

UNIVERSITY OF ECONOMICS IN PRAGUE
FACULTY OF INTERNATIONAL RELATIONS



TOURISM AND REGIONAL DEVELOPMENT

**M.I.C.E. TOURISM AS A HUMAN RESOURCES
MANAGEMENT TOOL
(APPLICATION STUDY AIESEC)**
BACHELOR THESIS

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Statement

I claim to elaborate the bachelor thesis independently and to mark all quotations from listed sources.

In Prague

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student signature

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Introduction

The inevitable combination of different fields allows experts to observe new ways of use of tourism and also new benefits brought to individuals and organizations. This thesis examines possibility of using tourism as a tool to reach a specific objective. Thesis is focused on tourism services provided to individuals and institutions as a part of their human resources management strategy and observes current practice in student organizations in this field.

The objective of this document is to examine current process of tourism product creation, improve it and introduce a guide for such process. Thesis focuses on the environment of student organizations, entities of fast paced learning process and significant loss of information. Given the high fluctuation of members of such organizations it is crucial for their survival to create an effective process of transfer of knowledge. Based on research done among executive board members of AIESEC Czech Republic personal contact remains the most preferred form of learning outclassing various online platforms and tools. MICE events therefore remain the key channel of knowledge transfer for their high volume reach of learners, interactivity and also networking and socializing opportunities. Therefore it is essential to use this channel to its full capacity and such utilization requires complex planning and precise execution.

The output of this thesis shall mainly serve as a learning material for students actively participating in student organizations, that are in charge of Human resources in general and/or coordinate events organized for other members.

The first part of the thesis consists of theory in both fields, tourism and human resources management. The first chapter observes M.I.C.E. tourism, its principles, forms and specifics. The second chapter focuses on general arrangements of M.I.C.E. tourism, firstly in context of the Czech Republic (specifics of demand and supply) and also in context of HR as such (range of usage options).

The second part of the thesis consists of practical observation made on two non-profit student-run organizations located in the Czech Republic, namely AIESEC Czech Republic and Student union CTU. These organizations are two very different examples of entities run by and serving students, therefore, they are introduced to propose different processes and points of view.

The third part of the text finally presents a crafted guideline for coordination of any event that is supposed to fulfill a particular set of objectives. This scheme shall briefly discuss every aspect of MICE event planning and execution and thereby shall provide the reader with a general overview of processes, roles and benchmarks that shall always be included in MICE event preparation. This manual alone will not guarantee throughout education in field of event

management, but rather shall serve as a groundwork for further studies. It shall be recommended to inexperienced organizers and other parties involved in whole process.

The thesis uses several sources of data, which have set diverse criteria for measured events. It is necessary to mention, that ICCA includes in their statistics only events of minimum 50 participants, that take place annually or bi-annually and rotate among at least 3 destinations. On the other hand UIA reports events that either are organized by an international organization or they are of an “internationally significant nature”, meaning there are at least 300 participants, of which minimum 40% are from abroad (5 different nationalities), and last at least 3 days.

1 Theory of M.I.C.E. Tourism

M.I.C.E. tourism, also referred to as congress tourism, represents a specific segment of business tourism.¹ The acronym stands for Meetings, Incentives, Conferences and Exhibitions, that altogether are specific in high quality and complexity of services, above average expectations and expenditures of participants, professional nature of content, and involvement of multiple stakeholders. Congress tourism contributes to the overall tourism revenues by 5-15% in developed countries.²

According to Oriška (2010, p. 310) although MICE tourism foremost has the scientific-informative function, which fulfills participants' need to exchange information and learn about the newest discovery and progress in their field, other functions carry a significant importance as well including culture-exploring function (the need to explore traditions and customs of hosting destination) and economic function (providing income for possible development of the hosting destination).

The economic function of congress tourism lies not only in primarily providing destinations with above average incomes (according to KPMG (2011, p. 14) a MICE participant spends on average 2-4x more than participant in other segments), but also in the guarantee of demand in low season.³

Terms definition

M.I.C.E.	meetings, incentives, conferences, exhibitions
Meeting	number of people coming to one place for a particular activity
Incentive	event offered as a reward for one's performance
Conference	meeting designed for discussion, consultation, problem solving usually smaller, more selective than congress, limited duration
Exhibition	display of products and services
Host	company or organization ordering a specific event to take place
Participant ⁴	person taking part in the activities of a congress

¹ ORIEŠKA, Ján. *Služby v cestovním ruchu*. Prague: Idea servis, 2010 ISBN 978-80-85970-68-5, str. 311.

² *Analýza kongresového a incentivního segmentu cestovního ruchu* [online]. . Praha: KPMG, 2011, s. 166. Available at: <https://www.mmr.cz/getmedia/b0959ab5-e153-4442-8923-18428c7f7596/Analýza-kongresoveho-a-incentivního-segmentu-cesto.pdf?ext=.pdf>

³ PECHLANER, Harald, Alice ZENI a Frieda RAICH. Congress tourism and leisure tendencies with special focus on economic aspects. *Název publikace Tourism Review of AIEST - International Association of Scientific Experts in Tourism*. 2007(62), 7.

⁴ sometimes referred to as a "delegate" (Oriška, 2004)

1.1 History and specific characteristics

The information about the origin of congress tourism varies. Some sources mention first attempts to organize meetings and conferences of some sort already to the beginning of 13th century.

The first documented event that falls under criteria of MICE is The international medical convention in Rome (1681).

Another benchmark in the history represents the Vienna convention (1814-15) that took place in order to discuss possible solution of the political situation of post-Napoleon time.

Soon after exhibitions started to gain growing importance. In 1851 the first documented exhibition took place in Crystal palace in London, followed by world exhibitions in Paris (1855-59) also connected to building the well known Eiffel tower.

In the modern history (until 1960's) congress tourism experienced slight decline in demand, since it was no longer considered effective and up-to-date.⁵ The events hardly ever took place outside of hotels, lacking any variety in venue supply, and were organized by teams embedded in the structure of the ordering company. That caused the service to be provided by amateurs, that despite being experts in their field had very little knowledge of tourism and event management. This led to a very low quality of such events.

In the end of 20th century, given the always expanding technical progress, innovation and consequently increasing labor division, has organization of MICE undergone major evolution. New venues have been constructed, professional organizations have been formed and up till today we see a rising demand of gathering and exchange of information, especially due to fast development in specific fields of expertise (IT, globalization, nanotechnologies, etc.).

⁵ ORIEŠKA, Ján. *Kongresový cestovní ruch*. V Praze: Idea servis, 2004. ISBN 80-859-7045-7.

1.2 *Related industries and services*

MICE tourism segment is significantly affected by the high number of stakeholders involved. On side of demand, there are clients placing the order, also called Hosts, represented by not only private sector (enterprises), but also by non-profit and non-government organizations, public sector (government and it's agencies), agencies specialized in particular field (culture, sports, education), and also the individual participant.

On side of supply there are two major subjects to be distinguished:

Professional Conference/Congress Organiser (PCO), usually responsible for the complex realization through all steps of the process

*Association Management Company (AMC) - PCO embedded in the structure of client company/organization

Destination Management Company (DMC), entity specializing in MICE tourism in specific destination, aware of local situation and possibilities (KPMG, 2001)

1.2.1 *Personnel in MICE*

Every MICE event is dependant on quality of staff involved. Even though specifics of an event will usually require specialised suppliers and employees, some general roles are mentioned below:

Host is a person or entity under whose protection and jurisdiction takes the event place.

Executive committee sets the goals, strategies and policies for the event.

Organizing committee carries out established strategies and policies.

Project manager⁶ is the single responsible person for the event, usually a part of the organizing committee. Key abilities for this role are customer approach, great communication and organization skills, crisis management, representative behaviour, etc.

Finance committee is responsible for budgeting, accounting and controlling finance. It's chairman acts as the treasurer of the event.

Expertise guarantor is responsible for the quality of content from expert point of view, also for the agenda/programme creation.

Organization guarantor is responsible for quality of services, ensuring a smooth progress of the event from a practical and technical point of view.

⁶ also called "secretary general" (IAPCO, 1987)

Chairman is a person presiding a whole event, single committee or a session.

Keynote speaker is a person that delivers speech or presentation that sets forth the theme of the event.

Hostess is “employed on a temporary basis to work on staff registration and information desks or in meeting rooms at a conference and generally assist delegates” (IAPCO, 1987).

1.2.2 Services to the Host

Services in MICE tourism are characterized as highly complex and complementary. They are provided and consumed in packages, or “chains”.

The primary customer is the Host, company or organization placing an order for a MICE event. Services provided to Host include:

- budget creation
- booking and preparation of the venue
- design and printing of event materials
- promotion of the event
- organization (before, during and after the event)
- translation
- reporting after the event

1.2.3 Primary⁷ services to participant

So called Basic service are defined as the ones specifically provided to the MICE participants. They are crucial for the execution of an event and always should be planned and arranged first. These services provide satisfaction of primary needs of participants in general and also primary needs specific for this tourism segment (the demand for information exchange). Following services may be provided by one or more suppliers that answer to the PCO, which is finally responsible for the event.

The first key service is handled and coordinated by Expertise guarantor:

- **Agenda/programme** (shall be discussed in Chapter 5 in depth)

⁷ defined as Basic by Pechlaner (2007)

All the following are usually handled and coordinated by Organization guarantor:

- **Venue**

The venue shall include presentation rooms, backstage, social rooms and exhibition rooms. It may also include accommodation capacities, hospitality facilities, etc. There are several aspects of each venue to be customized to specific needs of an event including:

- **Room layout⁸**

Room layout is a particular arrangement of furniture. Most common are Theatre style, Dinner/dance layout, U-shape or Boardroom style.

- **Technical equipment**

Technical equipment should foremost ensure superb audio quality to every participant. It can also include beamer, interactive board, artificial lightning, video recording and streaming equipment, simultaneous interpreting equipment, air conditioning, etc.

- **Transportation**

PCO often organizes transfer of participants from collective meeting points to the venue. Charter transportation is inevitably part of MICE tourism services.

- **Accommodation**

Lodging is usually booked very much in advance. Overall volume of accommodation is key factor of price negotiations. Important tool is “rooming list” dividing participants into rooms with respect to their preferences, but maintaining the same level of quality for everyone.

- **Catering and hospitality**

Catering can be divided into three categories:

- basic catering (breakfast, lunch and dinner)
 - refreshments during breaks
 - social events (banquet, cocktail party, luncheon, etc.)

It is also important to keep in mind participants with special dietary requirements e.g. vegetarian or vegan, lactose and gluten intolerant, etc. and to include traditional local dishes in order to introduce culture of hosting destination. Food should correspond to the programme, therefore it is appropriate to serve light

⁸ *Meeting Room Layout Guide* [online]. Northampton, UK: Sundial Group, s. 1. Available at: <http://www.sundialgroup.com/documents/meeting-room-layout.pdf>

breakfast and lunch and filling dinner. Preparation and serving shall not be either time or anyhow else consuming.

1.2.4 Secondary services to participant

Secondary, also complementary, services are provided as addition to basic services, ensuring especially high quality experience of participants. Organizing committee shall respect host's expectation of division of event's time between basic and complementary activities.

Some part of complementary services may be provided to all participants at host's cost, some may be subject to charge.

Given the sedentary character of congress events it is highly relevant to provide complementary activities of some active nature. It is necessary to announce options of secondary services in advance, in order to allow participants to bring appropriate attire and equipment.

Examples of complementary services are:

- reception services during the entire duration of the event
- hostesses
- money exchange
- newspaper and magazine sales
- presentation of items and services connected to the event
- optional entertainment and trips
- guided tours
- cultural programmes
- sport events
- gastronomy events
- sport facilities (sauna, fitcenter, swimming pool, etc.)

1.3 Products

There are multiple criteria to categorize convention tourism events, Oriška (2004) distinguishes two major types:

1. Traditional convention events

These events can further be evaluated and categorized based on variety of criteria including number of participants (small, medium size, large), duration of the event (in days), topic of interest etc. Key criteria is the structure/form of the event, based on which several types of events are categorized:

- **Convention⁹**

Convention is defined as a large event of special, mostly international, importance that is focused on exchange of ideas and information. Convention includes more than 300 participants/delegates who interact in a plenary or in different sections (blocks, discussion groups).

- **Conference**

In contrast conference is meant to offer a platform form solving specific problems and questions. Agreed solutions are then written and signed by participants, by this becoming binding for attending parties. Conference also includes more than 300 delegates international and/or domestic.

- **Symposium**

Is an event focused on more narrow level of expertise, includes scientific presentations to a specified topic from different perspectives. Symposium is usually attended by less than 300 people.

- **Seminar**

Seminar is defined as “collective expert study event” (Oriška, 2004) connecting set of lectures with questions and discussion. It is small event of less than 50 people which allows more intensive interactions, usually covering current activities and problems of participants.

Seminars are often connected to trainings and courses, all connected to education and development, which requires not only passive attendance but also active participation. Possible responsive activities include:

- **Panel discussion** starts with conversation among members of the Panel (experts on the topic, people of interest), then allows audience to ask

⁹ in some cases may refer to a gathering with purpose of election or voting

questions. Panel discussion is usually divided into blocks on specified topics known in advance.

- **Round table discussion** is exercised in group of same status members. The topic of discussion is announced in advance to enable participants to research and prepare themselves.
- **Colloquium** is highly structured discussion between the moderator and the audience, that covers a specific problem or set of problems. First the moderator presents a question or a statement, participants then express affirmative or conflicting opinions. This type of discussion requires high level of communication skills and expert knowledge.
- **Group discussion** allows more participants to be actively involved by dividing the audience in the plenary into smaller groups. Outcomes of such discussion are then presented and compared to findings of other groups.
- **Group interview** is used in group with lack of knowledge on the subject. Firstly the discussion among participants takes place, then their opinions are presented followed by the presentation of the lecturer/moderator.

2. Expositions

Expositions as much as convention events are meant to support exchange of information and ideas, although their key role is to present the latest technology, products, know-how etc. Their specifics are ability to confront supply and demand in the same time and place, they are organized periodically in the same location, their goal is very clear. Expositions tend to be financially demanding for exhibitors and offer wide variety of supplemental activities.

Expositions are categorized according to multiple criteria, including reach and impact (local, national, international), target group (experts or general public), expected outcome (sales, presentation, networking¹⁰) and content (general or specialized).

By structure/form are expositions divided into:

- **Exhibition** is complex promotion event aiming at presenting products and information. Usually bears social, cultural or educational purpose rather than sales goal, although can occasionally be connected to purchase.

¹⁰ networking is creating a group of acquaintances and associates and keeping it active through regular communication for mutual benefit (Business Dictionary, 2017)

- **Fairs** are more extensive than exhibitions and also may or may not include sales of presented items. This event is usually of international participation and serves as a platform for networking and finding business partnership, therefore having a commercial character.
- **Workshops** are not only connected to passive acquiring of information and verbal exchange of knowledge, but also include opportunities to obtain practical experience in specific field. This type of event aims at closing a contract and is usually only opened to experts of the field.

With extending importance of technology in human lives, also MICE tourism is affected by accessibility of such. One of possible innovations is introduction of Hybrid conferences.¹¹ Those do not require participant to be physically present, but only to be connected online. Such process requires live video streaming of the event, often including access to materials of the lecturer, interactive Q&A¹² platform etc.

Benefits of hybrid conferences to a participant are lower cost and time demands, option to only participate on relevant part of agenda. The PCO benefits from lowering cost of participants, but still increasing revenue and total impact of the event.

Disadvantage of the arrangement is lack of actual involvement and interaction, loss of secondary revenue from supplement services, copyright legislation, streaming cost etc.

¹¹ KRÁTKÁ, Veronika. *Kongresový cestovní ruch se zaměřením na využití hybridních konferencí*. Praha, 2014.

¹² questions and answers

2 General arrangements

Business tourism in general is showing strong growing trend, globally rising by 5% in 2015 and expected to grow even more in upcoming years (Travel & Tourism, 2017). According to International Congress and Convention Association in 2015 there were more than 24 000 MICE events organized worldwide (ICCA, 2016).

2.1 *M.I.C.E. In the Czech Republic*

Even though the significance of tourism as such is not anyhow crucial to the Czech Republic, especially in comparison to other countries of the world, it's importance is rising (5.2% growth of direct contribution to GDP in 2016).¹³ And so is the importance of Czechia as a MICE tourism destination, currently holding the 25th place in the world in number of meetings organized and Prague, the capital, holding the 11th place among cities according to the same criteria (ICCA, 2015).

The most important factors for the Czech Republic as an ideal destination for MICE tourism are the geographical location (easily accessible by land and/or air), reasonable quality of infrastructure, wide range of complementary activities, price level, image of a safe country¹⁴ and sufficient accommodation capacity (Havel, 2008, str. 39).

These factors altogether caused a growth of demand in the last decade. Graphic below shows number of participants in Czechia and Prague's share on the demand.

Image 1: Development of number of participants in MICE



Source: author made using data from ČSÚ

¹³ ECONOMIC IMPACT 2017 CZECH REPUBLIC. In: *TRAVEL & TOURISM* [online]. London: World Travel & Tourism Council, 2017, s. 24. Available at: <https://www.wtte.org/-/media/files/reports/economic-impact-research/countries-2017/czechrepublic2017.pdf>

¹⁴ The 25 Safest Countries In The World. *World Atlas* [online]. worldatlas.com, 2017. Available at: <http://www.worldatlas.com/articles/safest-countries-in-the-world.html>

The capacity of the Czech republic for MICE tourism is significant.¹⁵ Major strengths are the high attractiveness of the capital city, sufficient infrastructure for MICE not only in Prague, but also in other cities, competitive price levels, capacity of Václav Havel airport¹⁶, membership in EU and NATO, growing quality of services and former experience with MICE organizing. On the other hand, currency exchange rate, “Eastern Europe” image and low accessibility of destinations outside of Prague stand as a weakness of Czechia.

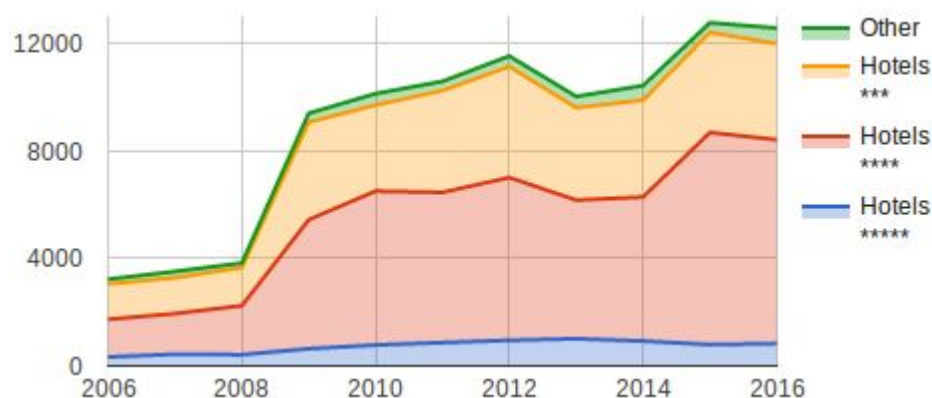
As the biggest opportunities are current uptrend in the worldwide economy, access to EU structural funds, rising importance of destination’s safety¹⁷. On the side of threats the country faces worldwide problems e.g. rising oil prices, terrorism threats, phenomenon of “lack of time” and rising competition. According to MAG Consulting (2006) the biggest competition to the Czech Republic represents Hungary, Poland and Austria. In matter of individual cities, Prague competes with Vienna and Budapest among others.

2.1.1 Supply in the Czech Republic

Supply of MICE tourism divided by field of activity (KPMG, 2011):

Venues - according to TLT benchmark study, there are 852 convention venues with the overall capacity of 441 227 participants. Majority (30.9%) of them are located in the capital city, followed by the Region of South Moravia (9.7%). Vast majority of venues belong to the category of 4* hotels (38.5%) followed by 3* hotels (28%). Most popular are Kongresové centrum Prague, Clarion Congress Hotel Prague and 02 Arena. Outside of Prague also BVV Veletrhy Brno, Grandhotel Pupp, Hotel Thermal and Centrum Babylon.

Image 2: Development of number of events by category of accommodation



Source: author made using data from ČSÚ

¹⁵ Kongresový a incentivní cestovní ruch. Praha: MAG Consulting, 2006. ISBN 80-867-2420-4.

¹⁶ the airport dispatched 13 074 517 people in 2016 (Letiště Praha, 2017)

¹⁷ Czechia ranks 6th safest country in the world (World Atlas, 2017)

There are altogether 116 companies and organizations providing MICE services in Czechia.

PCO - total number of four, all seated and active in Prague; e.g. Garant, AIMS International, Agentura Carolina

DMC - total number of 76, sixty of them seated and active in Prague; e.g. Maxin Prague, Kuoni, Czech-in

Convention bureau (CB) - public institution (in most cases) responsible for promotion of the region, organizing “press trips” (for journalists and interested travel agencies), research and collection of data; e.g. Czech CB or Prague CB (both are a part of Czech Tourism agency).

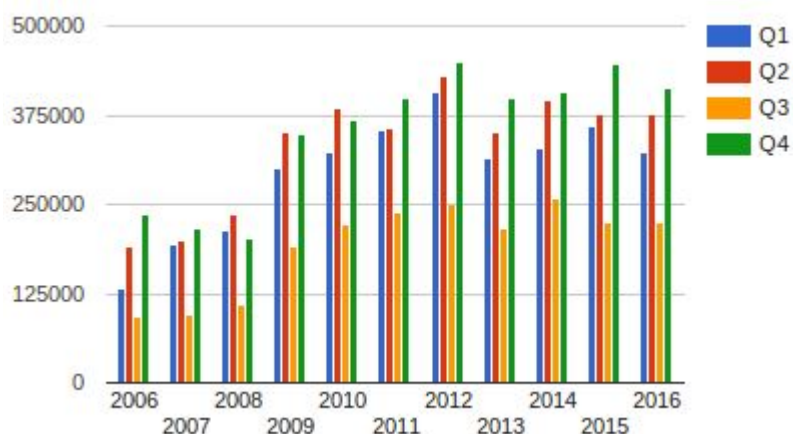
2.1.2 Demand in the Czech Republic

Demand for MICE tourism can be divided into Hosts, the entities placing an order of MICE event and individual participants.

MICE participants are described to generally be experts in a particular field, usually well educated members of middle or upper social class. In majority of cases is their attendance determined and/or funded by their sending institution (e.g. employer). Participants tend to have interest also in supplemental services and in all cases require high quality service. (Luhanová, 2007)

Another specific of MICE tourism demand is it's seasonality contrasting to the seasonality of leisure tourism demand.

Image 3: Seasonality of MICE - number of participants



Source: author made using data from ČSÚ

2.2 *M.I.C.E. as an Human Resources Management tool*

Human resources management is defined as “defining management systems to ensure that human talent is used effectively and efficiently to accomplish organizational goals”.¹⁸

These complex systems include several phases of the process:

Strategic planning - serves as a tool of long term company planning to ensure capacity for reaching goals and visions

Staffing - also known as recruitment, includes the process of defining job description, employer branding, selection of the candidate and onboarding

Training and development - continuous process of meeting target qualification of the workforce

Performance evaluation - activity of tracking fulfillment of KPIs¹⁹ and related personal evaluation (monetary or non monetary)

Working environment - includes not only safety and security of the workplace, but also interactions and relationships among employees (and other stakeholders)

Labor law - set of legislation bills defining working conditions specific for every country

With the economy largely focused on tertiary sector, services, and the world evolving at the fastest pace in the history, the people have become “the organization’s key resource”²⁰, and their behaviour has also been significantly affected by the fast changing environment. It is crucial to exercise appropriate HR policies and processes to fully utilize talents and capacity of all employees, since “organizational performance largely depends on them” (Armstrong, 2003). High demands on quality and customized individual approach are placed on HR managers worldwide in the environment where four very different generations²¹ of workers must cooperate and the expectations of all generation should be taken into consideration.

Generation Boomers - born in 1946-64²²

Very adaptable and flexible generation that has lived through many changes, they bear significant respect of authorities and loyalty, have very collaborative management style.

¹⁸ MATHIS, Robert L. a John Harold. JACKSON. *Human resource management*. 12th ed. Mason, OH: Thomson/South-western, c2008. ISBN 03-245-4275-5.

¹⁹ KPI stands for Key Performance Indicator, measurable variable related to expected results of one’s work

²⁰ ARMSTRONG, Michael. *A handbook of human resource management practice*. 9th ed. Sterling, VA: Kogan Page, 2003. ISBN 07-494-4105-4.

²¹ MCCRINDLE, Mark. a Emily. WOLFINGER. *The ABC of XYZ: understanding the global generations*. Sydney: UNSW Press, 2009. ISBN 978-1-74223-035-1.

²² time range defined for the USA, Australia and well developed countries of western Europe, time ranges for Czechia may be delayed by app. 5 years

Generation X - born in 1965-79

It is considered the “perfect bridge generation”²³, adopting the work ethic and responsibility of Boomers, but are close to the culture and views of Ys. They keep work and private life separated.

Generation Y - born in 1980-94

Members of this generation are very keen on enjoying life, are very self-focussed and emphasize work-life balance. On the other hand they are known to be courageous, innovative and very flexible.

Generation Z - born in 1995-2010

The last generation is very strongly affected by internet and technology. It's members are very active on social media and have enormous access to information. They are very progressive.

Everyone of these generation has very specific needs in matter of all 6 aspects of HR management. This thesis focuses on needs of later two generations, Y and Z, specifically in the environment of voluntary work. Possible use of MICE tourism in HR management lies in following areas:

Strategic planning - MICE serves as a platform for gathering people and opinions and offering undisturbed time to plan

Staffing - MICE may serve as a recruitment event

Training and development - in many cases congress events offer organized aggregated opportunity to obtain new knowledge and skills

Performance evaluation - attendance at MICE may be used as an incentive to replace missing monetary reward

Working environment - due to time assigned to networking and teambuilding, MICE events strive to improve relationships in the workplace

Labor law - does not apply

²³ *New Generations at Work:: Attracting, Recruiting, Retraining & Training Generation Y* [online]. In: . McCrindle Research, 2006, s. 26. Available at:

http://mccrindle.com.au/resources/whitepapers/McCrindle-Research_New-Generations-At-Work-attracting-recruiting-retaining-training-generati-on-y.pdf

3 Practical arrangement in Student Union CTU

Czech Technical University in Prague (CTU) is the major technical university in the Czech republic. The university educates app. twenty one thousand students yearly and therefore represents the biggest technical learning institution of the country. There are altogether 453 fields of study taught at CTU, divided into eight faculties (Civil Engineering, Mechanical Engineering, Electrical Engineering, Nuclear Science and Physical Engineering, Architecture, Transportation Sciences, Biomedical Engineering, Information Technology).²⁴

Given the significant population of students and the czech custom of providing accommodation to its students, University owns altogether eight dormitory buildings across the city. Given the valid legislation, University is obliged to form an official self governing entity with representation of accommodated students that shall be involved in all relevant decision made concerning the accommodation facilities, dormitories. Such entity is elected by a majority of residents and in most cases consists of the most active students to be found that care about the wellbeing of residents and play an active role. For this very reason in 1998 the self governing entity of Strahov dormitory took interest in improvement of quality of residence life and attempted to connect this dormitory complex to the internet. This is later declared the very first project of the Student union CTU.

Student Union was selected as a representative of technical students' organization. Given its size and history it is the most relevant source of information from technical community.

3.1 *Introduction of the organization*

Student Union CTU is the biggest student organization in the Czech republic, associating altogether more than eight thousand members. The definition of the organization states “May for all x from set of student clubs at CTU exist only one covering, consorting and uniting platform called a student union”²⁵.

Student union (SU) offers different types of activities, therefore different types of membership. Members are gathered in three types of clubs:

- dormitory clubs
- clubs of interest
- external clubs

²⁴ České vysoké učení technické v Praze [online]

²⁵ “Necht’ pro všechna x z množiny všech klubů při ČVUT existuje právě jedna zastřešující, sdružující a sjednocující platforma, pak právě tuto platformu nazýváme Studentskou unií.” (Studentská unie ČVUT, 2017)

The majority of member clubs and members remains connected to the student dormitories. Currently there are following dormitory clubs (sorted by size):

Silicon Hill

The biggest dormitory club of SU is located in the area of Strahov Dormitory, includes approximately 4000 members altogether and is the oldest and founding club. It is active in daily life of students, operating study rooms and social rooms that can be freely used by members upon request. It also runs several long term projects (McGyver - electromechanical workshop, Audio-visual center - providing sound and video services within and outside SU, CAD Academy, Linux Academy), organizes cultural events (music festivals Strahov Open Air, SHOW), operates fitness centers across the campus and much more.

Pod-O-Lee

Pod-O-Lee is a club located at Podolí dormitory, in total including app. 1000 members. It is active in operating social rooms, sport facilities, Cisco education centre. Also organizes sport and cultural events e.g. Pod-O-Day, Mezi Bloky.

Buben

Buben is located at Bubeneč dormitory, in total including app. 500 members. Buben is also operating social rooms and Cisco education center and organizes sport events (MayDay) and movie nights.

Sincoolka

Sincoolka unites residents of two dormitories in Dejvice campus, Sinkule dormitory and Dejvice dormitory, altogether including app. 500 members. Aside from operating social rooms offers the club also IT Laboratory and Photo room, where photos can be made the traditional way.

Hlávková kolej

This club is seated at the dormitory of the same name, including app. 200 members. Club operates among others social rooms, sport facility, bicycle storage room and organizes regular board games evenings etc.

Orlík

Next club is also located at a dormitory of the same name, including app. 150 members. The club operates a social multimedia room, expert literature library and organizes cultural events on a small scale.

Fakultní klub BION

Last but not least, FK BION is the club located at Kladno accommodation facilities that almost exclusively host students of Faculty of Biomedical engineering. This club is active not only in daily life of students, but holds a significant role in community life in this town outside of the capital. FK BION operates sport facility, organizes regular board games evenings but also participates on organization of Studentský majáles, major cultural event, Burza učebnic (script flea market) and annual Faculty of Biomedical Engineering ball.

Clubs of interest are not bound to a specific location. They gather students of the same interest and provide them with leisure, educational and other activities. Clubs of interest are following:

BEST

Local branch of an international organization Board of European Students of Technology, that focuses on exchange of information, organizes summer exchange programs, technical competitions (UnIT), expert and career development workshops etc.

GALIBI

This club of interest focuses on empowerment of gay lesbian community and organizes variety of cultural events.

eFDrive

A faculty club gathering students of Faculty of Transportation Sciences that organizes variety of educational, sport and cultural events.

STOH

The club of board games, placed in the area of Strahov dormitory, that focuses on board games playing, promotion and lending.

Klub Čajovna

This klub operates a tea house, organizes tea tasting and other cultural events.

Engineering Student Club

A faculty club gathering students of Faculty of Mechanical engineering, provides students with internship opportunities and connects students with faculty representatives and private sector companies.

FIT++

At the moment the youngest club of interest in SU is a faculty club gathering students of

Faculty of Information Technology. Its role lies in supporting all active students and project at the Faculty, participation on organizing introductory courses and other cultural and educational events.

The third group are external clubs, as their name suggests they are only externally connected to the SU, therefore they stand as a separate legal entity and are affected by internal rules and regulations of SU to a smaller extent. External clubs are following:

IAESTE

Local branch of an international organization The International Association for the Exchange of Students for Technical Experience. The core activity lies in providing international exchange internships, organizing educational and career development workshops and operating job offer platform iKariéra.cz.

International Student Club CTU Prague

This club plays a significant role in integration of incoming international students. It organizes Buddy programme, language courses, social events, etc.

Audiovizuální centrum ČVUT

An independent student club focused on providing sound and video services to external subjects.

SPELEO FBMI

A club focused on sport and science activities, currently very little active.

3.2 Terms definition

SU President	Legal representative of SU, leader of the organization
Cabinet ²⁶	Team lead by the President, responsible for SU Projects and goals, includes different Manager roles
Parliament	Legislative body compound of clubs' representatives
Executive board ²⁷	Governing body of a club elected by its' members
Chairman ²⁸	Leader of the club, formal representative
Internal customer	A recipient of the service that is a member of the organization
External customer	A recipient of the service that is not a member
Retreat ²⁹	Event outside of regular place of order, may include overnight stay

²⁶ in czech "Centrála"

²⁷ in czech "Představenstvo"

²⁸ in czech "Předseda"

²⁹ in czech "Výjezdní zasedání"

3.3 *General characteristics*

Student union informally distinguishes two types of members: active and passive. Passive members are considered those who consume benefits of their membership, but do not contribute to the function of the organization.

Membership in dormitory clubs is obtained based on registration and payment of the membership fee (bi-annually) and can be repealed due to substantial violence of internal rules and regulations. Membership in clubs of interest and external clubs is usually obtained by registration only, although specific conditions may vary.

Active members are considered those, who voluntarily dedicate their time to ensure function or activity of the club. Generally every club has a stable structure of roles and people, that is in place for an election period, and temporary structures and teams that are meant to finish certain project and therefore exist only for it's duration.

Although SU has a long term history, there is very little strategy in HR management. This role is overall underrated and reflects high fluctuation of members in leadership roles. Student union suffers from lack of information on topics of HR structure, processes, knowledge management etc. The only two sources of information is internal knowledge base (wiki.su.cvut.cz) that has not yet been finished, therefore includes only basic information, and oral knowledge sharing.

On the entity level, it is accustomed that there is a specific member of the Cabinet responsible for Human Resources (HR manager). On club level HR responsables can be found mostly in bigger clubs (as members of the Executive board).

The role of HR managers is usually not specified, therefore their activity is foremost affected by the experience and customs of their predecessor and focuses on team building activities and ad hoc delivery of workshops.

3.4 *Products*

Although Student union organizes significant number of education activities, not all of them fulfill the definition of tourism, therefore only products belonging to MICE are listed below.

Generally no outsourced services of PCO or DMC are used, the entire organization is carried out by an embedded Organizing Committee.

3.4.1 External customer

Events organized for external customer usually show significant level of professionalism. In most cases the Project manager is an experienced active member that receives knowledge transition from his/her predecessor. There are moreless specified roles within the Organizing committee that ensure all the functions of an event.

Unfortunately no written evidence of the organizing process exists.

Two major examples of MICE events for external customers are:

Veletrh iKariéra (job fair)

Veletrh iKariéra is a set of an annual job fairs organized by IAESTE. These fairs take place in march and april in all major technical university cities (Prague, Pilsen, Brno, Zlín, Liberec) having participants from outside their regular area of living. Formally belongs iKariéra to Expositions, merging concepts of Exhibition and Workshop.

The purpose of an event is to introduce employers to to students and absolvents of the University and allow them to network and possible agree on employment of the participant. The core platform of the event is an exhibition of kiosks representing companies and institutions in search of prospective employees. Aside from that offers the event also variety of lectures and courses on different topics, e.g. company presentations, soft skills, recruitment process preparation etc.

Regarding primary services, organizing committee usually ensures Agenda, Venue and Catering. Transportation is not organized, yet left to individual arrangement by participant. Accommodation is not relevant given the one-day character of the event. Secondary services play a minor role in this event.

UZEL (introductory long weekend)

UZEL is an annual four-day introductory event organized by eFDrive for freshmen students of Faculty of Transportation Technologies. The event takes place in September in a venue outside of the capital. Formally is UZEL categorized as an Symposium with the topic of university studies at a particular faculty. The primary services include Agenda, Accommodation, Transportation, Venue and Catering. Secondary services are generally limited to sales of of items and services connected to the event.

The purpose of the event is to inform prospective students of the situation on the university and faculty, introduce extracurricular activities and provide opportunity for getting to know one another, networking and teambuilding activities.

3.4.2 *Internal customer*

Events organized for internal customer, member, unfortunately usually show significantly lower level of professionalism. In most cases the Project manager is also an experienced active member that in ideal case scenario receives knowledge transition from his/her predecessor. The roles in Organizing committee are vaguely specified. Unfortunately no written evidence of the organizing process exists. SU MICE events for members include:

Club retreat

Some member clubs (Sincoolka, Buben, Silicon Hill, etc.) organize mostly on bi-annual basis a retreat for active members. These events serve a purpose of an incentive for members' voluntary working, provide education, teambuilding activities and motivate students to stay active. The organizing committee usually consists of executive board members.

Organization retreat

This type of events is organized by Cabinet (either directly or selecting a Project manager specifically for the event), can be divided into:

Parliament retreat

Very scarce event with the purpose of organizing a meeting of Parliament outside its regular place of order. Usually serves as platform for undisturbed effective proceeding and/or negotiation on a specific topic. The last Parliamentary retreat took place in order to craft and vote on new compendium.

SU retreat

This event holds place on bi-annual basis and its aim is defined by Cabinet. It is usually opened for all active members of SU, serves educational, networking and incentive purpose.

Cross-organizational retreat

Since 2014 an initiative to create cooperation among student organizations in the country has evolved. As a result take 2-3 times a year place cross-organizational retreats with the purpose to connect, share knowledge and experience and prepare joint projects. The host role rotates among entities.

All retreats in general formally belong to the category of Seminars and organizing committee ensures full set of primary services (Cross-organizational retreat usually does not include Transportation). Club and Organization retreats also in most cases do not offer complementary services.

4 Practical arrangement in AIESEC

Association Internationale des Étudiants en Sciences Économiques et Commerciales (AIESEC) is the biggest non-political, independent, not-for-profit organisation run by students in the world. The organization was founded after the World War II (1948), to contribute to prevention of recurrence of such war conflict. AIESEC believes that through providing intercultural understanding and leadership experience, fulfillment of humankind's potential and peace can be achieved. Therefore it organizes voluntary and professional exchange internships abroad for students and graduates in more than 120 countries.

AIESEC was selected as a representative of economical and humanities students' organization. Given its size and history it is the most relevant source of information from humanities community.

4.1 *Introduction of AIESEC Czech Republic*

AIESEC Czech republic was founded in 1968 as a local branch of the international organization. Even though its roots lie at the University of Economics, where first independent subsidiary was founded, up to this date has the organization 12 subsidiaries in 10 different cities. There are more than 350 members involved every years in running the organization that provide internship opportunities to more than 1000 students annually travelling to and from the country. The core product of AIESEC is the intercultural exchange. There are three types of internships:

- **Global Volunteer (GV)** is a community development project that lasts 6-8 weeks. Its purpose is to improve conditions in local society and tackle relevant issues. GV internships are unpaid, but usually provide accommodation and even one meal per day for free. There are no requirement for participation except for student/graduate status and age under 30 years.
- **Global Entrepreneur (GE)** is a enterprise development project that usually lasts 3 months. Its purpose is to allow participants to improve their leadership capacity, softskills and hardskills³⁰ by working usually in a start-up environment and being involved in product/service development. The internship is paid and the host organization is bound to provide accommodation to the intern. The participation requirements are individually set by the host organization.

³⁰ “Hard skills are specific, teachable abilities that can be defined and measured, such as typing, writing, math, reading and the ability to use software programs. By contrast, soft skills are less tangible and harder to quantify, such as etiquette, getting along with others, listening and engaging in small talk.” (Investopedia LLC.,2017)

- **Global Talent (GT)** is a professional development internship that usually lasts 6-18 months. Its purpose is to provide intensive work experience and training in chosen field of expertise. Internship takes place in an established enterprise and is paid. The employer does not provide accommodation. The general participation requirements include finished bachelors degree studies, level B2³¹ English language knowledge and some previous work experience in field of interest.

Internships are organized in the Czech Republic for interns coming from abroad (incoming exchange (ICX)) in cooperation with educational institutions (projects EDISON, Speak, EDISON Little) and companies (partnerships with Accenture, Google, KPMG, KB, etc.) and also for czech students aiming to volunteer or work abroad (outgoing exchange (OGX)).

Given the complexity of processes and tasks, multiplex structure of well informed and educated staff members is needed. Therefore AIESEC recruits students to join organization as members to volunteer in providing all services necessary to ensure high quality of internships, this also develops their skills and is considered a leadership experience.

4.2 Terms definition

Member Committee ³²	MC	<i>National governing body compound of President (MCP) and Vice-presidents (MC VP) responsible for particular function</i>
Local Committee	LC	<i>Local subsidiary, usually connected to particular University, compound of President (LCP) and Vice-presidents (LC VP)</i>
Board of Presidents	BoP	<i>National legislative body approving major compendium changes and all financial matters of MC, compound of all LCPs and MCP</i>
Executive Board	EB	<i>Body managing daily functions of LC, creating strategic plans and responsible for results, compound of all LCP and LC VPs</i>
Functional Area	FA	<i>Specific section of LC responsible for certain function, e.g. Communication and Marketing (COMM), Finance & Legality (F&L), Talent Management (TM), etc.</i>
Exchange	X	<i>realized internship, KPI³³ or term representing whole FA providing service to EPs</i>

³¹ defined as “Vantage or upper intermediate” by Common European Framework of Reference for Languages

³² the only body which members work full time paid job, all other AIESEC members are volunteers

³³ KPI = Key performance indicator

4.3 *General characteristics*

There are several specifics to the target group of AIESEC workers³⁴:

- **lack of knowledge and experience** (member target group are university students, primarily freshmen and sophomores)
- **high expectations of stakeholders** (given cooperation with local institutions, enterprises and international corporations, AIESECers are required to act professionally and provide high quality services)
- **high fluctuation** (the election period for every major leadership role (EB, MC) is one year, due to such fluctuation significant loss of information in between generations appears)

Due to preceding characteristics requires AIESEC well structured Talent Management system in order to recruit the right people, allocate them to appropriate FAs and teams, provide them with timely and relevant knowledge and ensure sufficient retention rate and chain of succession³⁵.

The process of talent management is guided by Team standards, and official guidebook issued by AIESEC International headquarters in 2015 and then revised in October 2016. Team standards define a team and set specific processes to be performed during each stage of team experience. The three defined stages and respective processes are:

- Building phase

(team starts to work together, understand the purpose of the team and one's role in in)

- Introduction (get to know, team bonding, introduction to the function/area)
- Plan (expectations setting, purpose and goal setting, strategies, job description, deadlines, budget, etc.)
- Personal goal setting (individual personal development and work goals, action plan)

- Performing phase

(individual progress brings team advancement and performance and delivers results)

- Regular team meetings (tracking, team and plan review)
- Regular one to ones (tracking, coaching, feedback)
- Team day (team bonding, appreciation)

³⁴ generally recognized as AIESECers

³⁵ known as "pipeline" in AIESEC

- **Closing phase**

(final stage of team, members reflect on experience and prepare the next team)

- Report (results achieved)
- Transition (knowledge, skill and information transfer)
- Debrief (key learnings, team experience debrief, next steps)

Several processes mentioned (especially introduction and steps leading to fulfillment of team and personal development) are taking place during MICE events, which serve as major education channel to members. The system of education is noted in Education cycle³⁶ that also specifically includes a part called Conference cycle (defines MICE events taking place throughout the year, their date and purpose). Every event is then managed by individual Conference team (in role of AMC).

4.3.1 Specific roles

There is accustomed a steady structure of the Conference team that includes following members³⁷ with their roles and responsibilities:

Conference Manager (CM) (Project manager) is responsible for the event in general. He is usually a member of the Host (MC, LC, etc.) and represents the interface between Conference team and the Host. His role is to select guarantors and track their progress.

Agenda Manager (AM) (Expertise guarantor) is appointed by CM and bears the responsibility for Agenda and also selects and leads team of Facilitators³⁸.

Organizing Committee President (OCP) (Organization guarantor) is appointed by CM usually based on a selection process. OCP is in charge of practical and technical aspects of the event and also selects and leads the Organizing Committee (OC).

Chair (Keynote speaker/Moderator) usually delivers keynote speech(es), guides participants through the conference and also ensure bonding and desirable atmosphere in the Conference team.

Four above mentioned individuals form so-called Core Conference team, that together ensures the high quality of the conference and achievement of it's purpose and goals.

³⁶ document issued on national level with suggested structure of education then implemented individually on local level

³⁷ first mentioned the term used in AIESEC, than proper MICE term

³⁸ term used for speakers and/or lecturers

As a part of OC, we distinguish Vice-presidents (OC VP) responsible for a particular function. Most common are OC VP Finance, Marketing, Delegates care, Logistics, Technician, etc.

In cases of more extensive events, the Agenda Manager may decide to appoint Track managers that are responsible for individual tracks³⁹.

4.4 Products

There are several tens of MICE events organized in AIESEC Czech Republic every year. Three major criteria of distinction are defined: the relationship of target group to the organization (external customers are EPs and general student public, internal customers include members of the organization), the scope on the event (international, national, local) and the character of the content (general, functional, specific).

4.4.1 Products for external customers

Products marketed for external customers can be further divided into products for exchange participants and events for general student public.

Events organized for exchange participants bear usually only a local character, are free of entry fee and their attendance might be compulsory.

Outgoing Preparation Seminar (OPS)

OPS is usually one day event meant to prepare czech EPs for their internship abroad. Content includes introduction to AIESEC, Exchange Programme Policies⁴⁰ review, previous participants' experience, cultural shock information and also individual goal setting. OPS fulfills the characteristics of Seminar, and requires basic services of Agenda, Venue and Catering, complementary services are never included.

Incoming Preparation Seminar (IPS)

IPS is a multi-day event organized for incoming interns, EPs from abroad. It usually takes place in the very beginning of their exchange and reflects activities of the project they participate in. Content includes expectations and goal setting, czech history and culture, introduction to czech language. It may also include lectures on presentation skills, audience management, language teaching, games for children, etc. IPS fulfills the characteristics of Seminar, and requires basic services of Agenda, Venue,

³⁹ track is a series of lectures for a particular target audience, singletrack and multitrack events are distinguished

⁴⁰ Exchange Programme Policies is a binding document stating rights and responsibilities of all stakeholders of exchange

Accommodation and Catering, complementary services usually include guide services and tours, optional entertainment and trips, cultural programme, sport and gastronomy events.

Talents of Tomorrow (ToT)

ToT is no longer used concept of Seminar for returning EPs. It's structure was very similar to OPS, although the purpose was for students to debrief and reflect on their experience and create a plan to benefit from the exchange in the future. ToT also included cooperation with companies, possibly allowing interns to network and already find an employer that values their international experience.

Events organized for general student public usually bear national character and are organized on less frequent basis. Admissions fee may also be charged.

Career Days (CD)

Career Days is a annual exposition with 25 years of tradition combining characteristics of Fair and Workshop. It has recently transitioned from job fair into a job fest. The former one included mostly kiosks that present companies and their job vacancies. The later presents students with personalized “chill-out presentation spaces” of companies, organizes lectures delivered by companies' top management, panel discussions, gala dinner, after party, etc.

Career days is the biggest MICE event organized annually by AIESEC, the responsible team is extensive and complex and ensures basic services of of Agenda, Venue and Catering. Unlike most AIESEC events, Career Days include wide variety of complementary services throughout the entire duration of the event.

4.4.2 Products for Internal customers

MICE events for internal customers bear not only the purpose of delivering education and knowledge, but also serve as an incentive (since they are usually co-funded by the LC) and team building platform.

The structure of the OC and project scheme and timeline are in general very similar, events differ in size, target group and content. The size of the conference team and individual roles may be adjusted accordingly.

There are following types of congress tourism event:

Local events (for 1-2 LCs)

Local events are usually 2-3 day long gatherings. Such events usually bear characteristics of Seminar and ensure basic services of Agenda, Venue, Accommodation, Transportation and Catering. Members of the conference team are usually members of the local EB, except for OCP (selected based on application) and Chair (EB/upon invitation).

Some examples include:

EB to EB is a transition seminar intended to facilitate exchange of information between current and newly elected EB.

Leadership Body Days⁴¹ is a training seminar that aims to provide prospective Teamleaders with knowledge necessary to lead a team.

Local Training Conference is induction seminar for new members that is meant to introduce them to AIESEC, their team and allows them understand their role and job description.

National events

National events usually last 2-4 days and depending on the target audience belong to Seminars/Conventions/Conferences. They ensure basic services of Agenda, Venue, Accommodation and Catering, Transportation is organized independently by participants. CM and AM are usually members of the MC, OCP is selected based on application and Chair is personally invited by MC, although at some events of smaller size Chair may be missing. Some examples include:

Events of general content take place bi-annually (Fall Conference, Spring Conference) and generally serve as platform for providing education, national direction setting, strategic planning and networking.

Events of functional content take place two to three times a year, always gathering members of 1-2 FAs. The purpose of these events is to teach specific functional knowledge and skills, solve a common problem, plan functional strategies and activities.

Events of specific content always have a specified purpose that is in advance communicated to participants. Unlike other mentioned events is rarely part of the Education cycle, attendance is therefore rather voluntary. Examples are NEXT Conference (focused on personal development) and PifCo (leisure activities and relax).

⁴¹ Leadership body stands for EB and all Teamleaders of LC

International events

Events of international scope take place on annual basis. In most cases they last minimum of 4 days and fulfill characteristics of Conference/Convention. Basic services of Agenda, Venue, Accommodation and Catering are covered, Transportation is organized independently by participants. Unlike other events, international conferences usually offer a variety of Complementary services (guided tours, cultural programmes, presentation of items and services connected to the event, etc.). Preparations routinely have a duration of more than 6 months and are handled by a conference team of very experienced individuals.

Events of general content are Central European Congress (event for VPs from countries of Visegrad group that takes place in Győr, Hungary) or International President Meeting or International Congress (most prestigious event organized mainly for MCs, the host country changes every year).

Events of specific content have a special focus that develops participants' abilities beyond regular AIESEC experience. They are usually very prestigious, select participants based on complex application forms (due to overflow of interest) and require participants to pay a significant admissions fee. Examples are National Leadership Development Seminar in Germany (week long personal development event) or International Train the Trainers (focus of teaching, training, presentation and facilitation skills, organized in e.g. Belgium, Turkey, Lithuania, Romania and Czech Republic).

5 General AIESEC conference scheme

The process of organizing an event of congress tourism is complex and requires multiple steps and stakeholders. In order to secure successful fulfillment of set goals it is necessary to have all aspects working synchronously and complementing one another. This can only be achieved by proper planning and timely and precise execution of the plan.

Following scheme shall serve as a general guidebook for organizing such event with a achieving purpose relevant for the present situation of the host and the target audience, in order to capitalize on all accessible resources and utilize the human resources potential in the most effective way.

Like most activities conference planning may and should be designed according to the Golden circle method⁴². In following subchapters and sections the thesis focuses how to sufficiently manage Why, How and What should the event provide.

Each subchapter refers to a specific part of the process, particular phases may be done simultaneously, although the organizer is highly recommended to follow suggested order of activities.

5.1 *Purpose of the event*

Why is the event organized? What is the purpose of it?

The role of the conference and it's aims should be the first thing specified. In most cases, the host shall establish a steering committee in charge of defining the purpose of the event.

Suggest process is to first analyze the current state of the entity, then consult long term strategies and based on that specify concrete purpose, why the conference shall take place, and set the time frame.

Situation analysis

One of tools that may be used for analysing the current state is SWOT analysis⁴³ (image bellow). The input for such analysis may include brainstorming⁴⁴ of members of steering team, other workers of the host, prospective participants and even external experts. All inputs shall be evaluated and noted in order to portrait situation as accurately as possible.

⁴² SINEK, Simon. Start with why: *How Great Leaders Inspire Everyone to Take Action*. Brno: Jan Melvil, 2013. Žádná velká věda. ISBN 978-80-87270-55-4.

⁴³ “basic, analytical framework that assesses what an entity can and cannot do, for factors both internal (the strengths and weaknesses) as well as external (the potential opportunities and threats)” (Investopedia, 2017)

⁴⁴ “group creativity technique, the aim is to generate as many ideas on the topic” (ManagementMania.com, 2016)



Image 4: SWOT (Patrick J. Kidd, 2016)

After reviewing the current state long term plans and strategies should be consulted, namely Global mid-term ambition, National strategies and Education cycle.

Based on this a clear, specific purpose of the conference shall be defined (e.g. Fall Conference 2016 aims to introduce new members to AIESEC and provide them with necessary knowledge and skills to start working in their team and function.).

After setting the purpose, host shall decide who should be the target group, what kind of participants is the event organized for and according to what selection process will participants be admitted.

Based on Education cycle and existing Conference cycle steering team decides for the time frame when should the conference take place. During planning the date also participants' and local specifics need to be taken into consideration (e.g. semester dates, exam period, national holidays, etc.).

It is also important to set a desired price range of the event, perceptive of the financial situation of the entity (possibility of co-funding the admissions fee) and economic capacity of participants (students with temporary low income).

5.2 *Conference team*

Members of the core conference team are in general individually approached by the representative of the host. Members of the executive body of the host suggest possible candidates, discuss options and then address preferred person.

After setting a purpose and time frame, it is key to choose the Conference manager, responsible for the overall smooth progress of the event. CM in general should be an experienced

person with great communication skills and ability to manage (mostly track) other members of the team.

After CM is selected, the search for AM and OCP begins. It is accustomed that AM is also approached directly unlike OCP, who is selected based on application and interview. However method of selection is to be decided by CM.

Both AM and OCP roles require strong team management and communication skills. In addition, AM should have previous training and experience in facilitating and ideally also in Agenda design. OCP should have logistics and finance skills.

Next step as soon as possible requires OCP and AM to conduct selection process of respective teams. It is accustomed to select based on two step process: written application and interview (personal or online). In choosing members of the team, it is crucial to not only weigh their experience, knowledge, skills and reputation, but also to be conscious of their character. For this recommendation from their previous associates proves to be very helpful. In addition personality tests may be used. For forming ideally functioning team variety of tools may be used, although this scheme suggests using following two for their simplicity and clearness.

DISC is a typology used to describe persons personality, behaviour, attitude and communication style. It distinguishes for major character features.

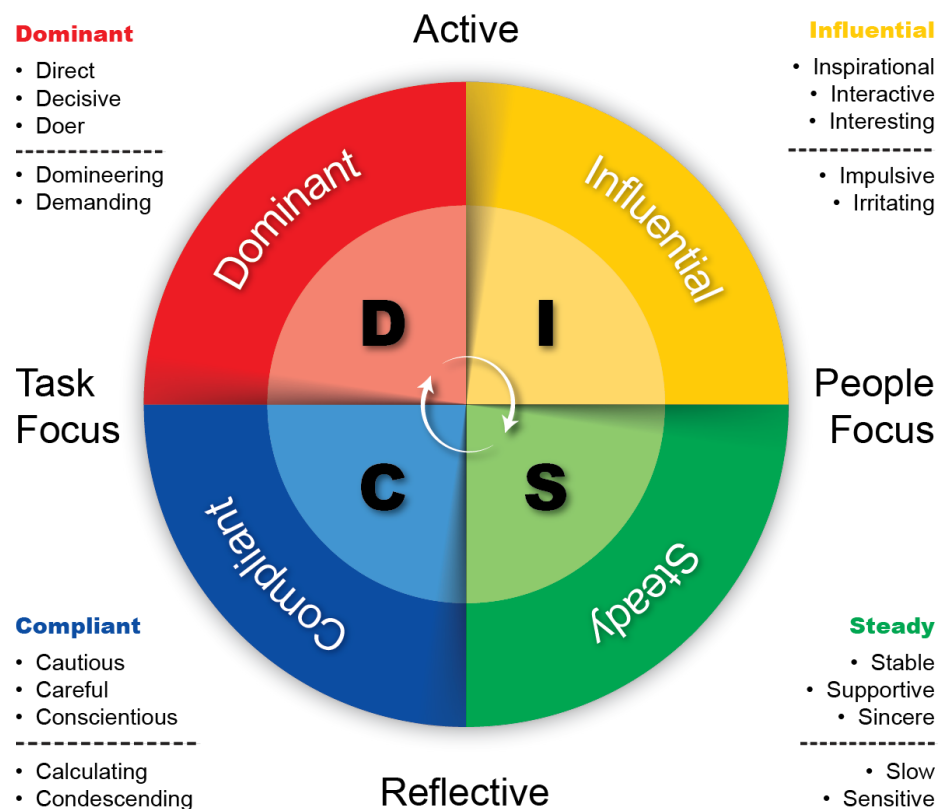


Image 5: DISC (ManagementWorks, 2015)

MBTI (Myers-Briggs Type Indicator) is model of personality based on Carl Gustav Jung's psychological typology. It distinguishes 16 personality types (Attachment 1).

DISC test as well as MBTI test shall be find online in free incomplete versions, that usually meet needs of the organizer. It is important to keep in mind, that no character is “wrong”, however every type has to be managed differently. After assessing all candidates, selector should keep in mind to put together the best team, not a group of best individuals. It is important to create a balanced team that complements each other's character, knowledge and skills. It may even be better to choose a less qualified candidate with strong motivation and passion, then an expert with lack of team spirit.

After selecting the team, announcement of results and feedback to candidates, that were not chosen, team leader (OCP and AM respectively) shall start working with the team according to team standards (introduction, goal setting, etc.). Important part of the introduction process is receiving transition from the previous occupant of this role of the previous year of the same conference or at least of a similar conference.

Last but not least, if a member of the team is not working properly and fulfilling his/her assigned role despite of repeated appeals, the team leader shall never be afraid to dismiss such person.

5.3 Tools

Before either of the teams (OC or Facilitators team⁴⁵) starts working, it is important for respective managers to have at least a general plan of the project realization. In order to plan throughoutly and keep track of tasks, efficient tools shall be used⁴⁶. Some suggested concepts and platforms are:

Google suite

Google Suite, in particular Google documents are a great information storage and sharing platform. It is suggested to create a file, that shall contain all information connected to the event and share it with all involved workers. Access rights can be limited, therefore sensitive information can be withheld. On the other hand it allows all team members to access all information at any point and to collaborate live. It also ensures quick replaceability of one member of the team if needed without loss of information.

⁴⁵ also abbreviated as “Faci team”

⁴⁶ common tongue in AIESEC is english, but it is not a mother tongue to most members, “The end justifies the means.” principle is used and therefore language(s) used do not matter even though it may cause the material to become multilingual

Gantt Chart

A diagram showing activities (tasks or events) displayed against time. The y-axis lists tasks, the x-axis shows progress of time. It is also recommended to constantly assign a person responsible to each task when planning. The tool shall be used for overall planning of tasks and their tracking.

There are professional softwares (paid or free) that can be used e.g. Redmine, Easy Projects, Project insight, etc. but for the purpose of conference a simple Google Spreadsheet or similar shall be sufficient (for example of such chart see Attachment 2).

Trello

When using a spreadsheet for gantt chart, it is useful to also supplement it with a tool like Trello that can be used for smaller tasks delegation, continuous tracking and communication in virtual teams. Trello uses a system of cards, that can be organized into categories (columns) laid out on a particular dashboard. Each card can contain name, description, due date, tag, checklists and a person can be assigned to it. It is possible to create multiple Trello boards.

Podio

Project tool very popular in AIESEC in other countries. Podio allows to manage projects in organized tasks that are very customizable. Podio workspaces can be used as task tracking tool, CRM⁴⁷, Application interface, Communication channel, etc. The major disadvantage is that generally Podio is a paid service.

Online communication

Since in most cases at least some members of the team are not physically present, it is necessary to communicate in virtual environment. There are multiple options for such communication e.g. Facebook messenger, What's up, Skype, etc.

The ideal shall be agreed upon by the team based on personal preference.

The hereby recommended tools are **Slack** for written communication and **Appear.in** for online meetings. Slack allows communication to be divided into channels, it is able to cooperate with variety of tools, has android application and can have notifications muted if needed. Appear.in allows transferring video and audio and written chat, allows screen sharing and works in your browser, therefore does not require installation.

⁴⁷ Customer Relationship Management system

5.4 *Agenda design*

After being introduced to the role and receiving transition shall the Agenda Manager start working on the crucial piece of service - Programme. A useful technique for Agenda creation is mind mapping - a creative and logical way of taking notes and organizing them into visual net or map.⁴⁸ The process of creating agenda consists of following steps:

1. Objectives setting

How we achieve the purpose of the conference?

Based on assigned purpose/goal of the conference, AM shall develop set of objectives (smaller achievable goals, strategies). It is recommend not to set more that 3-4 objectives per purpose, in order to maintain focus and keep the goal achievable. Different objectives may be set for each track in situation of multitrack conferences.

Example:

- | | |
|-------------|---|
| Purpose: | Introduce new members to AIESEC and provide them with necessary knowledge and skills to start working in their team and function. |
| Objectives: | Provide information about AIESEC history and golden circle.
Introduce members to their LC, FA and team.
Provide functional skills and knowledge immediately needed. ⁴⁹ |

2. Agenda design

Based on specified objectives, AM shall design individual sessions⁵⁰ in order to meet the objectives. From a content point of view, once session topics are generated, it is useful to first become aware of the relationships and dependencies of topics to line them up property. It is also relevant to review agenda from the previous year or from a similar conferences.

From a practical point of view, it is necessary to keep in mind that human mind can only stay focused for a certain period of time and that it works at it's best during specific times of the day. Therefore it is recommended to place heavy-content sessions not right before or after meals, regularly make breaks between session and alternate teaching environment and methods.

⁴⁸ more information can be found on www.mindmapping.com

⁴⁹ this objective would then be specified for each functional track

⁵⁰ one time block with specified purpose, content and duration

Designed agenda shall be feedbacked by as many relevant stakeholders as possible to insure it's fulfillment of purpose, relevance to the topic and to the audience.

3. Sessions creation

What concrete activities are taken to deliver objectives? What methods are used?

After the agenda is finalized, content and delivery methods of each and every session shall be specified. For this process, usually a tool session outline (SO) is used, it is a form that divides each session into parts and shows duration, purpose, methods used and material needed (see example of session outline in Attachment 3).

In reality each session is assigned to one or more facilitators that are responsible for designing the session outline, then the SO is feedbacked by AM and the rest of the Faci team and reworked until perfect.

5.5 Organizing Committee

There are several functions of the OC that need to be covered. Ideally each function would be represented by one responsible. In reality can functions be merged to fit the size and capacity of the team.

In general, when preparing the plan of OC activity, it is useful to brainstorm in the group what tasks and activities shall participant undergo during the entire experience. This will help ensure that all vital services are remembered and planned.

Finance

The role of OC VP Finance lies foremost in budget design and price setting. Later on is he/she responsible for invoice management, book keeping, treasury keeping and financial report.

Logistics

Logistics can be defined as process of transporting and placing items and people to the right place. OC VP Logistics is responsible not only for contracting a venue that fits demands and budget, but also for organizing transportation of conference team, guests and participants to the venue, assigning blocks of agenda into rooms, distribution of materials, etc. He/she may also be responsible for catering if not outsourced. This is the key person during the conference and specific demands for this role are great organizational skills and sense of order. Having a skilled and experienced logistics responsible is key to success of OC on site.

Technician

Specific role responsible for technical equipment used during the event including presentation, sound, video and lightning systems. This role may be omitted if the venue owns a

technical equipment or if the service is outsourced. In most cases, Technician responsibilities are integrated into the Logistics role.

Promotion

Also known as Public Relations, Marketing or Communications, responsible for planning and executing marketing strategies. In charge of visual identity of the event, graphic design of booklets, management of communication channels, offline, but mostly online promotion. Simply put, OC VP Promotion is responsible for getting the conference information to prospective audience.

Delegates care

Once a prospective participant is made aware of the event, every piece of communication that follows is handled by OC VP Delegates care. For this reason may these two roles be merged in smaller OCs. The responsibilities include, but are not limited to, answering questions, providing content for delegate booklets, overseeing the selection process of candidates, managing registrations, assigning participants into rooms, groups and tracks and also communicating with delegates on site.

Corporate Relations and Inkind

In order to support financial aspect of the conference and utilize AIESEC partnerships with external entities, this role aspires to establish partnerships and attract donors and sponsors. OC VP Inkind is usually responsible for addressing companies willing to provide material support to the event (stationary, catering, etc.). Other type of partnership may include employer branding activities (key note speech, lectures delivered by company's management) and is usually managed by host's Corporate Relations responsible as a part of longterm relationship management strategy.

Organizing Committee President

Aside from managing the OC and providing interface with Faci team and the host, OCP may be involved in communication with major partners and suppliers (e.g. Venue) and may overtake certain responsibilities of any function. Particular division of labor is upon agreement among OC according to their interests and ability.

In most cases OC is also responsible for **Complementary services** and depending on the size of the conference and target audience may include a respective OC VP.

5.6 *Before the event*

Before the conference aside from continuing with assigned work it is also important to have regular meetings within each team. It not only serves as a tracking and communication platform, but also and a team bonding time allowing the conference team to function better when together on site.

Another activity not to be forget is regular interface meeting with the core conference team, that ensures smooth information transfer between OC and Faci team avoiding mostly Logistics and communications problems.

Vital process before the event is so-called **Dry run**, an activity during which the entire conference is run through minute after minute, recognizing HR, material and logistic needs at every point. Dry runs are conducted multiple times in both Faci team (reviewing agenda one session at a time, making sure that content is well linked and has clear meaning and purpose) and OC (reviewing the whole conference from time of arrival to the site through every session and activity until departure, making sure every change of layout, catering and material distribution and complementary activity has a person responsible, logistics fit needs of agenda, etc.).

5.7 *During the event*

The on-site work of the conference team usually starts two or more days in advance with so-called **Premeeting**. Agenda of premeeting is usually set by the core conference team in order to fulfill multiple goals:

- **team bonding** is vital part of the premeeting. A conference team that has had time to get to know, interact and enjoy some time together will function much better.
- **venue preparation** is mostly in hands of OC, all materials shall be distributed to facis, room layouts shall be organized, information signs and decorations shall be placed throughout the venue, etc.
- **session materials finalization** on side of Faci team includes drawing, printing, cutting, etc. of session materials.
- **final dry runs** of both OC and Faci team, ideally conducted together for better synchrony of the conference team.

Premeeting is also usually the moment when the chair steps in for the first time.

Once delegates arrive and the event starts, it is very important to maintain smooth honest and quick communication in the conference team.

All throughout the conference feedback from participants shall be gathered and reviewed.

Outside of handling scheduled and ad hoc tasks. Conference team should meet at the end of each day to discuss successes and failures of the day in order to adapt and improve immediately.

The role of AM during the conference is to be able to adjust sessions based on feedback and step into any part of programme if needed. Role of OCP is to always be aware of everything that is going on, he/she should remain on site and available to the rest of the conference team at all times. The leadership role may be overtaken by OC VP Logistics simply because he/she is better aware of necessary actions. The role of OCP may also simply taking care of the organizing team (making sure they are rested, do not forget to drink and eat) while they may be overwhelmed by taking care of the participants.

5.8 *After the event*

The conference process does not end with the departure of participants. After restoring the previous state of the venue, it is time to review and reflect. For this purpose **Postmeeting** shall be conducted, ideally only on the following day allowing the conference team to rest and prepare themselves.

Analysis of the conference should include group and individual feedback not only allowing members to reflect and learn, but also to provide organizers of the following year with valuable feedback and lessons learned.

One of the tools used for storing input during postmeeting is **Start-Stop-Continue** analysis, simply ordering input into three categories:

- **start:** What should we start doing? (new ideas, what group is not doing but should, ideas addressing new situations that may not have existed before)
- **stop:** What should we stop doing? (ideas that are not working for the team, without desired outcome, proven impractical, disliked)
- **continue:** What should we continue doing? (ideas working well, successful and/or liked)

Even after the post meeting there are still tasks remaining. OC VP Finance shall overlook that all invoices are paid and booked, VP Logistics shall oversee return of rented and borrowed material, etc.

Last the OCP shall present the host and relevant partners with the conference report stating the success of fulfillment of the purpose and objectives, financial state and feedback from stakeholders.

Conclusion

The research conducted on account of this thesis has shown that even though there are tens of congress tourism events organized by student organizations annually, most of them lack system and planning. Given the volume of human and financial resources invested in this field, it has proved itself to be appropriate to review and improve the process of planning and executing MICE in this environment in order to provide organizations with means to utilize their recourses in a more effective manner.

The purpose of the thesis was to review process of tourism product creation and based on knowledge acquired during studies of Tourism at University of Economics improve this process and design a guide that may be used to execute an event of congress tourism with purpose of contributing to human resources management.

Based on observation of two major student organizations, Student Union CTU and AIESEC Czech Republic, this thesis proposes a scheme for event planning that includes eight key aspects that shall always be taken into consideration, including:

Purpose of the event as a core vision of the MICE product that shall be first set by the host in order to assemble an appropriate team to fulfill the objective of the event and utilize host's resources.

Conference team as a synchronized group of skilled individuals with particular competencies, focusing on choosing right members of the team not only to fulfill their specific role, but also to complement one another's personality, skills and experience.

Tools briefly mentioned to create efficient working environment and allowing all members of the team to focus on the work.

Agenda as the most important service provided both to the host and also to the participant, briefly outlining the process of agenda design and the role of the Expertise guarantor.

Organizing committee as the provider of remaining primary services and usually secondary services to participant and services to the host. This subchapter defines different services, functions and roles that need to be covered.

And also specific actions that should be arranged **before the event**, **during the event** and **after the event** in order to successfully deliver all requested services to every stakeholder.

Aside from the general scheme, the thesis proposes several recommendations to both organizations. Student Union CTU may consider establishing a proper HR function and department, especially given the lack of pipeline in most clubs at the moment. Products of MICE tourism may be an appropriate platform to fulfill HR management tasks in fields of strategic

planning, training and development and staffing. These events shall in the beginning be outsourced since the organization lacks necessary knowledge, but later on can MICE organization become an embedded function of the HR department. For outsourcing it may be beneficial to establish partnerships with organizations that have more experience in this field.

The recommended strategy of improvement for AIESEC Czech Republic shall lie in improvement of utilization of MICE events. As the research has shown, the planning process in general is well thought out and to major extent fully functioning. The shortcomings lie again in transfer of event management knowledge between generations. Therefore it shall be sufficient to create a knowledge storage platform to reduce the loss of information. It is also important to ensure proper transition and training to each member of the conference team, for this a specific set of lectures or a standardized course may be designed. It would also be beneficial to include basics of conference management into general education of member in leadership positions (e.g. executive board, member committee, etc.). Aside from that shall AIESEC Czech Republic focus especially on the first aspect of the conference scheme, the purpose of the event, and annually review the meaning and impact of organized events in order to avoid inefficiency and organization without clear objective.

The major issue faced during the research of this topic lies in lack of written evidence and data, causing the majority of information to be gathered by observation and interview methods. This causes lack of factual evidence to ensure impartial perspective and prove correlation between MICE events and human resources utilization and development.

The aim of the thesis shall be considered fulfilled, since the author has reviewed and improved the process of MICE product creation, presenting a fully functional project scheme. This scheme fulfills the purpose of organizing an event of clear purpose and shows a way to utilize available resources. As aimed, the thesis also introduces overview of processes, roles and benchmarks to the reader altogether proposing rather a general guideline than an extensive complex manual. The project scheme is already being currently put in practice during organization of International Train the Trainers Czech Republic 2017. Selected parts of the thesis shall be store online and distributed among local committees to serve as a guidebook for aspiring event organizers.

The possible future research lies in gathering factual data and linking congress tourism events to key performance indicators such as performance itself, retention rate, productivity of labor, etc. This research could confirm or displace the presumption of important role of MICE events as human resources management tool. In AIESEC Czech Republic there are currently

available (or have been previously introduced) tools of data gathering that shall provide the necessary insight into this topic if properly used and documented in a long term period of at least one year. This may state an opportunity for another academical thesis in field of human resources and education. Relevant findings could possibly also lead to the improvement of financial and human resources utilization in organization of such events and also to the improvement of educational processes, methods and quality of the overall membership experience.

List of Images and Attachments Used

Image 1	Development of number of participants in MICE
Image 2	Development of number of events by category of accommodation
Image 3	Seasonality of MICE - number of participants
Image 5	SWOT
Image 6	DISC
Attachment 1	MBTI
Attachment 2	Gantt Chart Fall Conference
Attachment 3	Session Outline Accelerated Learning

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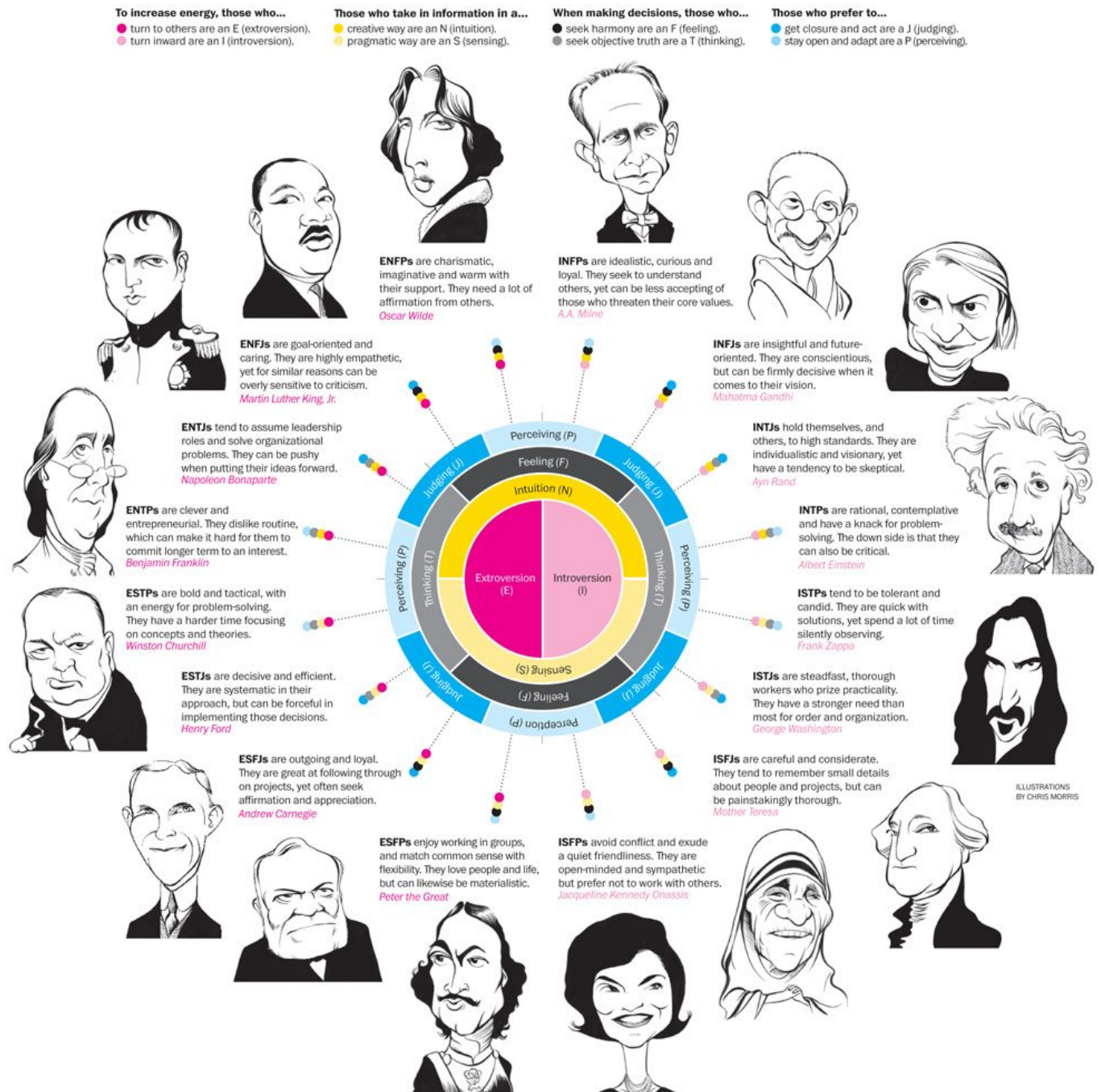
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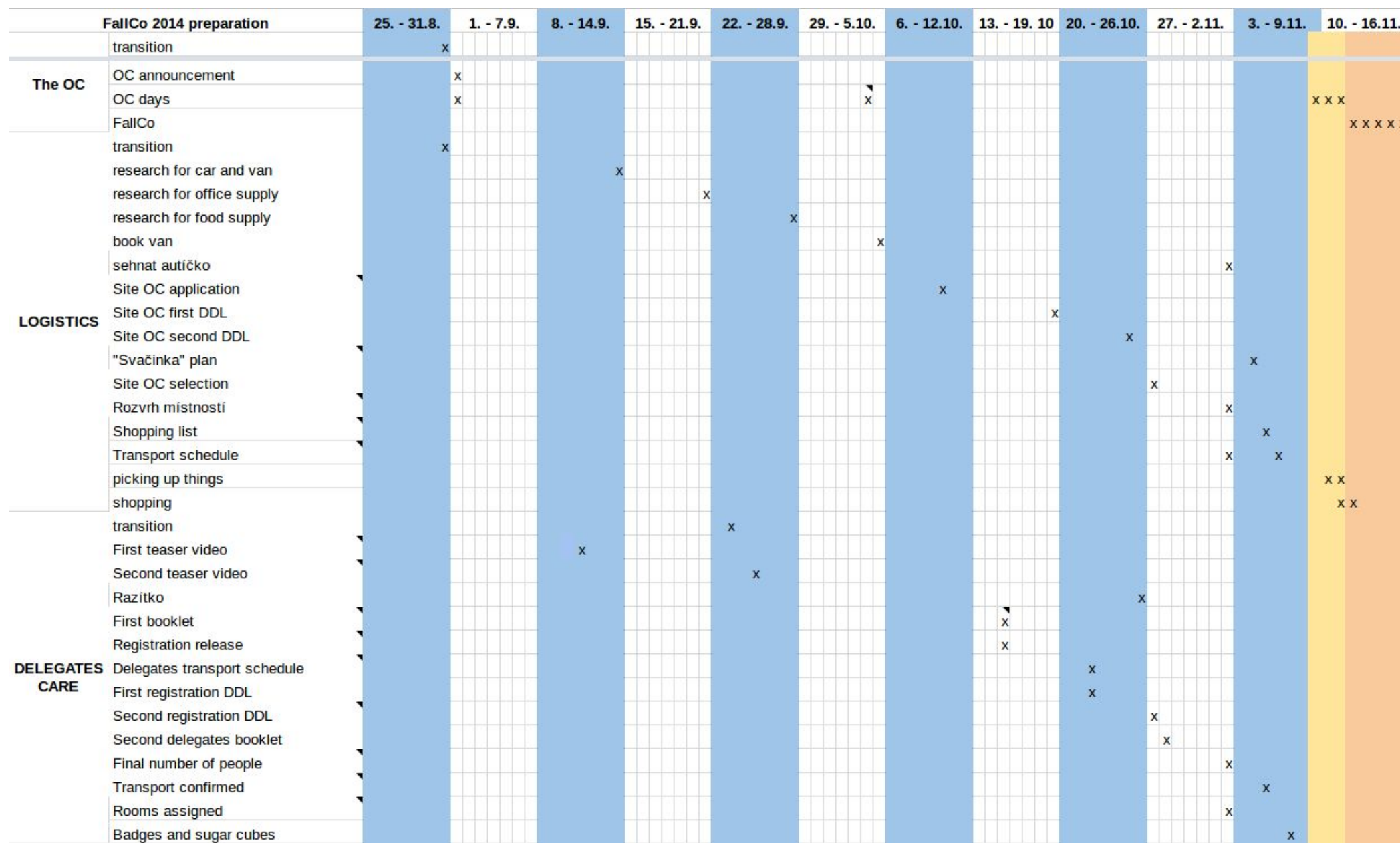
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Attachment 1: MBTI (The Washington Post, 2012)



Attachment 2: Gantt Chart Fall Conference (Author made, 2014)



Attachment 3: Session Outline Accelerated Learning (Faci team iTtT Prague, 2016)

Session name: Accelerated learning		Materials needed:	
		Material:	Amount:
Objectives:	Delegates knows different ways adults learn	colorful post-its	60
	Delegates are able to indentify the different learning types in audience and capitalise on them	Drawn FC	3
	Delegates understand VARK learning styles and Kolb learning cycle.	Blank FC	5
Duration:	60'		
Responsible:	Lenka		
WOW moment:			

Duration	Name of Section	Goal and key message	Content	Materials
15'	Ds session		Minisession delivered by delegates on this topic	TBD
5'	Ds feedback	Exerdsing BIO Feedback		Colorful post-its
2'	Introduction	Explanation of what delegates will learn.	Why is this session important? What will we go through? How is it connected to training? Definition of LEARNING – competency (Knowledge, Skills, Attitude)	
3'	Sushi	Get delegates into topic and show them variety of participants in training group.	Question: „How will you prepare sushi?“ - simply do prepare it somehow - reading „sushi“cookbook - watching „sushi cooking lesson“ on videotape they already have at home - asking for advice Japanese friend living next door	Flipchart
20'	VAR K	Ds get to know the VARK types and identify which of them they might be	Explaining VARK, why is it important? Visual – Auditory - Reading/Writing – Kinesthetic Put Ds into 4 groups (according what type they think they are OR the test they made the day before) and let them create FC (Jak se charakterizují, jak je identifikovat, jak využít?) Prezentace FC Tips how to recognize different types: https://www.sophia.org/tutorials/discover-your-learning-style-with-vark	VAR K FC
5'	Kolb learning cycle	To learn sth properly, we have to go through all stages of learning.	FACI vysvětlí, jak jsme to udělali včera se storytellingem + představí 4 části cyklu (5') KONKRÉTNÍ ZKUŠENOST (ZKUŠENOST) REFLEXE, POZOROVÁNÍ (REFLEXE) ABSTRAKCE, GENERALIZACE (ZÁVĚR) AKTIVNÍ EXPERIMENTOVÁNÍ (PRAXE) + dvě osy Není důležité, v jaké části začneme, ale že projdeme všemi stádii.	Flipchart
2'	Sum-up	Make sure delegates understood how we learn the best	Summarizing what delegates learnt during this training. Dospělí se učí nejlépe zkrz vlastní zkušenost. Learning pyramid - “% of perceived info” - summarizing how we acctually learn the best Jak nám může toto pomoci při tvoření našeho tréninku?	FC with the pyramid
3'	Wrap up	Summarizing what delegates learnt during this training.	Splitting delegates into 3 groups. Each group summarizes one topic. They have time for preparation.	