planning agency is also responsible for hiring, training, motivating, and leading volunteers.

The exhibitor coordinator manages exhibits and sets up the booth. The logistic coordinator manages the hospitality, food and beverage; and coordinates speakers / presenters / facilitators, note takers, simultaneous interpreters and translators, security staff, audio-visual staff, and photographer/videographer.

The researcher worked on-site for three events (see Appendix 2, 3 and 4) and had a different role for each of them. At the Vascular 2013 Congress, the researcher was in charge of the training and the supervision of three employees for the on-site registration aspect of the event. At the Nurse Practitioner's Association of Ontario (NPAO) conference, the researcher was the registration coordinator as well as the coordinator for

speakers and moderators. As such, she was in charge of the set-up of the registration desk and was in the front line during the registration process. As a speaker and moderator coordinator, she had to insure the presentations were ready to run prior to arrival of the speaker, and assisted the moderators.

The organization of an event implies the use of labour in an intensive way. The pre-event stage is labour-intensive, and even more-so during the event itself. The organizers need to be able to provide services efficiently. For example, for big scale events such as Vascular 2013 (see Appendix 3 and Annex 2) that hosted about 6500 delegates, 129 exhibitors, 25 sponsors, the staff requirement is specific to each level of operation and depends on the step of the process of the event. Table 2 displays the staff requirement for Vascular 2013.

5.3. Post-Conference Reporting and Debriefing

The post-event tasks consist of preparing final reports for the event including a final budget. The researcher assisted the employee in charge of this task by comparing the expected costs and the final bills, that often differed, and thus further communication with the supplier was to be done in order to process new invoices with the correct amounts. The planning agency debriefs the Project Authority and other client officials regarding the final outcomes of the event, including lessons learned, and final numbers (such as total number of attendees). Next, the event agency conducts follow-ups for registration, delegate services (payments, summaries, delegate lists, event proceedings, etc.) via different means (paper, electronic, web). Follow up with suppliers for billing, services adjustments and final payments are also undertaken.

Table 2: Staff Requirement for Vascular 2013

Object / Service	Number of staff required
Intertask Conferences:	13
Logistic	4
Hospitality	1
Registration	4
Exhibition	1
Accounting	2
Photographer	1
Volunteers:	67*
Kit Bag Assembly	38
Kit Bag Distribution	2
Info Desk Exhibit Hall	2
Info Desk Poster Area	2
Logistic	1
Registration:	30*
Canadian Cardiovascular Congress (CCS):	8
Canadian Council of Cardiovascular Nurses (CCCN):	4
Hypertension Canada (HTC):	3
Canadian Diabetes Association (CDA):	3
Audio-visual Company:	95*
Technicians	63
Set-up / Dismantle crew	30
Administrative	1
Accounting	1
Security:	2
IT Company:	3
Display Company:	8
Facility (Palais des Congrès de Montréal):	8
Duty Manager**	1
Set-up team	4
Technicians	3
Food and Beverage:	7
Service of water in each room	1
Service (buffet)	5
Coordinator	1

*These are the numbers of staff required for peak hours.

**Can be reached 24 hours for solving problem (piece of furniture missing, maintenance or cleaning incident).

6. THE ECONOMIC IMPACT OF THE EVENT INDUSTRY

Quantifying in monetary terms the economic impact of events tends to be complex. Events range from international events, such as the Olympics Games, to small company meetings. Although it is not straightforward to evaluate the economic impact of an event (Shone and Parry, 2004), estimating is crucial regarding planning and investment decisions by local authorities.

This section starts with a description of the tourism sector in Canada, which will reveal the competitive advantages and disadvantages of the country, it will give an insight of the management of the Canadian tourism sector with a description of the role of the Canadian Tourism Commission (CTC), then the example of the Ottawa Convention Center (OCC) will highlight the impacts of the event industry on the local economy. Then, the emphasis will be on how the production of events affect the local economy, through a description of the services supplied for the event, and more particularly, the transport and accommodation services; and the implications for the government revenue.

6.1. The Tourism Sector in Canada

The tourism sector in Canada is a profitable sector of the economy. The number of jobs in tourism increased by 1.5%, corresponding to the creation of 1.7 million jobs in 2012. It represents 9.4% of the total employment in Canada (Statistic Canada, 2013).

Tourism is also an important source of revenue for the government as it generated \$21.4 billion in tax revenue in 2011 (Statistic Canada, 2013). International visitors are responsible for 22% of this amount. However, if direct tourism spending is considered, it is noticed that internationals tend to spend more than domestic tourists.

The tourism industry is a key sector of the Canadian economy. Table 3 provides elements on the economic dimension of tourism in Canada in 2010, 2011 and 2012.

Table 3: Economic Dimension of Tourism in Canada

	2010	2011	2012*	Change from 2011
Total tourism revenue:	\$73.4 billion	\$78.7 billion	\$82.4 billion	5%
Domestic	\$58.5 billion	\$63.6 billion	\$67.0 billion	5%
International	\$14.9 billion	\$15.1 billion	\$15.4 billion	2%
Tourism's contribution to Canada's GDP	\$ 29.3 billion	\$31.1 billion	\$32.4 billion	4%
Government revenue generated by tourism¹	\$20.1 billion	\$21.4 billion	\$22.7 billion	6%
Federal portion	\$9.0 billion	\$9.6 billion	\$10.2 billion	6%
Jobs supported through tourism spending	594,500	602,800	608,500	1%
Total travel deficit	\$14.2 billion	\$16.4 billion	\$17.8 billion	9%

Source: National Tourism Indicators, Quarterly estimates, Third quarter 2012, Statistics Canada

*CTC Research

¹ Government Revenue Attributable to Tourism, 2011, Statistics Canada

6.1.1. Competitive Advantages and Weaknesses

Canada ranks eighth in the World Economic Forum ranking of competitiveness of the tourism sector among 140 countries (Blanke et al, 2013). This ranking is based upon 14 pillars of competitiveness and constitutes a measurement to determine the adequate policies and factors that make tourism attractive in a country, namely the Travel and Tourism Competitiveness Index (TTCI). Table 4 shows the top 15 countries in the TTCI in 2011 and 2013.

According to this report, the key competitive advantages of Canada lie in its rich natural resources that include a large number of world heritage natural sites. Moreover, Canada has highly qualified human resources. Canada also offers many cultural resources, among which can be highlighted its many international fairs and exhibitions. Canada ranks first with regards to airport infrastructure. Indeed, there is a large network of well-developed airports, which can be explained by the size of the country.

The weaknesses that Canada faces are environmental. Indeed, the country seems unable to enforce environmental regulations and the CO₂ per capita is high. Moreover, Canada's visa requirements are very demanding. The price competitiveness in Canada is also poor, particularly with regards to the ticket taxes and airport charges, and

purchasing power parity. The purchasing power parity estimates the exchange rate between different currencies in real terms. Thus, it allows the comparison of what a consumer / tourist from the country A can consume in country B. Hence, tourism in Canada is expensive for both international and domestic visitors.

Table 4: Travel and Tourism Competitiveness Index (2011 and 2013)

Rank	2011	2013
1	Switzerland	Switzerland
2	Germany	Germany
3	France	Austria
4	Austria	Spain
5	Sweden	United Kingdom
6	United States	United States
7	United Kingdom	France
8	Spain	Canada
9	Canada	Sweden
10	Singapore	Singapore
11	Iceland	Australia
12	Hong Kong	New Zealand
13	Australia	Netherlands
14	Netherlands	Japan
15	Luxembourg	Hong Kong

Source: World Economic Forum Tourism Competitiveness Report, 2013

6.1.2. The Role of the Canadian Tourism Commission

The Canadian Tourism Commission (CTC) is the national tourism marketing organization in Canada. It aims to sustain and improve a dynamic tourism industry via the promotion of the public-private partnership, but also between provinces, and territories. The public-private partnership is embodied by actions such as public and private investments in parks, infrastructures (transportations and facilities for example), attractions, and events. The activity of the CTC primarily regards the 157,000 tourism related businesses (Statistics Canada, 2011). It concerns over 608,000 jobs in the Canadian economy (Statistics Canada, 2012).

The CTC created a platform for the international meetings, conventions, and incentives travel program, namely the Business Event Canada (BEC). The role of the BEC is to increase sales, and focuses on business and economic development. It also

aims to promote Canada’s image internationally as an ideal meeting place capable of luring international delegates. This platform reveals the importance given to the Meetings, Incentives, Conferences, and Exhibitions (MICE) industry as a key driver of the Canadian economy. Many opportunities are driven from events. The CTC realized the potential that hosting events can create, as long as the city deals with it efficiently. Indeed, it is the occasion to promote tourism and to trigger a craze for the city and give international exposure to the city, the region and the country.

Indeed, incentive tourism and travel for attending events combined account for 2 million visitors from the Canadian key markets of the United States, France, Germany, and the United Kingdom (CTC Annual Report, 2012). This part of the tourism sector represents \$1.8 billion, which is 23% of the total spending of inbound overnight travelers (CTC Annual Report, 2012). Moreover, Canada is the first outbound meeting location from the United States, which generates about \$1.4 billion (CTC Annual Report, 2012). Table 5 below demonstrates some results achieved via the activities of the BEC, from booked business event for the year 2012 in Canada.

Table 5: Results from booked business event

	2012 Results
Attributable tourism export revenue	\$44 million
Attributable government tax revenue	\$14 million
Attributable federal tax revenue	\$6 million
Attributable jobs supported	327

Source: Canadian Tourism Commission 2012 Annual Report

6.1.3. The Example of the Ottawa Convention Center

According to the Economic Impact Study undertaken by Ipsos Reid for the Ottawa Convention Centre (OCC), in 2012, the OCC attracted 54,500 out-of-town visitors generating \$101 million to the city of Ottawa (Ottawa Convention Center, 2013). This data reveals the influence of such a facility on the local economy and on tourism exposure. Table 6 shows the results of the Economic Impact Study for the OCC in 2012.

Table 7 reviews the year 2012 for the OCC. In 2012, 527 events occurred in this facility and welcomed 315,300 attendees, moreover, 90 national and international

conventions were hosted. The activity of the OCC was responsible for the creation of 1289 jobs that generated \$53.5 million in labour income.

Table 6: Ottawa Convention Center - Economic Impact Study 2012

Direct spending:	\$101 million:
Attendee spending	\$78 million
Exhibitor spending	\$16 million
Production spending	\$7 million
Out-of-town visitors:	54500:
Delegates	47000
Staff	6000
Exhibitors	1500

Source: Ottawa Convention Centre (2013)

Table 7: Ottawa Convention Center - The Year 2012 in Review

Number of events	527
Number of attendees	315,300
National and International Conventions	90
Ottawa's GDP contribution of the direct spending	\$81.5 million
Jobs* created	1289
Labour income	\$53.5 million

Source: Ottawa Convention Centre (2013)

*direct, indirect, induced

6.2. Economic Impact of Events

According to Ottawa Tourism (2013), in 2012 the economic impact of the event industry in Ottawa was \$11 817 000. It can be noted that special events are powerful motivators, attracting visitors to Ottawa. Indeed, according to a survey conducted since 2010 by Ottawa Festivals on 2,703 visitors considering 13 festivals, about one-third of

participants were coming from outside of Ottawa. For example the Canadian Tulip Festival generates 40 to 60 million dollars every year. This event is promoted by both Ottawa Tourism and Tourisme Outaouais (region nearby Ottawa), which highlight the importance of partnership for successful tourism event / attraction.

The activity of the event industry impacts many services of the local economy. In the following subsections, a description of the services affected, and more particularly the transport and accommodation sectors, will be given. Then, the case of the impacts on the government revenue will be described.

The organization of an event participates in the dynamism of the locality that hosts the event. Indeed the event not only attracts locals but also out-of-town visitors who need transportation, accommodation food and beverage services. The surroundings (hotels, restaurants, boutiques, mall, etc.) of the venue in which the event is hosted, are positively affected, as it brings in a new market. It can also be noticed that the whole local economy beneficiates in monetary and promotional terms from the happening of an event. These factors explain the importance of the site selection. The Major industries affected are accommodation services, food and beverage services, retail trade, arts, entertainment and recreation, information and cultural industries, transportation, finance, and insurance.

The following subsections describe the economic impacts on the transportation and accommodation services, as well as the revenues accrued by the government.

6.2.1. Transportation

The happening of an event in a particular location will impact the transport sector of the local economy. Delegates, exhibitors, and event planners require transportation to and from the venue of the event. For example, the economic impact study conducted by Ipsos Reid for the OCC (Ottawa Convention Centre, 2013) reveals that delegates use taxi, limousine, car rental, and shuttle services. Table 8 below assesses the revenue of the transportation sector stemmed from the activity of the OCC in 2012. In 2012, the activity of the OCC generated almost \$6 million of revenue in the transportation sector.

Table 8: Ottawa Convention Center - Transportation Sector in 2012

Transportation:	\$5.998 million*:
Local Airport Improvement Fees	\$500,000
Revenues for Local Taxi Drivers	\$2.090 million
Local Car Rental Companies	\$1.78 million
Local Shuttle Companies	\$325,000
Gasoline Sales	\$1.303 million

Source: Ottawa Convention Centre (2013)

*Revenues generated annually

6.2.2. Accommodation

Delegates require accommodation when participating at an event. It is also the case for the staff of the event agency if the event occurs outside the city they are based. According to Ottawa Tourism (2013), 26 260 room nights were booked in 2012 for event purposes. In the survey conducted by Ottawa Festival, it is revealed that among the visitors surveyed 48% stayed in a paid accommodation (hotel for example), 34% stayed with friends or family and the remaining part did not specify.

6.2.3. Government Revenue

The activity of the event industry directly or indirectly affects government revenue. As revealed earlier in the case of the whole country, the government revenue generated by the tourism sector is high, particularly through taxation. The study commissioned by the OCC (Ottawa Convention Centre, 2013), considered 57 events that occurred in the new facility in 2012. These events generated more than \$38 million in tax revenues.

7.SELF-ASSESSMENT

The overall experience along the internship was positive. This internship offered opportunities in terms of skills acquired. The main responsibilities and duties during the internship were: delegate services coordinator; program online registration; providing registration / administrative and front line support for conferences and events; coordinate / arrange speaker / VIP travel for conferences, and assisting the logistics manager.

Being immersed in the field of study allowed a better understanding of the challenges and gave the possibility of having different perspectives on what is at stake. The interactions with all the actors involved in the process (from the event planner, the local community, and the clients) was of great importance to collect data and gain further insight on the various aspects of the industry.

Participating in the on-site event Vascular 2013 in Montréal was a very enriching experience as it allowed an understanding of the importance of the work that has been done before hand and all the details that needed to be thought of prior to the event. In addition, the event gives the possibilities to actually take part in the experience of the delegate as the event planning team is a part of the good progress of their experience during the event. Being part of the registration means being the first people the delegates come in contact with during the event. Even though the overall experience for the on-site event has been very positive, some difficult scenarios occurred in dealing with the delegates.

At Vascular 2013, the researcher was responsible for overseeing the on-line registration stations and also training the on-site staff. The researcher was well versed with Vascular registration and the on-line system (conference.com) including all the organizations involved as well as the potential on-line registration issues and so was able to problem-solve efficiently.

At Nurse Practitioner's Association of Ontario (NPAO), the researcher worked at registration but was also responsible for speaker communication pre-conference

(liaising with the logistics manager), and so was able to deal with speakers on-site as well as some of the moderators coming to the registration desk looking for speaker biographies, etc. Following the experience gained at Vascular, the researcher was able to take initiative to set-up the registration desk on-site for NPAO, and got things organized and concentrating on registration issues, badge reprints, reports, etc. before opening.

At Canadian Council on International Law (CCIL), the researcher experienced the logistical aspects and helped get the room set-up before each session (tent cards, water for speakers, checking presentations, sponsor logos, etc.). The researcher oversaw some of the volunteers on-site as well as ensuring they had their room assignments.

The qualitative approach chosen to conduct the study entailed the researcher to acquire further observation skills and be more mindful of details. The researcher has grown tremendously since the start of the internship. The researcher became conscientious and detail oriented and strived to do things right the first time. The researcher was polite with conference delegates and was willing to help them as best she could.

8. CONCLUSIONS

Hosting events generate a number of positive externalities. Events boost the economy and are a source for other benefits as well. They attract visitors eager to spend, particularly business travelers. When a city hosts an event, the city promotes investment, trade, communication, and technology. Events are a great source of information which prompts education and professional development.

Moreover, the event industry can be seen as a form of promotion of a territory as well as a marketing tool that can promote the image of a region. Its activity participates in the dynamism of a region, and it also federates it through the partnership of many sectors. In the long term, tourism pertaining to an event can be a real driver for local economic development.

The format of the research (internship) allowed gaining a general understanding of how the industry works and more particularly the planning agency. The knowledge acquired and the data collected are unique in the sense that they come from within the field of study and a prolonged immersion in the particular industry.

It was very enriching to be able to experience the conferences on-site after having been part of the process to make the event happen. The knowledge gained from working on-site was also very important. It revealed the importance of qualities such as the self-control and diligence of the event planner. Some situations are delicate and need a quick and adequate solution.

This internship revealed the importance of the Meetings, Incentives, Conferences, and Exhibitions (MICE) industry as an actor in the tourism industry and a driver of the dynamism of the local economy. It implies a structured partnership between many actors from many different fields, who work for the same goal, namely the creation of an event and the welcoming of a large amount of participants. A successful partnership requires good management and long-term cooperation between the different partners. It also means that the communication within the organizing team is of great importance.

The research method adopted allowed the researcher to gain knowledge on the event industry. The validity of the data collected can be supported by the personal immersion of the researcher in the field. As the research took place only in one company, Intertask Conferences, the findings cannot be generalized to the whole industry. Nonetheless, as this is the largest event manager organization in Canada the research results provide relevant information regarding the event industry in this country.

Extrapolating the results for other countries is more difficult. The event industry has a very particular environment due to specific regulations for each region, venues, etc... Indeed, the physical environment within which Intertask Conferences is evolving is very specific. For example, it comprises the involvement of the (Canadian Tourism Commission (CTC) and the recognition of the positive economic impact of hosting MICE, paired with a strong public private partnership.

Regarding avenues for further research, data collection in other event planning agencies in Canada would be a natural step. Quantifying the economic impact of specific events would also be an interesting extension to the present research. This would emphasize the benefits for a destination to host this kind of events. Another extension would be to analyze the main challenges that MICE destinations face in order to remain competitive in this highly dynamic sector.

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ANNEXES

Annex 1: The Intertask Company Group

THE intertask
GROUP OF COMPANIES ✓

A Jpdl Company
Ottawa, Montréal, Toronto,
Québec City, Tremblant, Niagara Falls

**Canada's leading providers of conference,
exhibition and special event services
since 1973**

intertask conferences
LIMITED since 1973

- ✓ complete operations management
- ✓ conference attendance building
- ✓ exhibition sales
- ✓ sponsorship programs
- ✓ registration and housing management
- ✓ financial management
- ✓ bridge financing
- ✓ logistics and regulatory compliance

Sonia Higgins, Sales Manager
(613) 238-4075 ext 222
shiggins@intertaskconferences.com

Jpdl
Ottawa

- ✓ special event production
- ✓ corporate incentive programs
- ✓ entertainment and decor
- ✓ accompanying persons programs
- ✓ customized tours and activities
- ✓ ground transportation, shuttle transfers
- ✓ itinerary planning
- ✓ fam tours and site selection

Cheryl McBain, General Manager
(613) 238-1070 ext 241
cmcbain@jpd.com

Imagehouse
LIMITED ✓ creative design and production

- ✓ print production management
- ✓ web design and maintenance
- ✓ on-line registration databases
- ✓ design of conference and corporate logos
- ✓ editing, proofreading and translation services
- ✓ conference materials such as badges, signage and promotional items

Leeanne Akehurst, Director
(613) 238-6232 ext 223
lakehurst@imagehouselimited.com

275 Bay Street, Ottawa, Ontario K1R 5Z5 Canada

Government of Canada Standing Offer and Supply Arrangement
Events Management Services: EN578-092644/007/CX - Contracts up to \$25,000 and EN578-092644/016/CX

Annex 2: Media advisory VASCULAR 2013



FOR IMMEDIATE RELEASE

Montréal to host Vascular 2013:

A world-class event promoting vascular health

Montréal, October 15, 2013 – Tourisme Montréal and the Palais des congrès de Montréal are delighted to welcome in Montréal Vascular 2013, a unique, one-time Canadian event that will bring four separate scientific meetings together under one roof. Promoting vascular health and care, education and research this congress will bring together over 6,000 delegates and 150 exhibitors in Montréal, from October 17 to 20. On this occasion, the media are invited to attend special lectures and debates and meet with leading experts from across Canada and around the world.

Vascular diseases are one of Canada's biggest health concerns - and will touch most of us sometime during our lives. They affect millions of Canadians and cost our healthcare system billions of dollars a year.

To address this growing issue, some of Canada's leading health organizations are joining forces for Vascular 2013:

- The Canadian Cardiovascular Congress
- The Canadian Diabetes Association / Canadian Society of Endocrinology / Metabolism Conference
- The Canadian Stroke Congress
- The Canadian Hypertension Congress

This unique conference has received financial and logistic support from Tourisme Montréal to hold the event in Québec's metropolis. Montréal is proud to host the conference, which will generate economic benefits estimated at more than \$11 million.

WHEN: October 17 to 20, 2013

WHERE: Palais des congrès de Montréal

WHAT: Vascular 2013

Breaking news in the prevention, diagnosis, and treatment of vascular diseases (Heart attack, stroke, diabetes, macular degeneration, Alzheimer's disease, chronic kidney disease, etc.). New surgical techniques and the latest Canadian guidelines.

INTERVIEWS AND ACCREDITATION:

Contact the media office at 514-789-3402

Christian Ahuet

Massy Forget Langlois Public Relations

514-842-2455, ext. 29

Cell. 514-994-7496

Congress information and media registration is at www.vascular2013.ca

Those who would like to follow the conference on social media can do so by using the hashtag #VASCULAR2013

About the Palais des congrès de Montréal

The mission of the Palais des Congrès de Montréal is to attract and host conventions, exhibitions, conferences, meetings and other events. A public institution with a commercial vocation, the Palais generates significant economic spinoffs for Montréal and the province of Québec and has proudly contributed to the sharing of knowledge and the growth of Montreal's international reputation as a first-class destination for the past 30 years. For more information, visit the Palais website at congresmtl.com.

About Tourisme Montréal

Tourisme Montréal is responsible for providing leadership in the concerted efforts of hospitality and promotion in order to position the "Montréal" destination on leisure and business travel markets. It is also responsible for developing Montréal's tourism product in accordance with the ever-changing conditions of the market.

For more information, please visit www.tourisme-montreal.org.

Sources: **Tourisme Montréal**

Palais des congrès de Montréal

Annex 3: Sponsorship Level Vascular 2013

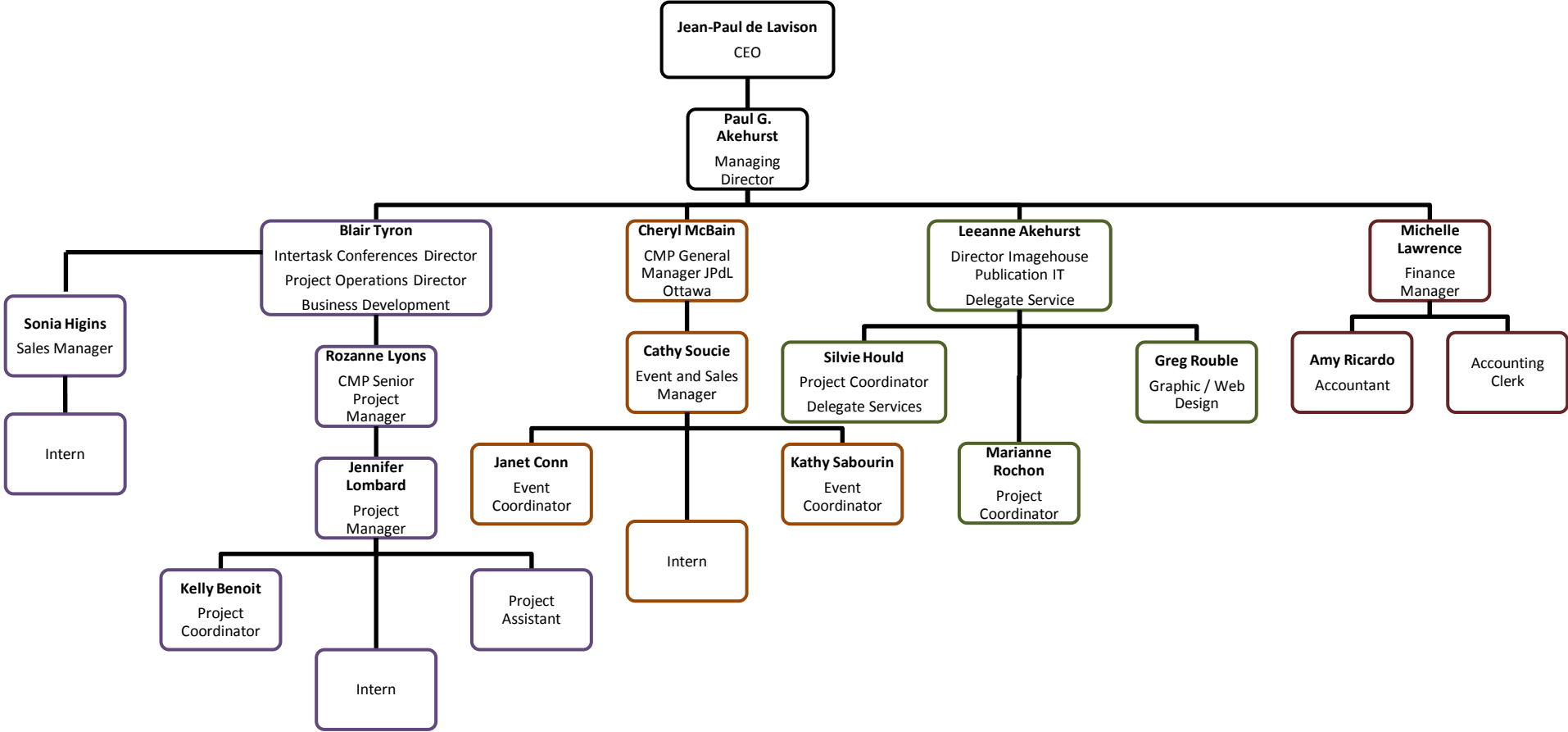
Supporter Levels and Benefits

BENEFIT DESCRIPTION	VISIONARY \$375,000*	PINNACLE \$275,000*	DIAMOND \$125,000*	EMERALD \$60,000*	RUBY \$35,000*
Includes two (2) complimentary Accredited Symposia, and first option of day and time slots. Selection of time slots based on date of confirmation of support at Visionary Level	Two Accredited Symposia				
Includes first option of two sponsorship items from the on-site list of opportunities to a value of \$60,000	Included				
Includes one (1) complimentary lunch time Accredited Symposium, and first option of day and time slot after Visionary Supporters. Selection of time slot is based on date of confirmation of support at Pinnacle Level		One lunch* Accredited Symposium			
Includes one (1) complimentary morning or evening Accredited Symposium, and first option of day and time slot after Visionary and Pinnacle Supporters. Selection of time slot based on date of confirmation of support at Diamond Level			One morning or evening Accredited Symposium		
Priority selection of a time slot for one (1) Accredited Symposium after Vascular 2013 Diamond Supporters (Accredited Symposium fee extra)				Next in line after Diamond	
Use of the Vascular 2013 logo with the phrase "Supporter of Vascular 2013" until December 31, 2013	Included	Included	Included	Included	-
Use of the Vascular 2013 logo with the phrase "Held in Association with Vascular 2013" on all Accredited Symposia related mailings until December 31, 2013	Included	Included	Included	-	-
Also designated at Support Level on each Hosts Annual Meeting website and Supporter recognition materials	Included	Included	Included	Included	Included
Accredited Symposium listing in all Preliminary Programs	Included	Included	Included	-	-
Priority selection of booth space after Visionaries		2nd	3rd	4th	-
Use of Vascular 2013 delegates' list prior to and after the Congress	Included	Included	Included	-	-
Use of Vascular logo on related advertising and printed materials	Included	Included	Included	Included	Included
Complimentary (10' x 10') booth space(s)	18	8	2	1	-
Complimentary exhibitor registrations	18	8	2	1	-
Complimentary full delegate registrations <i>(Universal Exhibitors)</i>	20	9	4	2	2
Corporate logo included with your listing in the Vascular 2013 Show Guide	Included	Included	Included	-	-
A product ad in the Vascular 2013 Show Guide	2 1/2 pages	2 pages	1 1/2 pages	1 page	1/2 page
A full page corporate message in the Vascular 2013 Hosts Final Programs	2 pages	Included	Included	-	-
Opportunity to present a live 30-minute product demonstration in the Product Theatre located in the Community Forum	Included	Included	-	-	-
One single-sheet corporate message insert in the Vascular 2013 Delegate Kit. Inserts must be printed on FSC certified, 30% post-consumer waste paper	2	Included	Included	Included	Included
Opportunity to provide one-room drop at all official Vascular 2013 hotels - all associated costs must be covered by supporter	2	Included	Included	-	-
Placement of corporate name or logo on the Vascular 2013 Supporter Recognition page in all printed / electronic publications and on the Vascular 2013 website, with corporate hyperlink	Included	Included	Included	Included	Included
Corporate name or logo placed on Supporter recognition signage at Vascular 2013	Included	Included	Included	Included	Included
Acknowledgement of support throughout the year leading up to and during Vascular 2013 through: - CDA/CSEM or CCS (CCC) or CSN or HTC society mailings - Acknowledgement during the Opening Plenary - Ribbons for all staff - Signage at your booth	Included	Included	Included	Included	Included

* Based on availability at time of commitment.

APPENDICES

Appendix 1: Organigram of the Intertask Group of Companies



Appendix 2: CCIL: Canadian Council on International Law

Location: Ottawa, Ontario

Date: November 14-16, 2013

CCIL annual conference: International law today draws more and more on actions and actors that traditionally were not seen as sources of international law. The growing impact of these “new” actors’ actions on the international stage might suggest that a radical re-thinking of the sources of international law is in order. The conference will explore that question from a variety of perspective.

Registration Category	Early Rate	Late Rate	Workshop	Banquet ticket	Meals	CCIL Membership
Delegate	\$500	\$650	No	Yes	Yes	Yes
Delegate - One day	\$250	\$325	No	No	Yes	No
Retiree	\$300	\$375	No	Yes	Yes	Yes
Student	\$125	\$150	No	No	Yes	Yes
Student Groups (5 or more)**	\$106.25	\$127.50	No	No	Yes	Yes
Workshop Only	\$200	\$250	Yes	No	No	No
Speaker 100% off*	\$ 0	\$ 0	Yes	Yes	Yes	Yes
Speaker 50% off - Full Conf*	\$250	\$325	50% off	Yes	Yes	Yes
Speaker One-Day*	\$ 0	\$ 0	50% off	No	Yes	No
DFAIT**	\$400	\$400	Yes	Yes	Yes	Yes

*Speakers receiving 100% complimentary registration for the full conference or Speakers One Day will be given a priority code. Speakers receiving 50% off registration fees will register under the Speaker 50% registration category. No priority code required.

**DFAIT & Student Groups will receive an “Approval Code” and registration link to receive the discounted rate.

Activities	Early Rate	Late Rate	Applicable to following categories
Workshop – Delegate price	\$75	\$100	• Price for registered delegates/speakers.
Thursday, November 14			• Speakers 50% get 50% off workshop (optional)
14:00-17:00 (125 Sussex Drive)			• Speakers 100% get free workshop (optional)
			• Speakers one-day get 50% off workshop (optional)
			• DFAIT (Approval Code) get free workshop (optional)

Litigation Workshop Only	\$200	\$250	<ul style="list-style-type: none"> • May also purchase Friday's banquet and annual membership during registration process
Thursday, November 14			
14:00-17:00 (125 Sussex Drive)			
Banquet	\$75	\$90	<ul style="list-style-type: none"> • 1 ticket included with <u>full conference</u> Delegate, Retiree and Speaker registration
Friday, November 15			
19:30			<ul style="list-style-type: none"> • Available for purchase for Students, Workshop Only, and Speaker 1-day
Canadian Museum of Civilization			
2013-2014 CCIL Membership	Regular \$85	same	<ul style="list-style-type: none"> • Included with <u>full conference</u> registration for
(Valid until the next CCIL Conference)	Student \$25		Delegate, Retiree, Student, DFAIT & Speakers (100% & 50%)

Duties:

- Logistics coordinator:

The researcher was in charge of the room set-up: insuring hat before each session the room has the tent card with speakers' name, water bottles, and electronic equipments. It also consisted in answering any last minute speakers' requirements or unexpected incident. The researcher was in charge of the training and the supervision of 3 volunteers.

Appendix 3: Vascular 2013

Location: Montreal, Québec

Date: October 17-20, 2013

Vascular 2013: Vascular 2013 is a unique, one-time Canadian event that brought four separate scientific meetings together under one roof: the Canadian Cardiovascular Congress (CCC); the Canadian Diabetes Association / Canadian Society of Endocrinology & Metabolism Professional Conference; the Canadian Stroke Congress; and the Canadian Hypertension Congress. The event promotes vascular health and care, education and research.

Registration: One common registration process was offered for all delegates, speakers, supporters and exhibitors, regardless of the scientific meeting attending. By registering for one of the scientific meetings, participants had full access to all sessions, including Vascular Day, as well as access to a common exhibition and poster area (Community Forum).

Information about conference planning:

- 3 kinds of booth: - *Linear* (stalls to separate); - *Peninsula* (open on 3 sides, share only one wall with neighbor); - *Island* (no wall)
- Exhibitors arrive after the display company to set up their booth.
- Codes are provided to exhibitors, sponsors and sometimes speakers. Two types of codes:
 1. U-P code: Universal Exhibitor Priority Code: gives access to the community forum and to all the conferences.
 2. E-P Code: Exhibitor Priority Code: gives access to community forum only.
- Accredited symposium Staff: Conference participants are allowed to bring +1 to assist them: receive a code but do not have access to all conferences nor community forum.
- Product Theater: possibility of paying to present a G/S.
- Booth Assignment:

The exhibitors send their application that states their preferences (give three choices by order of preferences) The exhibitor coordinator holds booth and prepare the floor plan according to those preferences and the configuration of the room too because some exhibitors pay for particular booth type. The large booths are for the sponsors (island booth).

- There are strict guidelines on promotion. Booth has to be approved by a government agency. Particularly for the promotion of drugs (Pharmaceutical company).

Duties:

- Exhibitor mobile application:
Input all the data available (speakers contact information, sessions time, location and title of the session...) in an excel sheet that then got sent out to a Dutch Company that designed the application. The delegates can then use it instead of having a hard copy of the final program they can easily access through their smart phone or tablet the information they need.
- Interactive floor plan:
Computer program (Expocad) is used to create an interactive floor plan available on the website. This floor plan displays a view of all the booths the name of the company.
- Different mail box to check daily. Answer emails, in both French and English. One of the mailboxes is linked with Internet Secure, the company that deals with the online payment. Internet Secure process all the online payments. Gives about the status of a payment.
- Guide delegates and exhibitor to register. Need to be aware of all the different organizations and associations which take part of Vascular 2013. There are different kind of membership and different programs for each congress. The fees are also different. Also need to be aware of the key dates (such as deadlines) for delegates and exhibitors. They have to submit a certain number of information for the printing to be done in time and be accurate (badges, application, kit insert, corporate ad, floor plan, payment...).

- Conference.com is a website that provides with online event registration. It is used to register the delegates to the conference. Gives access to the registrants contact information and their financial status. This is also the website where are input new members from any of the participant association. This website allows keeping track of the number of registrants for the conferences. Gives the possibility to pull out reports that give the name of the registrants and the activities they are registered in. Weekly reports were done for each association and send them email with the reports they asked for.
- Proof of status for student and trainee follow up. Necessary in order to get the student rate (the cheapest registration fee).

Appendix 4: NPAO 2013: Nurse Practitioner’s Association of Ontario

Location: Toronto, Ontario

Date: November 7-10, 2013

NPAO conference: The NPAO Annual Conference is the largest nurse practitioner conference in Canada and attracts over 375 nurse practitioners from across Ontario as well as other provinces, and gives sponsors and exhibitors maximum exposure to NPs in primary, secondary and tertiary care.

	Early	Regular
Conference Fee – All (Friday and Saturday)		
NPAO member	\$ 370	\$ 435
Non Member	\$ 495	\$ 575
Student	\$ 240	\$ 240
Exhibitor/Industry	\$ 140	\$ 140
Conference Fee - 1 day (Friday or Saturday)		
NPAO member – 1 Day	\$ 235	\$ 278
Non Member – 1 Day	\$ 315	\$ 365
Student – 1 Day	\$ 130	\$ 130

Duties:

Official link with the speakers and moderators (answering phone and emails with regards to any enquiries they might have, which implies having a good knowledge of the program and registration fees according to each category available to register). Keep track of the forms stating the name of the speaker for each session, whether their travel, hotel nights are paid and make sure all forms are received and all the information is confirmed. Follow up on the speakers’ information. Particularly, whether they get travel arrangement or honorarium for their presentation. Other duties were:

- Update the official program;
- Service for delegate registration, assistant in preparing departure (booking flights, hotel rooms for the staff, packing for the congress);
- Guide delegates through their successful registration;
- Assist logistic to finalize floor plan;

- Keep the database of membership of each association updated (regular emails received with new members to input into online database);
- Sell time slot available to sponsors;
- Comparison this year / last year registration number (every week);
- Strategy for booth assignment (near the entrance, near the food and beverage area, near specific company...). It is important to please the sponsor;