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how to guide

Procuring Meetings and Events

Part 1 - The Groundwork



Supported by



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1. Setting the scene

Introduction

Fay Sharpe, Chairman ITM Meetings Working Party

It has been my pleasure to chair the ITM Meet working party that has created this concise, practical How To MICE (Meetings, Incentives, Conferences, Events) toolkit for procurement professionals involved in a relatively new area.

Procurement now has a much greater influence over a sector previously fragmented within most organisations. This has brought greater professionalism, but meetings continue to be an emotive subject with not all stakeholders wanting to adopt new processes.

Unlike travel, meetings & events are not easily commoditised and often require a different approach. The advantages of getting it right are enormous, from lowering costs, driving compliance, ensuring consistency and even protecting the welfare of staff through better Health & Safety processes. Getting it wrong can be costly with disengaged staff, poor MI and unquantifiable spend.

In this document we define what MICE is, how to start managing meetings spend strategically, what constitutes best practice and how to adopt it. We have included examples demonstrating that one size does not fit all and that each organisation faces different issues. However, I hope that this guide provides a clear starting point as well as hints and tips.

I would like to close by thanking the procurement practitioners, meeting planners, suppliers, technology providers & agency colleagues who have helped to create this guide. I hope the result benefits buyers, ITM members working in this area and suppliers alike.

Introduction

Liz Lees, Director of Strategic Marketing & Representation, CIPS

In the past procurement's role has been limited to the buying of tangible goods with little involvement and influence in the buying of Meetings and Events, where buying services is as important as facilities. This area has a high potential for value generation.

A study of Fortune 1000 companies suggested that most companies spend between 30-70% of their spend on services with an opportunity to save 10-29% by undertaking strategic sourcing, versus an average of 5-17% for other commodities. Whilst cost management is important, the service categories also benefit from a review of service levels, improvement in quality levels, better requirements planning reduction in administration and measurement.

In business services, the meetings and events sector is a key category for procurement to manage. In the UK, the meetings and events industry has seen huge growth over recent years and is estimated to be worth £1.2 billion in the UK alone. Of this £1.2 billion, around £800m is from corporate meeting planners and £400m comes from agencies.

1.2 Association Perspective - CIPS

CIPS' views are arrived at via an extensive consultation with purchasing and supply management (P&SM) practitioners, people with expertise relevant to the subject, including working knowledge groups and the CIPS Policy Advisory Network (PAN)

- CIPS believes that P&SM professionals should develop a meetings and event buying strategy by assessing your organisations needs
- A meeting and event buying policy should be formalised and communicated throughout the organisation with buy-in from senior management
- Internal roles should be clearly defined at the outset of each event between procurement, internal meeting/event planners, internal clients and suppliers
- A detailed specification of requirements should be developed for each event and agreed by the event team
- Develop a post-event evaluation form, carry out post-event review team meetings and establish a "lessons learned" strategy
- CIPS recommends that P&SM professionals should meet potential suppliers, ideally at their offices, to obtain an impression of their corporate culture. Examples of their previous track record of similar events should be considered in the selection process

In the past, internal meeting or event planners have selected suppliers, whether venues, agencies or others, to deliver a meeting or event. In recent years there has been a growing involvement from procurement professionals when events are being procured. This has created a shift in the traditional relationship and all three parties have to learn new skills and develop new ways of working in partnership with each other.

CIPS feels that the role of procurement in the management of Meetings and Events is here to stay and their involvement has brought about an increased level of professionalism and accountability. At the same time it is important they understand the category they are buying and that by all three parties working together, the business benefits to all will increase. Meetings and Events should be procured the same way as commodities – with objectivity, accountability and an established procurement process.

2. Mapping the market

2.1 Benchmarking data

The size of the meetings and events industry in the UK is estimated to be £22 - £30 billion, supporting 500,000 jobs. 80 million people attend 1.5 million UK meetings and conferences each year.

Either way, this represents 25% of the UK's £86 billion visitor economy – in terms of hospitality, travel and other delegate expenditure.

In fact, the average working person spends eight working weeks per year in meetings; 67% of UK office workers travel to at least one meeting per week, whilst European companies spend circa €100 billion on meetings. Worldwide meetings expenditure is circa US\$300 billion.



2.2 Segmentation – meetings, events & incentives

According to Eventia's 2009 annual report,

- Conferences and meetings are worth £10.3 billion to the UK economy
- Exhibitions and trade fairs contribute an additional £9.3 billion
- An estimated £100 billion in transactions are made at trade events
- Incentive travel contributes £1.2 billion
- Corporate events and hospitality contributes a further £1 billion
- Outdoor events also contribute £1 billion
- Business visitors spend 80% more per night than leisure visitors

2.3 Internal meeting space

More and more organisations, especially the larger ones, see greater use of internal space as an easy way to cut costs from a meetings programme.

According to the Professional Convention Management Association (PCMA), two thirds of meeting planners expect a decrease in meeting budgets of around 23% in 2010. 90% are still cutting meetings due to the recession and 44% due to corporate image considerations.

Meeting Professionals International's (MPI) 2009 Futurewatch survey showed 39% of corporates had identified cost cutting for internal meetings as a priority. (See 5.4 for further detail)

2.4 Average meeting rates – UK vs. Europe

During 2009, meeting rates fell for the second year running in most European cities and fell faster in Europe's four-star hotels than in their five-star counterparts. A survey by Grass Roots showed the greatest drops in four-star Day Delegate Rates (DDR) coming in Milan (27.66%), Berlin (25.25%) and Barcelona (22.62%). In the 5 star category the biggest downturns in 2009 were seen in Berlin (-17.07%), Vienna (-16.87%) and Milan (-13.46%).

2.5 Britain vs. European markets

2.5.1 The UK

The 2009 British Meetings & Events Industry Survey reported a 33% reduction in corporate event volumes; a 22% reduction in the duration of events and a 26% fall in the number of participants. By contrast, 47% of corporate meetings planners reported that they had used overseas destinations for their events in the past year, a much higher percentage than those recorded in previous surveys, with the most-used being Ireland, Germany, France and Spain.

2.5.2 Germany

2009 research on behalf of the German National Tourist Board, the European Association of Event Centres and the German Convention Bureau showed that many German business travellers were staying at home. Overnight domestic business trips remained at 2008 levels but international business trips made by Germans fell back to below the 2006 level. 42.6% of companies believed that 2010 MICE budgets would either fall or remain the same.

2.5.3 France

According to French Convention Bureau CFTAR, meetings and business events in France during 2009 saw shorter events, attended by fewer delegates with lower spend per event and per delegate. As in the UK there is growing demand for mid-week events and consolidation of suppliers.

2.5.4 Europe-wide

Overall, Europe remains the pre-eminent destination for international meetings in particular. But whilst western European cities host most of these events, Central and Eastern Europe cities are increasing their market share thanks to infrastructure development.

European capitals also feature prominently in the top ten international meeting destinations published by the UIA. According to the UIA, the top ten cities worldwide for 2008 were Singapore, Paris, Brussels, Vienna, Barcelona, Tokyo, Seoul, Budapest, Copenhagen, and London.

2.6 Key market trends

2.6.1 Commoditisation & consolidation

- Corporate spending is under the spotlight. The use of specific suppliers and the value derived from each relationship is being questioned
- Corporates are increasingly receptive to strategic sourcing; agencies are offering consultancy services and fulfilment as separate offerings
- Reductions in corporate headcount will see more companies leverage meetings expertise in-house and externally
- Corporates are looking for solutions that offer best practice, cost avoidance and mitigated risk
- There is some polarisation between organisations looking for the cheapest option and those who look for the best value
- Consolidation of spend (local to national; national to international & global) is generating global RFP's
- However the investment required by agents to win and run global projects is a barrier

2.6.2 Meetings alternatives

- Harvard research confirms that face-to-face is the preferred medium through which to change or influence behaviour, and to do business
- However technology is now a permanent part of the meetings mix, not least by adding value to face-to-face, for example via online delegate registration.
- Products such as Telepresence provide compelling alternatives to face to face, delivering cost savings and sustainability benefits

2.6.3 Sustainability

- Adoption of meeting alternatives is being driven by recession and CR (see below); in the future there will be greater mandation of when meeting alternatives should be used
- Sustainability in meetings is not about the delegates but the components of the meeting: however there is ambiguity about how to apply best practice to everyday meetings
- There are a number of accreditation schemes on the market, however the lack of standardisation may further hamper the greening of meetings
- Corporate Social Responsibility (CSR) has been re-branded Corporate Responsibility (CR) to reflect its position at the core of business life

2.6.4 Top trends affecting meetings and events

1. Poor perceptions/Coverage of meetings	15%	(12%)
2. Budget Cuts	13%	(12%)
3. Lower Attendance	9%	(9%)
4. More Meetings Being Booked	9%	(0%)
5. Indecision Due to Economic Worries	9%	(10%)
6. Poor Economy	6%	(4%)
7. Travel Restrictions	6%	(4%)
8. More Web / Virtual Meetings	5%	(4%)
9. Shorter Lead Time	4%	(5%)
10. Optimism Regarding Future Economy	3%	(0%)

() Indicates June '09 responses

Source: MPI Business Barometer August 2009

2.6.5 Meetings considered most important

Meet new client to sell business	86%
Negotiations on contracts	56%
Interview senior staff for key appointment	48%
Meet existing client to sell business	48%
Understand/listening to important customers	43%
Identify new growth opportunity	32%
Build relationship/manage geographically dispersed team	28%
Initiate discussions with M&A targets	26%
Manage major projects in other countries	21%
Manage vendor/supplier relationships	12%

Source: Harvard Business Review – The Value of Face to Face Meetings 2009

2.7A question of terminology

Although a recognised acronym, Meetings, Incentives, Conventions and Exhibitions (MICE) is regarded by some as very outdated, being used extensively only in Asia. The existing long-form of MICE is too wide ranging to apply to the focus of this toolkit, even if Meetings, Incentives, Conventions, Exhibitions are changed to include Conferences and Events.

As corporate procurement does not routinely focus on Incentives or Exhibitions, the acronym most commonly used to describe corporates procurement of meetings and events services is Strategic Meetings Management Programme (SMMP).

3. Defining your objectives

3.1 Before you start

Before you can even think of creating a meetings programme for your company, there are many questions to answer. This list will enable you to ask the right ones and gather the information you'll need to start the journey.

Why are you doing this?

- Data Control
- Leakage / Maverick behaviour
- Health & Safety / Corporate Social Responsibility
- Tighter / Lower Budget Controls
- Travel & Meetings Policy Influences / Failings
- Liability issues
- Process Control / Lack of it
- Measurable Returns on activity
- Internal Meeting Room influences
- Assist in company efficiencies
- Green Policy / Carbon Footprint
- New Video Conference / Telepresence investment or policy
- Quantify and justify the purpose of meetings in your company
- Brand protection

What is the Risk if you do nothing and leave matters as they are?

- None - what are the key indicators that consistently prove this?
- Critical - what are the key indicators that consistently prove this?

Who are you doing this for?

- Board Instruction
- Stakeholders
- Special Internal Project
- New clients causing a shift in the business
- Yourself....it just needs doing!

What is the current position?

- Appears on the surface to be under control but data proves differently
- Totally out of control; multiple agencies
- In control but needs updating to market and economic conditions

What do you currently have in place?

- Full Meetings Management Programme
- Meetings bolted on to Transient Programme
- Some Meetings Management but I need to strengthen
- Absolutely no Meetings Management – I don't know where to start?

Who are your current communications and relationships with?

- Stakeholders / Cost Centre Owners
- The Board
- Key meetings suppliers – (Contracted Agent / Preferred Hotels & Venues on the Programme)
- Others

How is your policy and programme managed?

- Via an internal team booking direct
- Via a specialist HBA or specialist meetings agency
- Via a single agency or roster of agencies
- Via a TMC
- Via technology – Starcite / Arcaneo / C Vent etc
- A combination of the above

What services are you looking to procure?

- Venue sourcing
- Internal meeting management
- SMMP tools
- Event logistics
- Delegate registration
- Production
- Audio visual
- Group travel
- Other

How do you promote and communicate policy, process and programme across the company?

- Booker & Stakeholder workshops
- User / delegate forums
- Intranet Blogs – feedback
- Preferred supplier presentations
- Mandate Policy with support and lead by example from the Board
- Other

How do you process your booking enquiries and confirmations via the above?

- Via telephone
- Via e-mail
- Via online booking system
- Other

Does this work?

- Yes – what are the key indicators that consistently prove this
- No - what are the key indicators that consistently prove this
- Don't know – why?

What about your Data?

- Where can I find data?
- What does it tell me?
- I'd also like to know
- It doesn't give me anything to measure
- It confuses me and never reconciles with Accounts dept / credit card statements / agency and internal reports

Do you know what your spend volumes are?

- By location
- By venue
- Average rate in each location for DDR
- Average rate in each location for 24hr
- Key trends
- Key users and stakeholders
- % going into preferred suppliers

What is the importance of Meetings within your business?

- Why do people meet?
- Who do you ask?
- Couldn't survive without a Meetings Programme
- Very Important – need a programme
- Not very important but it would be prudent to have a programme

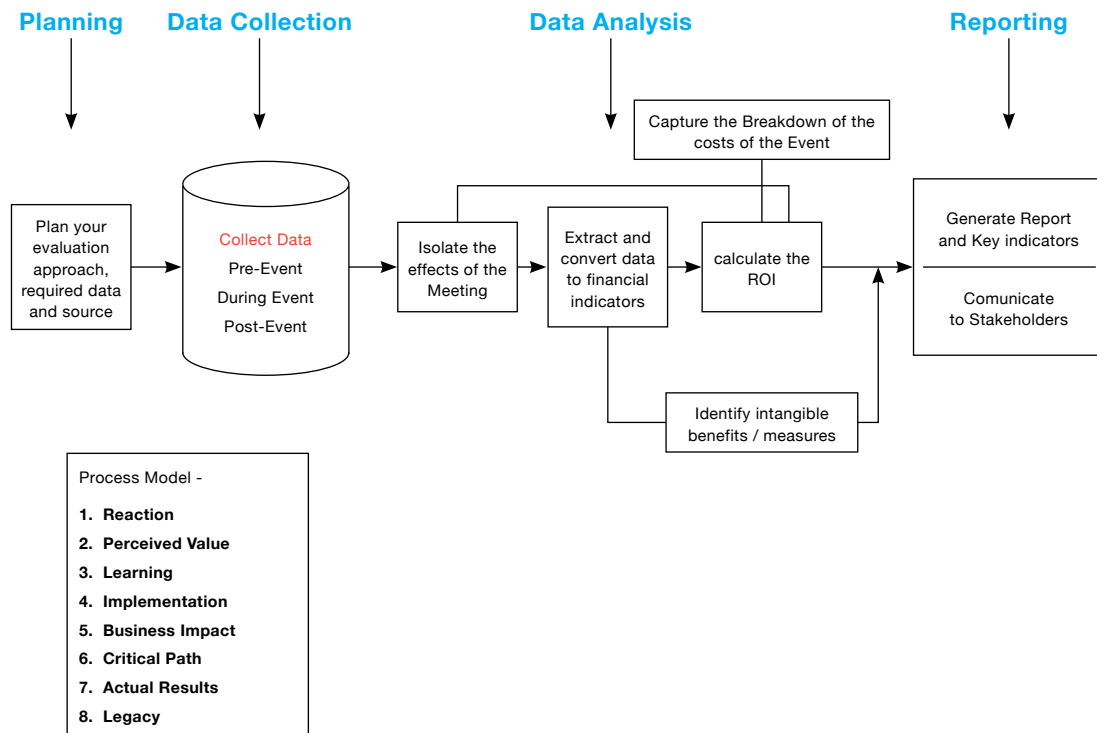
If I need to create a new policy / programme do / will I....

- Get the support from my line manager / Board?
- Am I on my own or do I have the resource to not only create but manage in future?
- Can I get a project team to buy-in and work with me?
- Can existing key suppliers provide the correct quality and quantity of resource?
- Do I need to bring a Consultant in to guide and assist in the project management?
- What other resources can I use?

3.2 First Steps

- Define your objectives
- Identify & engage sponsors
- Identify & engage key stakeholders
- Create a user/support group
- Identify data sources
- Define services required
- Create a policy
- Appoint appropriate suppliers
- Review, refine, innovate

3.3 Why manage Meetings & Business Events?



Source: Produced and used with kind permission by Inkerman Associates

3.3.1 The meeting process

- To plan & view current, past & future activity across the whole business
- To create budgets, threshold indicators & reporting formats
- To maximise buying power by consolidating and reviewing supplier base
- To communicate and manage details – logistics, diaries, technology and improved attendance and experience
- To make payment process simple but compliant
- To measure and communicate all key indicators for next planning session

3.3.2 Meetings, associations & the not-for-profit sector

There are significant differences in purchasing trends & influences between the corporate and not for profit sectors (i.e. charities & associations).

These include:-

	Corporate sector	Not for Profit sector
Types of meeting	Management meeting; staff conference; presentations; training	AGM; education; member communication; fund raising
Most popular days	Wednesday, Thursday, Friday	Tuesday, Wednesday, Thursday
Booking lead times		Longer
Budgeted rates		Lower
Venue types used	City centre hotels; convention centres	City centre hotels; academic venues

3.3.3 Why have a meetings policy

Companies without a meeting policy spend money on meetings & business events and related activities through a variety of providers. A meetings policy allows this spend to be brought under one roof to allow cost savings to be achieved by leveraging existing volumes, and to ensure the safety and security of employees through the use of preferred suppliers and preferred venues.

Key reasons –

- Clearer communication to booking community outlining objectives
- Safer meetings and limited liability
 - Reduce risk to delegates and organisation
 - Standardised terms & conditions
- Enhance control and visibility
 - Meetings policy (alternatives to meetings, virtual meetings)
 - Approval process (duration, size, location, frequency, total trip cost awareness)
- Efficiencies through automation
 - Reduce planner time, attendee registration, invoice reconciliation
- Improved customer experience
 - End to end process – sourcing, booking to reconciliation
- Understand scale and leverage spend
 - Consolidate supplier base (transient and group fare opportunities)
- Create a benchmark against which to measure success of the project

3.3.4 Cost savings/buying power

Estimates on the cost savings to be reaped from a Strategic Meetings Management Programme (SMMP) vary. Aberdeen Group's survey of 300 companies reported cost savings of 11.4%; Starcite estimates between 20 – 25%, however the Association of Corporate Travel Executives puts this figure at between 30 and 48%.

Geography

Instead of assessing the viability of a local or global meetings programme, this should really be split into a European and Rest of the World Meetings Programme. Cultural, economic, language and political differences are more prevalent outside Europe, whereas the use of negotiated agreements and standardised terms and conditions is more prevalent in Europe and North America. This is due to the consistency in larger hotel chain representation. However, the opportunity still exists for a global strategy with local market opportunity for leveraged regional buying and considerations.

Corporate v Agency

Depending on the size of the organisation, local and global reach, and anticipated future buying patterns, the buying power of any organisation can benefit from the advantages of locking into an agency with an extensive buying power. In addition in a dynamic market the opportunities for spot buying are often best realised by an agency that has up to the minute industry information in addition to wider access to short term rate driven incentives by hotels and venues.

Reducing Costs

A preferred supplier programme can bring immediate benefits particularly if backed by comprehensive Management Information (MI). Where no MI is available, it is best practice to adopt a geographical approach to preferred suppliers in the first instance with one-year rates. This programme can be refined and reworked through an analysis of the MI once all bookings have been channelled through one process or supplier.

Added value is also very important. An example of an added value negotiation for a company with a high volume training schedule might be as follows.

Client X booking training into a UK training venue supplier

10% year on year savings against clients previous spend

Added Value of £877.81 per course which equates to a saving of £70k per annum and includes:

- 3 x complimentary syndicate rooms
- Additional syndicate room charge negotiated down from £212 to £110
- CCTV in syndicate rooms; normally £88 per day for 1 - 5 days
- No charge for overnight hold
- Complimentary broadband and wireless access; normally £15 per 24 hours
- Additional flipcharts x three; normally £25 each per day.
- Minimum numbers reduced from 40 to 30

3.3.5 Mandating & compliance

Before starting

Most employees resist or find loop holes if they are compelled to follow strict instructions. The “what’s in it for me” factor comes into play, so securing senior management buy-in is vital. Before implementing any policy organisation-wide, ask yourself...

- What the organisation’s objectives are in mandating the policy
- Whether the policy confirms with the ethos and culture of the organisation
- Is compliance required for employee security, duty of care, financial performance or a combination thereof?
- Will senior management lead by example?
- Does the person/department responsible for the policy have the time, resource and experience to monitor, update and manage it?
- Which stakeholders should be engaged in the process right from the start?

Principles of mandating

The reality is that most companies do not mandate travel or meeting policies. Winning over bookers to a new policy may not be easy, so...

- Review mandated/preferred policy regularly
- Make sure policy is flexible enough to accommodate changes
- Make sure you include stakeholder and main supplier feedback in policy reviews
- Make policy simple, easy to understand & explain why changes have been introduced
- Measure, report and share salient results
- Engage and inform stakeholders, bookers and delegates

Monitoring compliance

A structured managed meetings programme enables compliance to be monitored providing that policy has been clearly defined and communicated.

- Get the agency to help enforce the policy. If the mandate/preferred status is clear and consistent throughout the organisation, the agency will not be perceived as a police force
- Make sure employees understand the penalties for not using preferred suppliers. Ideally, they should not be able to secure payment for their suppliers
- Within the mandate, company policy on employee participation in supplier incentives, loyalty schemes and reward points should be clear

Have realistic expectations

If stakeholder numbers are low and the bookings process is mandated/preferred status, high levels of compliance should result. Companies could expect to achieve 60 - 70% compliance in year one, of a preferred programme rising to 85 – 95% once the programme becomes better established.

- Regard & position the agency as an extension of your internal resources
- Share their costs and fee structures & rebates with stakeholders
- Work with stakeholders to demonstrate the role they each play in the chain
- One meeting can require multiple suppliers and payment methods at different stages. If your bookers and stakeholders are not fully engaged they will conduct their own searches and negotiations

Security & Duty of Care

Every potential risk to delegates travelling to a meeting must be identified, the level of risk to an employee verified as acceptable, and the safety of all delegates monitored. Ask yourself...

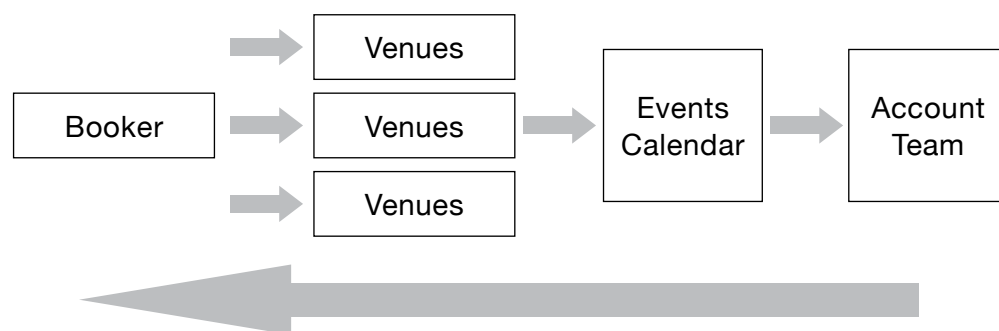
- Are you able to locate all delegates if something suddenly happens?
- Are you able to communicate with them quickly in case of an emergency?

The Benefits

The meetings and events market is much more diverse and extensive than that of the individual travel or transient accommodation sectors.

- Analyse data regularly to identify trends in non-compliance
- Remember that one event for the same number of delegates at the same venue only a week apart will hardly ever cost the same
- Factors such as audience (internal staff/external customer), equipment, entertainment and times can all influence price
- Sometimes an event will require a stakeholder to go outside of mandate. Whilst this should not be encouraged, make sure the process to gain pre-event authorisation is communicated
- A well-formulated, well-implemented policy will deliver professionalism, security and savings by leveraging spend and creating preferred suppliers

3.3.6 Process efficiency



A few questions to ask your organisation

1. How many staff are involved in booking meetings and events as well as their own jobs?
2. Does this situation add value to the organisation?
3. Does the cost of that resource justify them being involved in booking meetings and events?
4. How much more value would be added to the company if this activity was outsourced?
5. How many staff-hours of time does this potentially equate to?

A key challenge is the implementation of processes that bookers will adhere to. 'Selling the benefits' can be time consuming, and this is often why the true contract value is not realised until the second or third year, so...

- Create a procurement group with a contact in each region or country which will leverage policy and give a consistent approach to the purchasing of this area
- Implement a booking process that allows different elements to be purchased over the phone or face to face (e.g. an event brief requiring logistics and production suppliers)
- Optimise repeat areas of business with suppliers securing space upfront in return for excellent rates and terms
- Involve finance colleagues to create standardised accounting codes for meetings management to help benchmark year on year savings and budget planning
- Utilise an agency with a proactive and ongoing approach to implementation that has clear guidelines for new starters and the management of evolving changes to your policy over time

3.3.7 Capitalising on expertise

Many businesses conduct their annual RFPs themselves, believing that by dealing directly with the hotel suppliers and chains they will achieve the very best deals. However, unless you have the expertise and equipment in-house to deploy a robust RFP you may not be able to benchmark the rate returns. Assess the level of added-value offered, and so on.

3.3.8 Business risk

The need to minimise your organisation's exposure to contractual risk is critical, especially at a time when many venues are applying inflexible Terms & Conditions that could mean a client falls into the attrition period on signing and up to 12 months out from the event.

Clauses such as Liquidated Damages and Force Majeure are often heavily weighted in favour of the venue. Best practice negotiation in this area is based on two key elements.

1. Understanding how a venue yields its space according to its business models and bedroom stock vs. meeting space.
2. Direct contact with the onsite Sales Manager, a National or Global Account Manager who understands the bigger picture and can engage with the venue's General Managers to adopt a more flexible approach.

Some organisations have developed standardised contracts that venues are required to sign in order to become a preferred supplier. All suppliers have to demonstrate the ability to mitigate a client's exposure in the contract arena. Negotiation on attrition clauses, cancellation periods, minimum numbers and the ability to negotiate cancellation charges based upon lost costs rather than lost profits all add value rather than cost.

Venue contracts – do's and don'ts

- Read the contract thoroughly
- Ask your agent for advice if you have never signed a venue contract before
- Look at the cancellation schedule first
- Reduce potential cancellation fees by booking on the basis of the likely minimum rather than maximum number of delegates
- Check the specification so that you get what you ordered
- Check that the meeting room viewed during the site visit is the one you've actually booked
- Consider contractual specifications that prevent potential problems
- Make sure you are satisfied with the payment terms. Specify whether you will accept expenses run up by delegates and clarify who is authorised to sign for them
- Create a master contract with the venue or authorise your agency to sign agreements on your behalf. Many agencies offer a contract checking service for large events
- Always sign contracts in good time

3.3.9 Value

Cost is only one element of the value chain. Value comes in different forms according to the size and type of meeting.

In the case of small meetings it comes from smart process, good negotiation skills and getting the confirmation to the client as quickly as possible.

In the case of the major annual conference or large communication events, value is measured in Return on Objectives (ROO) or Return on Investment (ROI) rather than cost reduction. Delivering a more complex product requires different expertise and a more consultative approach from agencies.

There are other ways of adding tangible value. Invoice checking can spot double charging, items charged but not consumed, and items charged at the wrong rate.

Cutting costs from the planning cycle

Consider these industry statistics when formulating cost savings for your SMMP

SMMP tactic

Process automation
Policy compliance
Strategic sourcing
Visibility
Total possible savings

Possible savings

3% - 6.5%
1.6% - 5%
4.8% - 8%
2.4% - 5.5%
up to 25%

Source: Starcite

3.3.10 Image & organisation reputation

Meetings can either make or break a company's reputation. The so-called 'AIG effect' – the demonization of corporate events – was started by adverse media reaction to an incentive trip for leading executives within the US insurance giant. However this example demonstrates the potential damage to an organisation's brand or reputation with activity that is perceived as financially or morally irresponsible.

3.3.11 Health & safety

Health & Safety – related business risks

- Confidentiality
- Competitors
- Conflict of Interest
- Health & Safety
- Event Risk Assessment
- Disaster Recovery Plans
- Crisis Management
- Dispute Resolution
- Managing Cancellations

Where does your event start and stop

The Corporate Manslaughter and Corporate Homicide Act of 2007 threw the spotlight onto the legal responsibilities of employers, meeting hosts and bookers alike. Although the predicted flood of prosecutions has not materialised, Health & Safety is now a key feature of the meetings and events landscape. An organisation's responsibility for the Health and Safety of its employees, contractors and 3rd parties extends beyond the office to all activities the company undertakes.

Event types and understanding the risk

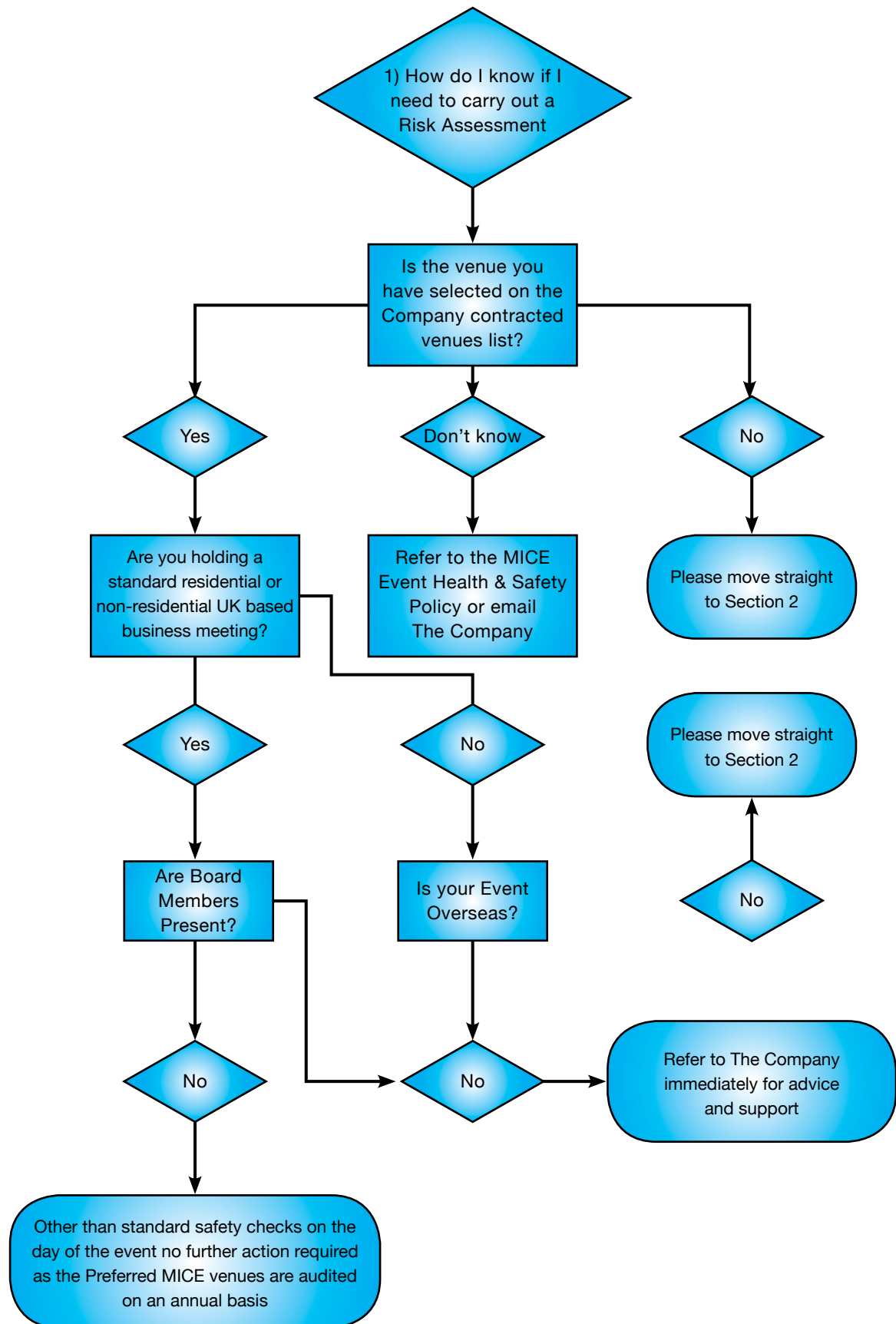
The size, scope & nature of an event can have a significant bearing on the risk. For example, a major conference, attended by delegates travelling from all over Europe will have a very different level of associated risk than a small meeting for 2 – 3 people

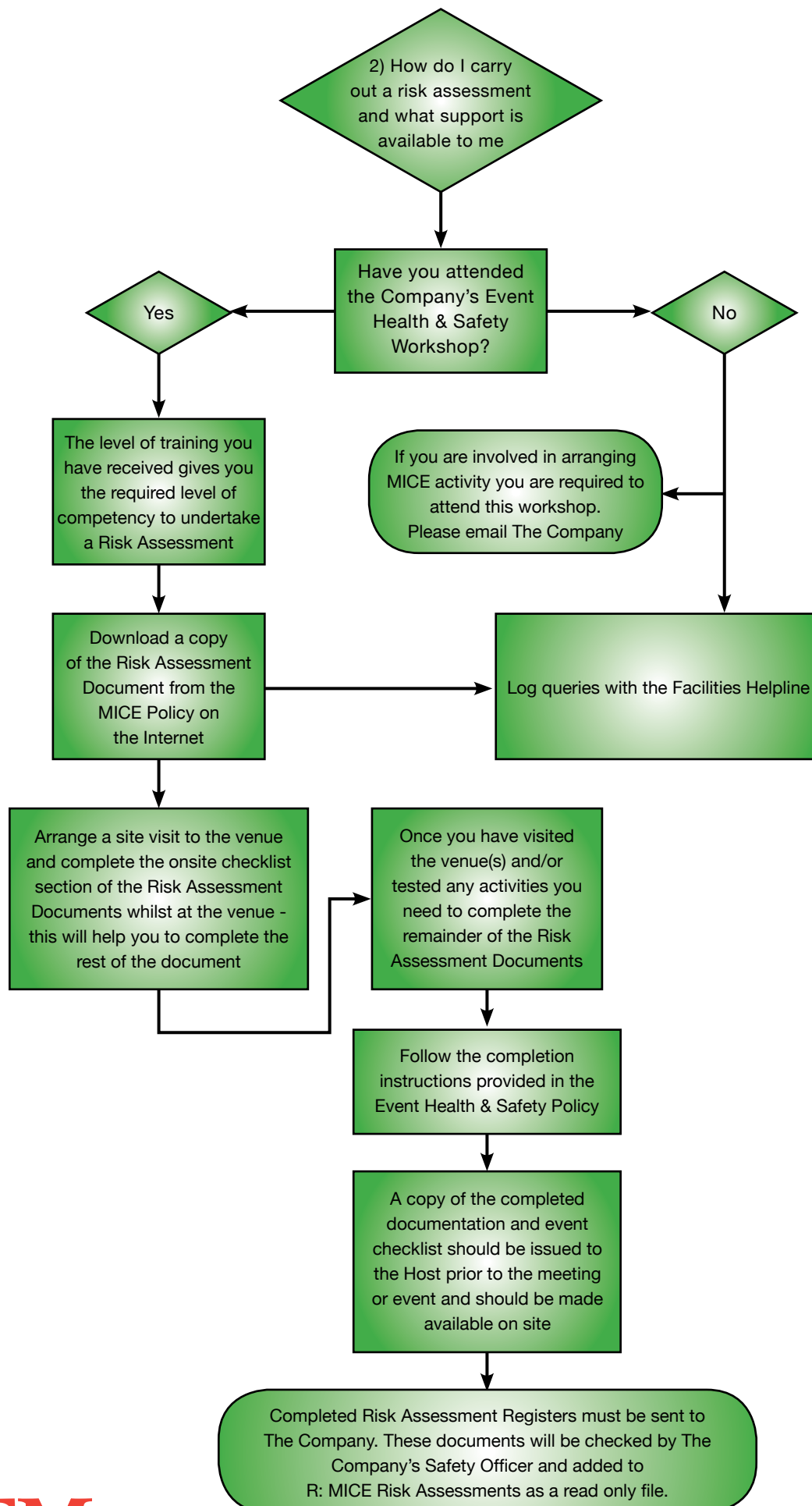
As part of a preferred venue programme, agencies often undertake health, safety and security risk assessments on their clients' behalf, especially team building and activity-based events.

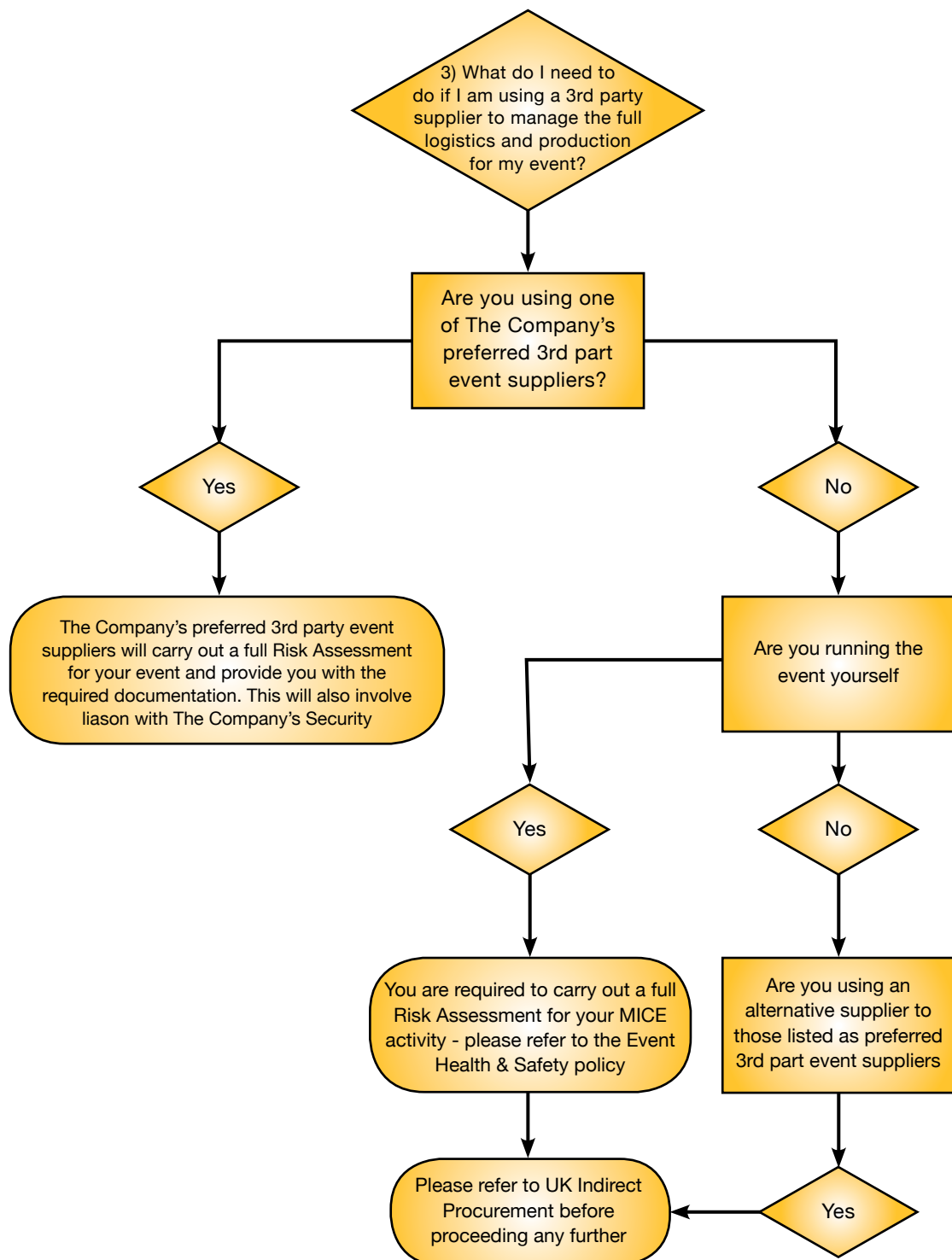
Do's & Don'ts

- If a preferred venue is used for a basic meeting or conference, further health and safety assessments are not normally required. However if there is any unusual activity taking place, or a high level of confidentiality, a full risk assessment is required
- If a non-preferred venue is used, a health, safety and security assessment is always required
- It is the responsibility of both the meeting host and the booker to ensure attendees' health, safety and security
- It is illegal not to have full insurance cover in place
- Check your agency's public & employee liability policies

The following three flow-charts show the process adopted by British American Tobacco for conducting Risk Assessments.







See Appendices:

Risk Assessment Document; Risk Assessment Template;
Risk Assessment Form

4. Where do I start?

4.1 What are you going to buy?

Define the services your organisation used (or requires). In the meetings and events sector this will probably encompass:

- Venue facilities – implicitly external, these include residential hotels, training centres, management centres etc
- Venue find services – 3rd party sourcing and contracting of venues
- Event management & logistics - project managing the creation and delivery of events
- Technical production – the look, sound and feel of an event
- Teleconferencing
- Incentive destinations/services
- Experiential marketing events
- Exhibition facilities/services
- Internal meeting space
- Delegate management systems
- Internal space management
- SMMP tools



4.2 What does it look like now?

4.2.1 Segmenting demand

There are several ways in which to segment the demand for meetings and business events within your organisation. The objectives should be:-

- To quantify spend by type of event (i.e. one day meeting, two day conference etc)
- To identify the highest spending volume users
- To identify the highest transaction users
- To differentiate between high, medium volume users and ad hoc users
- To quantify the proportion and type of business booked direct and via agents
- To identify those intermediaries

4.2.2 What is the size of the task in hand?

It is critical to take a measured or staggered approach to implementing a meetings policy. By tackling one department, location or division at a time you will be able to determine the primary, secondary and tertiary bookers. Overall, you need to define:-

- The scope of the remit for the overall project
- How much resource is available
- Who will support you at the top of your organisation
- Level of buy-in that exists amongst stakeholders in each area of the business
- The spend in each area/division
- Cost centres
- Which suppliers service each area of the business

4.2.3 Making spend visible

The problem of data collection faces both buyer and supplier. Most hotels are unable to separate transient and meetings turnover, leaving the onus on the client to collate invoices from the various departments contracting meetings space.

A robust RFP requires 12 months' full data, and this should include internal space usage, the utilisation of staff managing internal space, logistics and so on. Such detail is vital especially with increasingly diverse compliance requirements such as Corporate Responsibility programmes and meeting the needs of disabled and home workers.

4.2.4 Benchmarking

Although benchmarking illustrates the savings achieved, the real benefit of benchmarking lies in quantifying the value the corporate receives.

Some organisations benchmark the actual spend of departments, divisions or locations against negotiated rates. Others compare similar brands in key cities.

Benchmarking puts the onus on suppliers to explain what clients actually get for their money, but is more difficult at individual hotel level. Hotel chains may be reluctant to reduce average spend at individual hotels because bookings are driven by the desired location and availability.

Here are just a few reasons to exercise caution when benchmarking.

- Value is more about the return against the event's objectives, which is going to be very different between three-star and five-star properties
- Only local comparisons are truly valid. In a global programme for example, UK & US venues rates cannot be compared
- Look at what the rate includes: breakfast, complimentary WiFi, car parking, teas & coffees, attrition rates & deposits
- Look at what other discounts are being offered; phone calls, Internet access, F&B if outside DDR (day delegate rates) or 24 hour rates, Discount on additional bed nights either side of event core dates
- Your agency should be able to provide up-to-date industry information that can be used as context for rate benchmarking

4.2.5 How are Meetings & Events purchased now & does it work

A full understanding of what and how your organisation purchases meetings & events is essential for a robust assessment of your needs. This should include:-

- What sort of events you run
 - Product launches – domestic/international
 - Major sales conferences – 100+ delegates
 - Small sales conferences – 25 - 100 delegates
 - Training courses
 - Corporate hospitality
 - External meetings
 - Internal meetings
- Online or offline – what alternatives are available instead of face-to-face meetings?
 - Video conferencing
 - Audio conferencing
 - Podcasts/webcasts
- What do you want from your meeting-related technology?
 - Search/book venues
 - Run an SMMP
 - Monitor compliance & non compliance
 - Delegate tracking
 - Bespoke or off the shelf
- Internal systems development capabilities
- Hosting capacity
- Disaster Recovery Plan
 - Is there one?
 - Is it fit for purpose?
- Internal space management capability
 - How is inventory managed?
 - Are there clear criteria for staying in-house or going external?
 - Is internal meetings space usage tracked
 - Who has 'ownership' of internal space management?

4.3 Who do I engage?

4.3.1 Key stakeholders

Internal high spenders – account for majority of the budget, and are likely to include

- L&D, Training, HR, graduate recruiters & trainers
- Events & Comms
- Senior administrative team members (i.e. PA to the MD, EA to Managing Partner etc)
- Marketing
- Client facing teams (i.e. sales, account management and brand/product teams)
- Finance
- Procurement
- Facilities

External stakeholders, any relationships and agreements already in play, the cause and effect they could have on your programme must also be considered.

These are likely to include:-

- TMC
- Venue placement agency/HBA
- Production company
- Event agency
- In-house caterers
- Advertising or comms agency
- Venues
- AV Company
- Logistics suppliers
- Destination Management Companies (DMCs)

4.3.2 Stakeholder profiles: -

We list below typical profiles within these roles to help you identify with their requirements

Events Manager

- Long-serving member of staff; formerly a PA to one of the directors
- Runs the events team within the Marketing department
- Very knowledgeable about company personnel, brand, culture & processes
- Detailed knowledge of venues & suppliers used
- May not be receptive to process change or centralised procurement
- Responsible for £250,000 annual spend across multiple events
- High level of influence

Training Co-ordinator

- Limited meetings industry knowledge; e.g. cancellation charges
- Focussed on imparting knowledge to others
- Regards venue choice as essential to provide conducive learning environments
- Most bookings involve high levels of changes
- Relies on an agent to handle venue negotiations
- Responsible for £250,000 annual spend across multiple training courses
- Medium to high level of influence

CEO

- Strong advocate of meetings as a business medium
- Delegates logistics to events team and PA
- CEO's values are reflected in all company meetings – internal & external
- Suppliers need to understand CEO's likes/dislikes
- Responsible for £0 spend & books nothing
- Influence is via the events team & PA

PA to the MD of the PLC

- Long serving member of staff
- Historically involved in meetings with the events team
- Happy to comply with a preferred supplier programme providing it works
- No second chances for suppliers who do not deliver
- Responsible for £100,000 annual spend across multiple, but smaller events
- Highly influential

Purchasing Manager

- Procurement specialist with experience in other companies
- Manages company travel spend & now responsible for meetings as well
- Limited meetings industry experience so works closely with the events team
- Manages suppliers involved in booking & managing meetings
- Adds value to major events through contract negotiations etc
- Key objective is cost reduction
- Responsible for £1m+ direct spend but books nothing
- Highly influential

5. Creating your Policy

5.1 Creating the RFP

5.1.1 What sort of pitch process do you need?

Pre-qualification Questionnaire – (PQQ)

A set of questions designed to help buyers select the most suitable bidders to be invited to tender.

Request for Information - (RFI)

A standard business process to collect written information about the capabilities of various suppliers usually following a format that can be used for comparative purposes.

An RFI is used primarily to gather information to help make a decision on what steps to take next, but can also be used as a solicitation sent to a broad base of potential suppliers for the purpose of conditioning supplier's minds, developing strategy, building a database, and preparing for an RFP.

Request for Proposal – (RFP)

An invitation for suppliers to submit a proposal for the provision of a commodity or service.

Normally linked to a bidding process, the RFP process brings structure to the procurement decision and allows the risks and benefits to be identified clearly upfront. The RFP purchase process can be lengthy, so it is used only where its many advantages outweigh any disadvantages and delays caused. The added benefit of input from a broad spectrum of functional experts ensures that the solution chosen will suit the company's requirements. Effective RFPs typically reflect the strategy and short/long-term business objectives, providing detailed insight upon which suppliers will be able to offer a matching perspective.

See Appendix:

Pre-qualification questionnaire

5.1.2 The complete RFP process

- Stakeholder engagement
- Establishing the need
- Research of issues
- Options/Benefits/Risks
 - Bundling/unbundling
 - Rosters/panels
 - Hub & spoke
 - Single source
- Meeting with potential suppliers to assess relationship chemistry
- Supplier visits
- PQQ - how much information to seek.
- RFI - how much information to seek
- Assessing the operational and financial advantages balanced against risk
- RFP
 - Importance and number of case histories required
 - Number, nature and detail of briefs to be responded to
 - Recognition of the negative impact and problems these can present to agencies (and by implication the reputation of the corporate client) who need to involve 3rd party suppliers for costs, availability and other commitment, in the knowledge that the activity is theoretical
 - Clarification subsequent use of text, images and film used in response
 - Questions and contact management throughout this process
- Presentations
- Award

- Feedback to participants (successful & unsuccessful)
- Managing multiple appointed agencies
 - pitching
 - specific areas of business
 - complexity of relationships
- On going management of process
- Allocating a Contract Manager to ensure potential is achieved
- Review

5.1.3 Key information for tendering suppliers

- Size of opportunity - number, type, sizes and likely destinations of events together with an overall budget
- Explanation of the RFP process – how many stages, the requirements of participating suppliers at each stage, how many agencies are/will be included at each stage
- Whether there will be a roster and if so details of how work will be awarded e.g. by pitching for each opportunity, allocated by meeting type, business unit, geographic region etc.
- Length of contract (plus the contract itself)
- How new successful suppliers will be able to market themselves to stakeholders; what measures will be taken to ensure stakeholder compliance

5.1.4 The perfect RFP - best practice guidance

- Provide a factual RFI requesting basic information with which to quickly assess the relevance of prospective agencies to brief at short list stage
- Hold face-to-face credentials presentations
- Contact two referees where practical
- Ensure your RFP requires:-
 - i. A response to no more than one specific event brief with corresponding budget
 - ii. Additional information on agency's relevant capabilities
 - iii. Key differentiators
 - iv. Responses to specific questions
- Hold face-to-face presentations of agency responses to the brief involving a stakeholder panel including those that would be working with and briefing agencies on a regular basis
- Give advice to successful and non successful agencies
- Fully debrief the unsuccessful agencies
- Meet the stakeholder sessions for the former once the contract has been signed
- Confirm the handover process

5.1.5 E-Auctions – some considerations

- Unless a supplier fully understands each meeting type and size it is difficult to provide meaningful rates
- An incumbent agency may be influenced in its pricing by fear of potential redundancies in the event of not retaining the business, whilst other bids are based on how much the agencies want/need the business instead of how much it will cost to service it
- If an agency pitches too low it will have to cut corners, resign the business or put less senior staff in the mix to try and maintain its margins

See Appendix:

Sample RFP document – Pharma sector

5.2 Creating a policy - essential elements

5.2.1 Understanding the implications of a Company culture

- How current suppliers are positioned in the organisation's culture
- The prospective impact this will have on your programme
- Possible/likely resistance from current users & suppliers
- Anticipating how to deal with it

5.2.2 Central control or autonomous approach

- How much flexibility will different departments/divisions/locations be allowed
- If the centre is to control all meetings procurement, what resources are available to ensure & monitor compliance?
- How will this be communicated to stakeholders

5.2.3 Protecting the brand

- Encourage suppliers to attend brand awareness courses to ensure they understand the image you wish your meetings and events to portray
- Incorporating any industry rules & regulations (e.g. the Pharma sector)

5.2.4 Relationship between travel & meetings

- Are the transient & meetings programmes consolidated or separate entities?
- If separate, how are the travel and transient programmes managed, and by whom?
- Identify which venues are used in both the transient and meetings programmes

5.2.5 What's in it for the suppliers

- Attempt to quantify the volumes of potential business if 100% compliance is achieved
- Consider incentive payments for delivering on the Service Level Agreement
- Work with the agency and preferred venues to identify opportunities to grow volumes via further consolidation

5.2.6. Existing technology & booking systems

- How will bookings be made - E-mail, Intranet/self booking tool or voice
- What systems are already in place to drive cost efficiencies through booking online
- Is there any integration with payment cards?

5.2.7 MI requirements

- It is common for MI to be patchy when creating a meetings policy
- MI should help quantify the organisation's total requirement from every department
- Find out how much activity is taking place and where
- Exception reporting on preferred venues' usage allows you to assess whether specific venues should be added to the programme
- MI can be used to refine the programme's objectives, help secure stakeholder buy-in and decide how to implement and measure the benefits of the programme

5.2.8 Timescales

- Define a timeframe for the project you are about to embark upon
- Include pre-set deadlines for implementation, review & refining the programme
- Stick to them

5.3 Challenges of local v global – is the solution local or global

5.3.1 Scope

The consolidation of meetings spend nationally, regionally, internationally and globally can take up to three years. 31% of travel buyers now manage a combined travel and meetings programme, achieving an average 17% total savings due to consolidation alone.

5.3.2 Key drivers

The two factors driving convergence are technology (leading to an 18% reduction in travel) and environment (a further 12% drop). The objectives will include:

- Leverage spend to drive down costs
- Obtain best value for money
- Improve service levels
- Contract management efficiencies
- Better reporting
- Benchmarking
- To find out who all the organisation's suppliers are
- To ensure suppliers are financially viable
- To avoid media criticism for (perceived) excessive spending on meetings

5.3.3 Cultural differences

The cultural differences between different organisations & countries in terms of how, and what they purchase, must be factored into any multi-national meetings programme, such as:-

- Meeting types
- In-house vs. external
- Types of venue used
- Delegate numbers & budgets

There are other ways in which cultural differences can affect meetings management, such as:-

- Regulated environments – pharmaceutical organisations' meetings activity are rigidly governed
- Delegate communication - e-mail does not always work
- Security & duty of care – professional services firms often limit the number of partners allowed to travel together on the same flight

5.3.4 Financial

Different levels of VAT and different reclaim processes can prevent consolidated programmes being rolled out in one go. They can affect how purchase orders are managed internally, whilst currency issues may mean having to create individual solutions for different currencies.

5.3.5 Supplier management

Any global or regional consolidation is bound to reduce the number of agencies used and may also justify the use of an in-house team if internal meetings management is seen as strategic rather than logistics-focussed. Other considerations include:

- Those countries with supplier databases
- Standardisation in the rules and processes around how local suppliers are selected
- The importance of global reach, local delivery, culture requirements and differentials

5.3.6 Regional consolidation – key components

- Data
- Company structure, culture
- Stakeholder buy-in
- Resources
- Suppliers
- Operating strategy - regional vs. local model
- In-source vs. outsource
- Process
- Regulatory environment (where applicable)
- Cost model

5.3.7 Regional consolidation – key benefits

- Scalable solutions with flexible cost structures
- Improved business focus
- Economies of scale – leveraged via reduced supplier roster
- Smarter buying by leveraging agencies' industry expertise
- Compliance – via standardised processes
- Standardisation with local autonomy
- More effective measurement of savings by event/meeting
- Harmonised solutions

5.3.8 Challenges and barriers

The principal barrier to consolidation is usually data. Although meetings budgets are generally less fragmented than they were, technology is key to helping collect the data on which companies base their SMMP's. The integration of systems such as Starcite, C-Vent and others with online booking and payment systems is helping corporates to make strategic decisions and providing a basis for supplier negotiations.

Internal stakeholder opposition to changes of supplier, process and the business models on which supplier payments are based are all big challenges. Moving towards menu pricing and delegate charges per event can create some resistance if stakeholders do not understand how they work, or the benefits to the business.

5.4 Management and efficient utilisation of internal space

5.4.1 Why use internal meetings space?

The true impact of greater internal meeting space utilisation is in cost elimination rather than savings. However, there is no doubt that greater use of internal space can cut costs from a meetings programme. The issue for most organisations is how to go about it. The feasibility of greater internal space utilisation depends greatly upon

- Size
- Cost
- Suitability
- Realising the true value of the facilities from F&B, AV, travel and time saving

5.4.2 Barriers

- Lack of availability at peak times
- Over capacity at other times
- Lack of occupancy data
- Dilapidation
- Shortage of tools to manage internal space;
no industry-standard systems
- Cost of up-dating existing internal systems
- Agency remuneration – how much, and on what basis?
- Policies & processes required
- Image – stakeholders wanting somewhere ‘more in-keeping with the brand’

5.4.3 One point of access? Integrating internal & external space management

Consolidating external and internal meetings space management allows for criteria to be set for when a meeting can be held externally or internally.

An off-site meeting will incur expenditure, for which approval is required. An internal meeting does not incur costs and therefore approval is not required other than for information purposes. However there are a number of additional questions to be answered.

- Where does internal space management sit in your organisation?
- How will it affect your preferred programme?
- Who takes the leadership on your internal space?
- What technology & systems exist?
- What is the policy on its use i.e. internal space first before using external etc?
- How will you maximise the use of your internal space?
- What is your real occupancy?
- What's the cost of booking external venues when internal space is empty?
- How will you police compliance with the policy?
- What degree of employee empowerment is appropriate?

5.4.4 Internal vs. external

Mandating the use of internal space over external can also lead to the available space being over-subscribed. Internal space is not always suitable for a meeting's objectives, for example if attendees have to travel anyway.

5.4.5 Organisation culture

Some buyers regard the criteria of meeting type as more important than whether a meeting is in-house or external. Stakeholders may prefer using an external venue without actually needing to do so.

Policy should take into account whether, for example, when a senior manager wants to hold a meeting for 10 members of staff off-site, he has the freedom to do so. Consider whether your policy is going to be 'should' rather than 'must'.

Corporate culture also affects overall responsibility for internal space management which is an area where the roles of Procurement, Travel and Facilities Management converge.

5.4.6 Booking mechanisms – in-source or outsource

Where internal and external booking processes are managed by an agent, it is easier to drive meetings internally wherever possible.

Technology is a key factor and the choice lies between developing a bespoke system, adopting an off the shelf product, or turning the problem over to an agency with the systems to handle internal and external space bookings.

If outsourcing internal space management, transaction fees charged should be lower than the equivalent for external bookings because less research is involved. Compared to the price of an off-site meeting, the cost of the transaction fee would result in substantial cost avoidance.

5.4.7 Internal space management – key points

- Create clear policy guidelines for internal/external space usage
- Steer meeting requests to internal space first
- Use internal meetings space at regional offices as well as locally
- Work with providers that provide robust technology
- Use that technology to drive compliance
- When there is insufficient capacity, steer bookings to preferred suppliers
- A centrally managed approach means last minute released space is more likely to be re-used
- An accurate picture of who is booking what, when and why will emerge

See Appendix:

Tesco internal space management case study

5.5 Health & Safety

Meetings and events generate inherent risks for the meetings planner and sponsoring organisation, including disaster, political instability, strikes, travel problems, unstable currencies etc.

Any SMMP or meetings programme should therefore include clear policies that address the various potential risks arising from the implementation of the programme. Key stages in this are as follows.

5.5.1 Engaging internal Health & Safety colleagues

- Identify key H&S stakeholders
- Establish the minimum H&S standards
- Offer event-specific H&S training to meeting planners & stakeholders
- Establish specific H&S procedures for event planning & set up
- Regularly review H&S procedures
- Set up H&S issues log including alcohol guidelines

5.5.2 Engaging external Health & Safety contacts

- Utilise/adapt agency H&S templates
- Identify key agency H&S contact as first point of contact for all H&S issues
- Provide list of banned destinations
- Provide list of internal H&S stakeholders to agency
- Regularly review H&S procedures
- Monthly calls with key H&S contact to highlight imminent risks
- Establish role of Risk Manager within agency

5.5.3 Understanding the risks

- Identify key risks to business e.g.;
 - Competitor activity; industrial espionage; breached confidentiality; activists etc
 - Establish risk scoring system to be applied to each event, with questions according to set criteria
- Flag high-risk events to Risk Manager
- Risk Manager & agency to liaise regularly to highlight potential risk areas
- Issue log to manage areas of risk
- Booker/planner training to include areas of risk
- Review risk areas regularly

5.5.4 Corporate Social Responsibility (CSR)

- Ensure agency is fully briefed on existing company CSR plan
- Incorporate key CSR deliverables into meeting programme & policies; e.g.
 - Supporting local economies; projects involving children; paper free; using local produce; hotels not changing towels unless requested by delegates etc.
- Agree CSR objectives with agency
- Evaluate delivery after each event or quarterly

5.5.5 Duty of care/Corporate Manslaughter Legislation

- Create clear Duty of Care guidelines for personnel and their guests at meetings
- Draw on agency templates where available
- Corporate Manslaughter legislation
 - Identify key legal and insurance contacts
 - Ensure key stakeholders are fully aware of legislation
 - Summarise implications for all stakeholders
 - Set up help line (phone or e-mail) to deal with questions

5.5.6 Insurance

- Establish whether meetings are of a value that requires insurance
- Ensure existing policies meet potential risks
- Ensure all key areas covered; e.g.
 - Personal travel insurance – personnel and guests
 - Office insurance vs. insurance at offsite venues
 - High risk meetings – e.g. those involving team building activities
- Set up regular review meetings with agency and insurance contact
- Ensure stakeholders are aware of policy exclusions (e.g. volcanic ash)
- Create supplier insurance questionnaire (i.e. teambuilding, entertainment etc)

5.5.7 Where does your event start and stop

- Starts – with the initial brief
- Ends – after de-brief & reconciliation

See Appendix:

Risk Assessment Document

See Appendix:

Venue and Activity safety checklist

5.6 Protecting the brand

5.6.1 Why is your brand important?

- Delivers a preference to your products or services beyond cost or quality,
- Can increase sales
- Can help attract the best employees
- Can build the value of your company
- Carrying your brand through meetings, events and venues creates a seamless continuation of your marketing strategy

5.6.2 How it can all go wrong

- The wrong choice of venue, theme and even meeting type can create a confused and rudderless message.
- Make sure your products are not compromised by competitor brands or advertising at the venue

5.6.3 Brand use guidelines

- Liaise with marketing colleagues to ensure event briefs meet brand guidelines
- Ensure agency staff are also fully briefed on brand guidelines
- Audit events for brand identity compliance

5.6.4 Venue image vs. company image

- Choose a venue that reflects those values; e.g.
 - Contemporary brands & castles are not a natural 'fit'

5.6.5 Competitors using the venue at the same time

- Check whether a competitor or a brand that doesn't sit well with your brand stages events at the same venue
- Build trust & relationships with venues manager so you know what other events are taking place

5.6.6 Your product in the venue (e.g. bulbs, drinks etc)

- Check the venue doesn't promote or ally itself with a competitor; e.g.
 - Venue sells Pepsi and you are a Coca Cola distributor

5.6.7 Using your brand around the venue; pre & post event

- Every element of the meeting should portray a consistent message; e.g.
 - Venue; registration website; invitations to delegates; event strap line; theming; signage; badges; video walls; seat backs; clothing; gobos; signage; speakers; menus and room gifts. Ensure all logos are positioned correctly with the right amount of spacing
- Ensure logos are to the right size/dimension/not overshadowed by any other logo, displayed with inappropriate material or conflicting logos.

6. Outsourcing

6.1 Buying Direct

6.1.1 When is procuring direct most appropriate?

- Exclusive use Conference & Training Centres
- Long term contracts
- Where external facilities are balanced with internal facilities

6.1.2 Benefits of Direct Procurement

- Tender process moves to partnership relationship
- Building direct relationships
- No 3rd party involvement
- Perception of better rates
- Ownership
- Fewer stakeholders
- Less regulation

6.1.3 Drawbacks of Direct Procurement

- Lose benchmarking opportunities
- Multi processes for different business
- Lose MI

6.1.4 Possible Solution

- Negotiate and contract direct but book through intermediary.

6.2. Using an agent

6.2.1 When is using an agent most appropriate?

In the UK over half of all meetings are either booked or handled by agents. These include Travel Management Companies (TMCs), Hotel Booking Agents (HBA's), specialist Venue Placement Agents (VPAs) and event management companies. Despite the different services they deliver, and the ways in which they are delivered, the reasons for using an agent are most commonly.

- Lack of internal resource
- Poor in-house systems
- Spend is not visible
- Non-compliance with policies
- Un-leveraged or fragmented buying power
- Expertise

See Appendix:

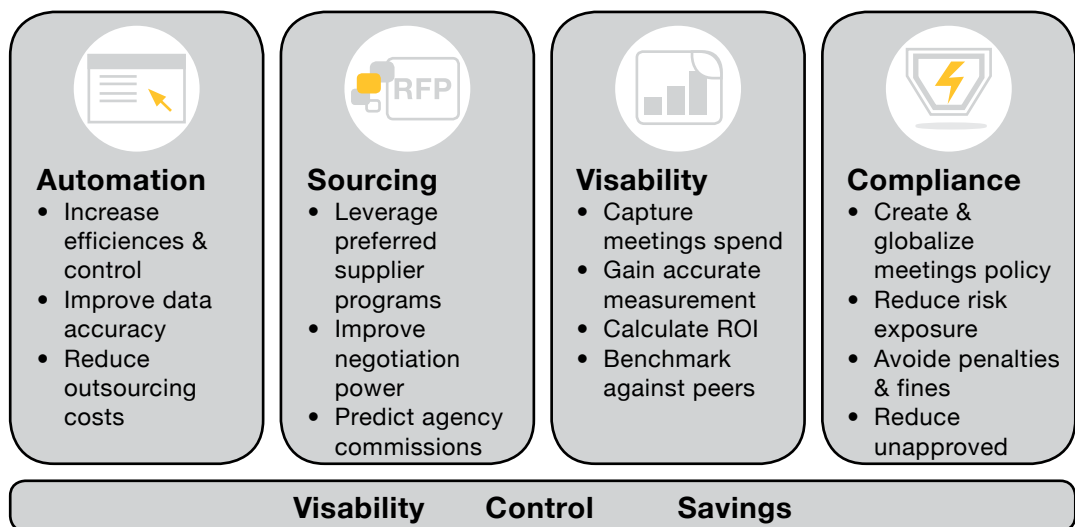
HBAA Code of Conduct

6.2.2 Benefits of using an agent

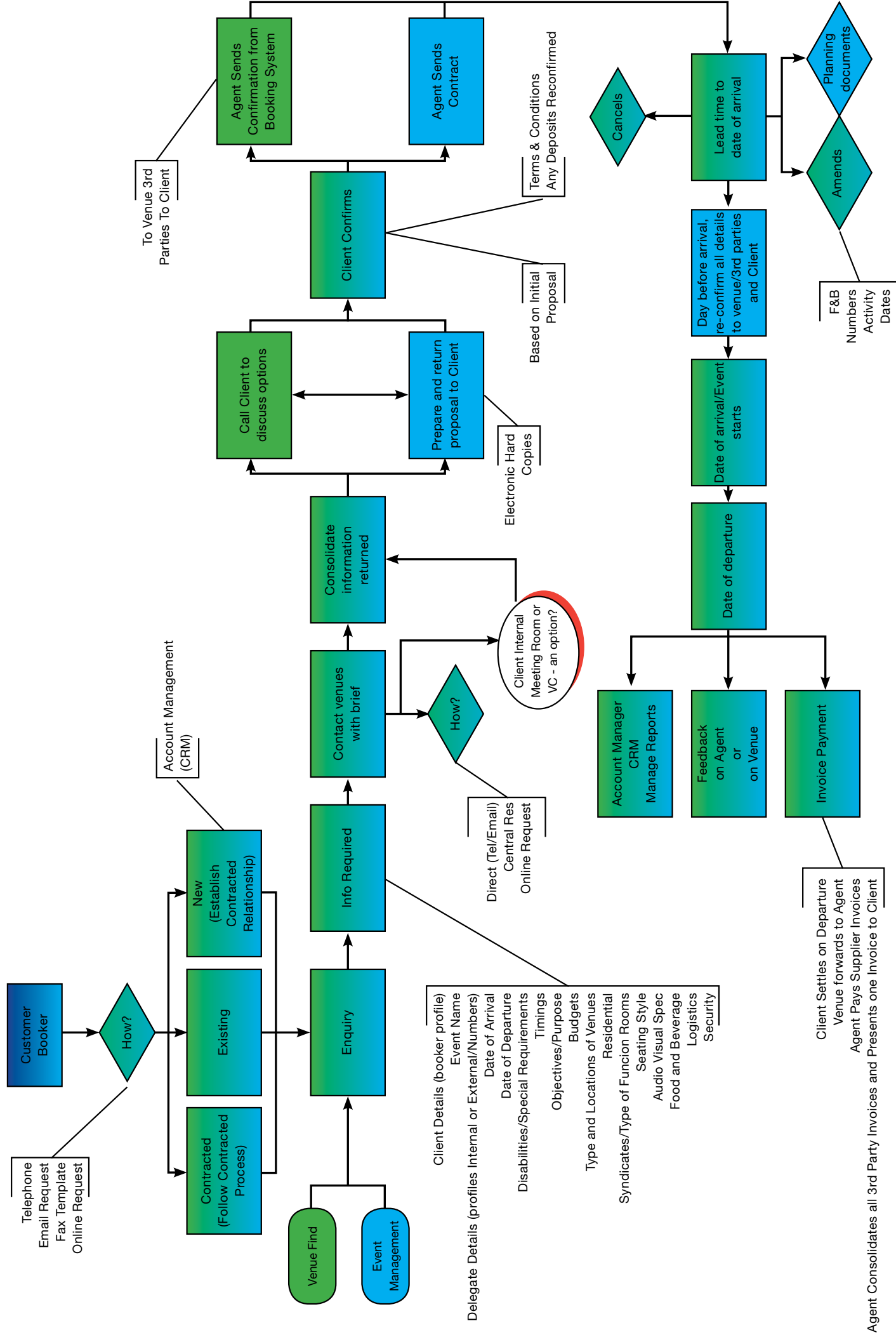
- Greater visibility of spend through Management Information
- Opportunity to learn from best practice
- Buying power of collective client spend
- Controls contact with end suppliers – more time to focus on planners and their key responsibilities!

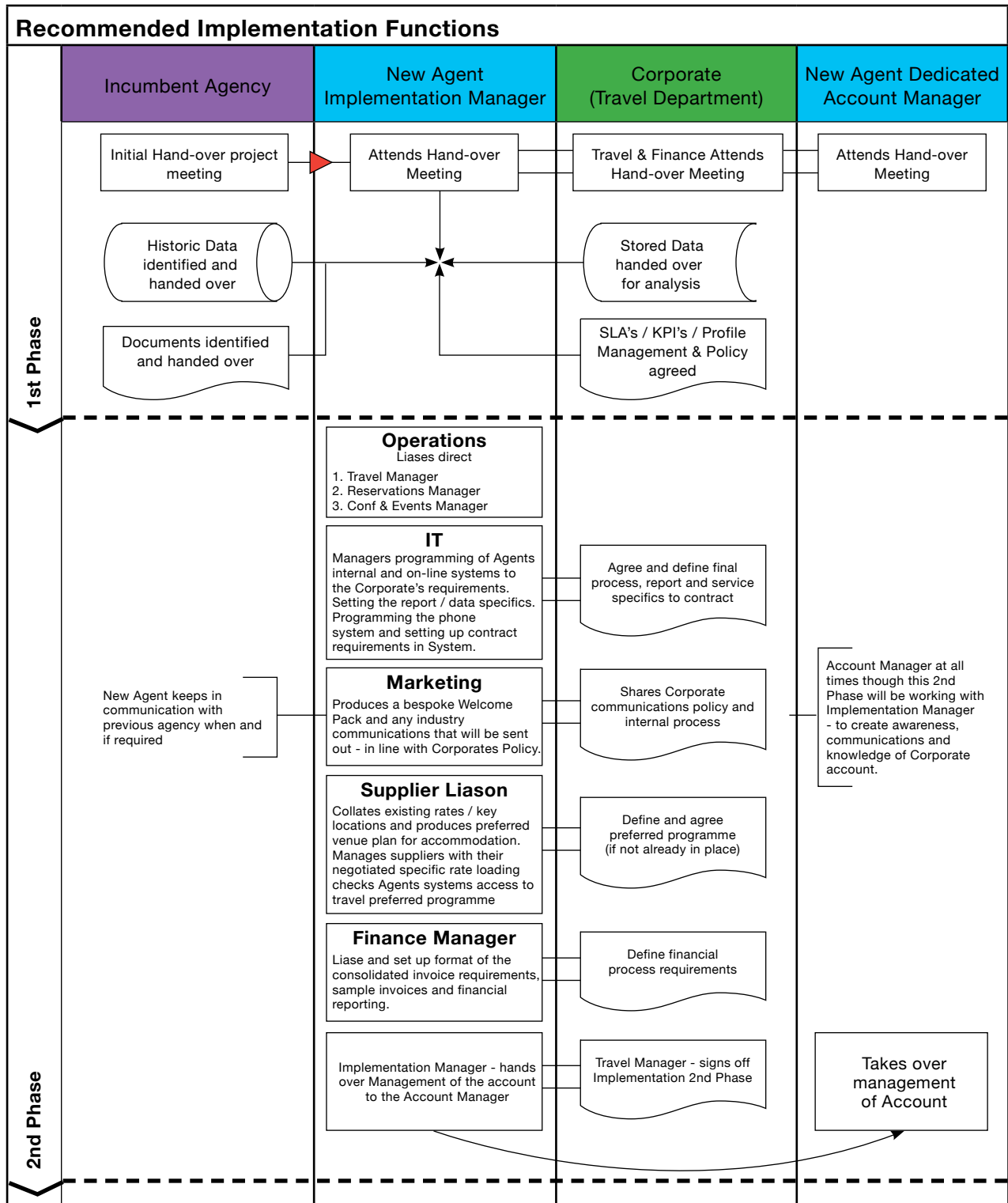
6.2.3 Drawbacks of using an agent

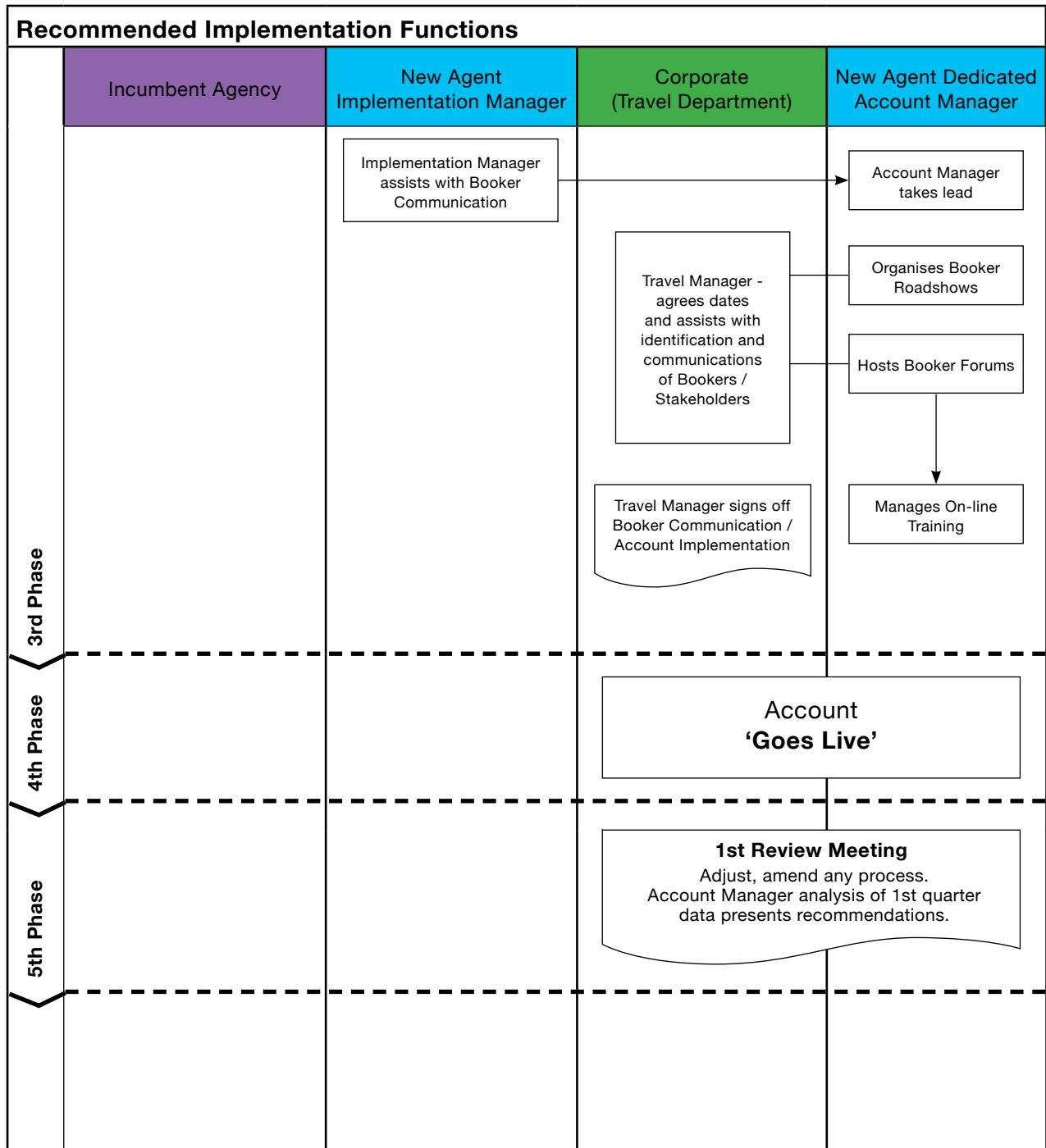
- Multi processes for different business
- Commercial objectivity – commission earned vs. client cost savings
- Booking community enjoy this part of their job, resistance to change and fear of job loss



Source: Produced and used with kind permission by Inkerman Associates







Source: Produced and used with kind permission by Inkerman Associates

6.3 Key considerations

6.3.1 Technology

- Size of venue inventory & venue types
- Ability to capture & mine data
- Must be able to manage the RFP process
- Ability to integrate with transient accommodation booking systems
- Functionality to process internal space bookings & integrate with external
- Extranet capability

6.3.2 Does size matter?

There are over 100+ specialist agencies providing meetings management services such as venue sourcing. These range from one-man bands to multi-office organisations with specialist divisions. The decision as to what size of agent you should appoint will take into account.

- Volume & complexity of bookings
- Type of service – simple fulfilment; online/offline; Strategic Meetings Management Programme creation
- Price of the service required
- Culture of the buying organisation

6.3.3 Benefits and pitfalls

	For	Against
Big agency	(i) Buying power (ii) Technology sophistication (iii) Data analysis capability (iv) Account Management (v) Billback available (vi) Financial stability (vii) Ability to flex resource and industry presence	(i) Higher cost base (ii) Focus on top spending a/c (iii) Inflexibility of approach
Small agency	(i) Personalised service (ii) Less bureaucracy (iii) Lower cost base	(iv) Limited negotiating power (v) Over-reliant on GDS (vi) Demand surge capability (vii) Financial stability

6.3.4 Type of agent

As important as the decision of whether to use an agent is what type of agent to choose. Although many specialist agencies now work in partnership with generalist TMCs to provide a fully integrated travel, accommodation & meetings service, the principal benefits of each agency category are as follows.

TMCs

- Integration of meetings with travel & accommodation provision
- Holistic view of T&E and meetings spend
- Consolidated Management Information
- Global presence

HBA/VPAs

- Product knowledge – especially of new or unusual venues
- Bespoke systems developed to process meeting booking
- Business focus – meetings are their business
- Credibility with your stakeholders

Event Management Companies

- Specialist expertise & equipment
- Creativity
- Commercial objectivity – commission earned vs. client cost savings
- Staff quality and credibility

6.3.5 Event management vs. technical production

Some people confuse event management with technical production. **Event management** is the creation, development & execution of an event. It includes

- Identifying the audience/delegate registration
- Devising the event concept
- Planning the logistics
- Coordinating technical production and the agencies that may be contracted to bring those services together

Technical Production is the provision of the equipment and technology solutions required to deliver an event to maximum effect. These will usually cover;

- Audio visual – e.g. projectors, plasma screens
 - Communicating the event messages through sound & vision
- Lighting
- Staging
- Sets

6.4 Driving compliance

6.4.1 Culture

Understanding your organisation's structure and ownership forms the basis of driving compliance. Once you have identified your internal stakeholders, engage a senior project sponsor and project team including internal stakeholders to help you identify the different cultures within your business.

Understanding these different areas and their booking motivators will allow you to identify and factor in exceptions to your venue programme & policy from the outset and what challenges you may face in driving compliance. For example, a training-style venue may not work for Marketing, which may require a unique, logistical & production friendly venue. The benefits are as follows.

- Integration of meetings with travel & accommodation provision
- Helps to create a programme and policies that work for all areas of the business
- Drives greater compliance
- Identifies possible leakage areas

6.4.2 The meeting community

It is vital your agency has the ability to build effective relationships with your meeting community and can engage with meeting planners at all levels. You must feel confident that they can tackle even the most resistant meeting planner. However there are four main categories into which most meeting planners fall.

- The Compliant – embrace change and understand the business benefits of doing so
- The Relationships – have developed strong relationships with suppliers and feel those suppliers truly understand their meeting requirements
- The Enjoyment – enjoy the variety of their role
- The Novice – need educating further on the process & benefits of the policy in place

6.4.3 A clear, easy to use programme

It is critical that, from the outset, the business is clear about its objectives and benefits of the programme. A clear and easy to use programme – and communication thereof – is vital because complexity restricts adoption and the likelihood of achieving objectives. Key points are as follows.

- Engage key stakeholders and your agency when scoping the programme
- Ensuring the programme meets the requirements of all meeting planners
- Keep it simple & concise – break the policy down into bite size chunks
- Make it accessible – online user guides should be clear and easy to find
- Ensure escalation processes are easy to follow
- Consider setting up divisional strategic committees to drive localised communication and support divisional compliance

6.4.4 Risk & Reward

To support an SMMP many organisations implement a risk and reward model around strong KPI's that can be measured against compliance, service levels, financial benefits and customer satisfaction. An effective risk & reward programme should support the agency and meeting community and quantify the success of your programme.

6.4.5 Stopping leakage

Although it is almost impossible to eradicate leakage altogether, you can limit the amount of leakage and create a high percentage of compliance to programme and policy.

Although establishing the services you require through high volume users, will enable you to scope those requirements, management information is critical to shape and define a policy that works for all meeting planners, to scope the RFP and to maximise compliance.

Work with your agency, divisional strategic committee and internal stakeholders to define and develop a strategic plan that is proactive, innovative and appropriate to help drive localised communications and educate the meeting community. Key to reducing leakage areas;

- Don't allow venues to be paid directly through your payment systems
- Take hotels off your purchase ledger so only your agency can pay the venue
- Limit corporate cards expenditure
- Use purchase orders as pre-authorisation before a venue can be paid
- Tackle consistent offenders – consider disciplinary action
- Include instructions for suppliers and penalties for non-compliance in supplier SLAs
- Understanding your culture is absolutely critical
- Implement an internal marketing programme
- Use innovative tools; e.g. a meetings iPhone app
- Secure senior management buy-in
- Engage bookers to understand their needs and gain feedback
- Report on exception and compliance management

6.4.6 Education

Education is crucial for compliance, and understanding your culture will help assess the suitability of your education plan. Working closely with your agency, use multiple channels to deliver a robust education plan that engages your meeting community and supplier base to promote compliance in ways that recognise their roles and your business culture. Key elements in this are:

- Awareness of how an agency works
- Understanding the programme in place
- Recognising the benefits of utilising both.

There are several ways to educate and touch upon the user community:

- Interactive Marketing campaign
- Booker days/forums – to include best practice aspects and venue feedback
- Road shows
- Familiarisation trips
- Venue updates
- Electronic mailers
- Online interactive user guides
- Programme iPhone app

6.5 Payment and Invoicing Policy

6.5.1 Current payment terms/policies

Protracted payment terms can seriously affect relationships with suppliers. Although agencies can leverage excellent working relationships with venues to negotiate longer payment terms on their clients' behalf, waiting for payment for up to 60 days can be difficult for venues.

Between the event, the venue sending the invoice, the agency checking and processing the invoice, the client approving the invoice and remitting payment, to the agency actually paying the venue can take up to three months, and longer if there are queries on the invoices.

Venues will accept longer payment terms providing these are agreed by the venue, agency and client in advance, and that the timescale and authorisation processes involved are clear. But remember that shorter timescales make for happier venues!

6.5.2 Purchase order & authorisation procedures

What to consider when reviewing authorisation procedures:

- What the procedures are
- Whether they are clearly communicated and documented in a place
- Whether they are accessible to stakeholders
- What are the authority levels & are they set at appropriate levels
- What are the contingency authorisation procedures during unexpected staff absences
- Who is responsible for checking that purchase orders have been issued and authorised
- Pre-event - whether a purchase order needs to be set up and if so, should it be for the expected booking value only, or should it contain any contingency
- Post event – whether, if a purchase order needs increasing, who has the responsibility for arranging this, and who has the authority to approve

6.5.3 Payment methods – credit cards

Advantages

- Venues receive payment instantly
- Card companies' MI contains a lot of useful information
- Credit cards can link to a number of other packages to produce an integrated events solution package

To consider

- If VAT invoices are not received to support the payment taken on the card, the VAT cannot be recovered
- Where does liability for the card rest – with the client or the agency
- Whose responsibility is it to reconcile the card
- Establishing procedures for querying charges and obtaining refunds with all parties from the start

6.5.4 Payment methods – consolidated billing

Consolidated billing greatly reduces administration & invoice processing cost at the client end, whilst agencies can tailor invoices according to clients' needs.

Invoices are checked by the agency, ensuring that each invoice is checked against what was actually booked. This also ensures there is one point of contact for the venue.

6.5.5 Payment methods – direct payment

Direct payment can increase client administration workload and cost, but provides greater control over timing of spend and cash flow.

7. Useful Information

The relevant section of the toolkit to which the reference applies is shown in brackets below.

7.1. Mapping the Market (2)

Meetings Industry Report

(Grass Roots)

www.grassrootseventcom.uk.com

Industry trends research (EIBTM)

www.eibtm.com/page.cfm

7.2 Benchmarking (4.2.4)

The Hotel Booking Agents Association (HBAA) has an on-line tool to help its members to benchmark their performance and project future business levels and trends. MI Data analyses information provided by its members to produce trends and reports covering business transaction volumes, destinations chosen, overall spend and duration of stay

7.3 How is MICE purchased now (4.2.5)

Enabling the online market place (HEDNA)

www.hedna.org/library/white_papers.cfm

7.4 Who do I engage with? (4.3)

Industry Eye –

total meetings management (BSI)

www.bsi.co.uk/Resources

7.5 Does size matter? (6.3.2)

Institute of Travel & Meetings

www.itm.org.uk

Hotel Booking Agents Association

www.hbaa.org.uk

Top 10 HBA's

www.buyingbusinesstravel.com/pdf/HBA-2010.pdf

Eventia

www.eventia.org.uk

Meeting Professional International www.mpiweb.org

7.6 Payment & invoicing policy (6.5.5)

Event Services Guide (Chartered Institute of Purchasing and Supply & Eventia)

8. Appendices

List of Appendices

- 3.3.11 Risk assessment document
- 3.3.11 Risk assessment template
- 3.3.11 Risk assessment form
- 5.1.1 Pre-qualification questionnaire
- 5.1.5 Sample RFP document – Pharma sector
- 5.4.7 Tesco internal space management case study
- 5.5.7 Venue & activity safety checklist
- 6.2.1 HBAA Code of Conduct
- The Meetings ROI Model

Example Risk Assessment Document

Risk Assessment Documents

1.0 Event Overview

1.0	Event date:	
1.2	Host:	
1.3	Booker:	
1.4	Event/meeting description:	
1.5	Venue:	
1.6	Number of attendees:	
1.7	Significant risks:	
1.8	Security status:	

2.0 Risk Matrix

DEFINITIONS	<i>Likelihood</i>			
Severity	RISK RATING	Low = 1	Med = 2	High = 3
	Low = 1			
	Med = 2			
	High = 3			

Severity x Likelihood = RISK RATING

6 - 9 = High risk – action required to reduce risk
 3 - 4 = Medium risk – seek to further reduce risk
 1 - 2 = Low risk – no action but continue to monitor

Definitions

Severity

H = Fatality or major injury causing long term disability
 M = Injury or illness causing short term disability
 L = Other injury or illness

Likelihood

H = Certain or near certain
 M = Reasonably likely
 L = Very seldom or never

3.0 Onsite Checklist

Venue Address:			
Inspection carried out by:			
Date of inspection:			
Venue Safety	Yes	No	Notes
Is the space allocated suitable and of sufficient size			
Is the flooring suitable (non slip)			
Is the lighting sufficient			
Is the venue fully accessible for disabled visitors			
Is safety signage in position			
Are means of egress clearly accessible			
Is there a fire system at the venue			
Is there a p/a system			
Is there an evacuation plan in place			
Is there a fire certificate			
Has a Fire risk assessment been carried out in compliance with the Fire Safety Order 2005			
Is there suitable and sufficient fire equipment in place			

Venue Safety	Yes	No	Notes
Are the function areas lockable			
Are there facilities on site for cross shredding			
Proximity to nearest Police Station			
Is there a plan in place to deal with incidents such as a bomb threat, terrorist incident			
Is there a plan / alternative accommodation arrangements in place in the event of the building becoming inaccessible for any reason			
Are there any risk factors evident within the local area			
General observations on safety of venue			
General observations on security of venue			

4.0 Risk Assessment Register

HAZARD:	Applicable	Actioned	Reference	Page
Competence			G-1	6
Schedule Management			G-2	6
Contractor Competence			G-3	7
Control of Host/Venue preferred Contractors			G-4	7
Supervision & Delegation of Non staff			G-5	8
Welfare			G-6	8
Manual Handling			G-7	8
Use of local Electricity Supply			G-8	9
Fire & Emergency Plans			G-9	9
Medical Provisions			G-10	10
Equipment on Hire			G-11	10
Communication Failure			G-12	11
Loading & Unloading Vehicles			G-13	11
Access & Egress			G-14	12
Welfare Provisions			G-15	12
Food Allergies			G-16	12
Food Hygiene			G-17	13
Drugs & Alcohol			G-18	13
Contractible Diseases			G-19	14
Event Attendee Participation			G-20	14
Staff becoming Intoxicated			G-21	15
Expectant Mothers			G-22	15
Spouse and Group Activities			G-23	16
Event Attendee Movement and Crowd Management			G-24	16
Aircraft / Helicopter Charter			G-25	17
Adverse Weather			G-26	17
Coach Transportation			G-27	18
Food & Beverage Overseas			G-28	19
Hotels Overseas			G-29	20

4.1 Security Threat Register

THREAT:	Applicable	Reference	Page
Senior Management / VIPs		S-1	21
Confidentiality		S-2	22
Conflict of Interests		S-3	23
Emergency Service Response Times		S-4	23

5.0 Event Risk Assessment

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Competence: All staff should be competent to carry out the tasks they are asked to perform.	G-1	Staff, contractors, Host, venue staff and the Event/meeting attendees.				All staff' competence for tasks is carried out as part of the Company's H&S awareness training process. All training records are regularly reviewed by the HR Department.				Rolling H&S awareness training program in place attended by all Bookers.
Schedule Management: Failure to follow the schedule may increase the risk of an accident.	G-2	Staff, contractors, Host, venue staff and the Event/meeting attendees.				The Booker when in attendance will ensure that the schedule is adhered to as closely as possible. In the event that the schedule becomes impractical, a revised schedule must be discussed in consultation with all parties.				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Contractor Competence: Contractors not competent to undertake their work activities.	G-3	Staff, contractors, Host, venue staff and the Event/meeting attendees.				The Company has annual reviews of all existing Supplier Agreements with preferred Contractors and Sub-Contractors.				All parties working on Event/meeting should be made aware of the need for all their staff to be competent in the duties they have been contracted to carry out. All workers should receive instruction as to the overriding authority concerning any safety issues.
Control of Host/Venue preferred Contractors: Contractors not put through Preferred Contractor criteria.	G-4	Staff, freelancers, contractors, Host, venue staff and the Event/meeting attendees.				Included in all on site briefing meetings where possible. Work activities on site closely monitored by Production Manager/Producer.				All relevant insurance documentation obtained prior to event.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Supervision & Delegation of Non-staff: The Company is unaware of competency levels in Non-staff i.e. individuals employed by others. Non-staff members are unaware of the risks associated with their work activities.	G-5	Staff, freelancers, contractors, Host, venue staff and the Event/meeting attendees.				All staff, when using non-staff should ensure that the required tasks are clearly identified when requesting assistance. All staff should ensure that they avoid giving direct instruction in areas where they are not a fully competent themselves. The Company must clearly brief Non-staff of task and potential associated risks.				
Welfare: Insufficient welfare provisions can lead to fatigue, lack of concentration, stress, etc.	G-6	Staff, freelancers, contractors, Host, venue staff and the Event/meeting attendees.				The Company should ensure that their staff receive adequate breaks, food & drink and rest periods.				The Company should inform staff as to the likely work & rest periods, as well as provision for drinking water, washing facilities, etc.
Manual Handling: Incorrect lifting techniques can lead to personal injury.	G-7	Staff.				Staff should be aware of the weight of all items that need to be lifted manually. Whenever possible mechanical lifting devices should be employed.				Whenever practicable, additional & competent staff will be made available to assist, and/or trolleys provided wherever possible.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Use of local Electricity Supply: Risk of electrocution and or fire.	G-8	Staff				All staff will be restricted to the use of domestic 13amp plugs (unless competent to do more). Competent electricians should always be employed for all electrical works.				When using venue electrical supply for the first time venue staff should be in attendance.
Fire & Emergency Plans: Lack or absence of emergency strategies	G-9	Staff, contractors, Host, venue staff and the Event/meeting attendees.				The Booker will evaluate the fire & emergency plans for the Venue and assess if any additions need to be provided for the event. Emergency Plans and Procedures will be sent out to the Host. Where the Emergency Plans change throughout the Event/meeting these changes will cascade down to all staff. In the absence of Emergency Plans & Procedures the Company will create their own procedures.				All Contractors will inform the Company as to all additional fire risks they may be introducing into the Event/meeting, and what, if any, additional fire fighting equipment may be required.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Medical Provisions: Lack of adequate medical provisions	G-10	Staff				<p>The Booker will evaluate the medical provisions for the Event/meeting and assess if they are suitable for the work activities being undertaken - If not then the medical provisions will be increased accordingly.</p> <p>The Booker will provide to the Host details of the Event/meetings medical provisions to enable them to undertake their own medical assessment for their Event/meeting attendees.</p> <p>The company will identify the location of the nearest hospital with an operational A&E Department.</p>				The Host will be encouraged to inform the Booker of any additional first aid provisions that may be required due to the nature of the Event/meeting, or the attendee profile.
Equipment on Hire: Whenever hired equipment is used, the risk of accidents is increased due to a potential lack of training, discipline in use, documentation & maintenance.	G-11	Staff, contractors and the Event/meeting attendees.				<p>Staff will ensure that the equipment is fit for purpose, used with due diligence and if necessary that access to and use of the equipment is restricted.</p> <p>All users must be competent and, if necessary, properly insured.</p>				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Communication Failure: Communications systems need to exist between all parties in order to prevent, or minimise, injuries that may be caused by an emergency.	G-12	Staff and venue.				Decisions will be taken as to whether communications between parties are via personal contact, mobile phones or Radios. The Booker will publicise this information prior to the event.				All Contractors should inform the Company staff as to any requirement for safety critical communications they may require.
Loading & Unloading Vehicles: People may be injured by reversing vehicles, blocking of access & egress routes and insufficient staff assigned to unload vehicles.	G-13	Staff, contractors and the Event/meeting attendees.				Staff will control and ensure proper supervision of vehicle unloading and loading. If unloading/loading is undertaken on a public highway hazard signage will be displayed and red & white tape used to restrict access to the area.				All Contractors must ensure a competent member of their staff is available during the loading and unloading of their equipment. The Venue management should ensure that normal deliveries and collections do not affect the safety of this operation.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Access & Egress: Access and egress routes becoming blocked.	G-14	Staff, contractors and the Event/meeting attendees.				Staff should ensure that regular checks are carried out to ensure that emergency routes are never blocked or obstructed. This duty may need to be delegated in particular when an Event/meeting goes live.				The Venue should ensure that staff are made aware of all access & egress routes, provide appropriate storage facilities where required, and that cable routes are agreed prior to the event.
Welfare Provisions: Insufficient welfare provisions can lead to fatigue, dehydration, hypothermia, overheating, etc.	G-15	Staff and the Event/meeting attendees.				Staff should always identify the nearest available drinking water point and toilets. When necessary the Company will provide these facilities. The Booker must inform staff of extreme weather conditions they may encounter and provide instructions regarding the appropriate clothing, footwear etc.				
Food Allergies: Allergic reactions causing sickness.	G-16	Staff and the Event/meeting attendees.				Staff will liaise with the catering contractor or Venue Caterers to ensure that information regarding contents (nuts, dairy, etc) are displayed. The Company will request dietary information from event/meeting attendees.				The Venue should inform the staff as to any local food regulations or special circumstances (e.g. quality of local water supply) prior to the event.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Food Hygiene: Food poisoning.	G-17	Staff and the Event/meeting attendees.				Staff to ensure all of the required food hygiene documentation has been collected this to include Risk Analysis Sheets.				When working in foreign countries extra care must be taken with food hygiene.
Drugs & Alcohol: Reduction of stamina, disorientation, incoherence, lack of judgement	G-18	Staff, contractors and the Event/meeting attendees.				All staff to be advised prior to their arrival at the Event/meeting that the consumption of alcohol and the taking of recreational drugs whilst at work are prohibited by the Company. The Senior Manager will send home any member of staff who is or appears to be under the influence of alcohol or drugs.				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Contractible Diseases: Events/meetings taking place overseas where there exists a risk of contracting various diseases	G-19	Staff and the Event/meeting attendees.				<p>The Booker will seek medical advice from a qualified source to identify which immunisations are required for the particular destination.</p> <p>The Company will ensure that all staff and contractors are advised of the necessary inoculations well in advance of the event taking place – this includes pre-event site visits.</p> <p>The Company will advise their own staff and freelancers to consult their own GP as to the suitability of inoculations that they may require.</p>				The Booker will ensure that the Host is advised of any inoculation that required for a particular destination.
Event attendee Participation: Event/meeting attendees participating activities were a significant risk has been identified.	G-20	Staff and the Event/meeting attendees.				<p>Staff will ensure that the risks associated with the given activity are fully explained to all persons involved in the activity.</p> <p>The physical suitability of the participant will be assessed using the 'Safety Declaration' procedure.</p> <p>Only staff who knowingly volunteer will be allowed to participate in the activity.</p>				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Event Attendees becoming Intoxicated: Disruptive and violent behaviour caused by the excessive consumption of alcohol	G-21	Staff, venue staff and the Event/meeting attendees.				<p>Prior to the event attendee alcohol consumption will be considered.</p> <p>Venue to be advised if drunken behaviour is expected.</p> <p>Suitable numbers of staff to be employed.</p> <p>First Aid levels will be set taking into account possible intoxication.</p> <p>Suitable travel arrangements to be in place to ensure the safe return of staff to their chosen destination</p>				Booker prior to the event to discuss with Host the limitation of free alcohol i.e. no spirits available, turning the bar into a pay bar at a designated time, closing the bar earlier etc.
Expectant Mothers: Risks to the Mother and the unborn child.	G-22	Staff				<p>The Company will undertake a suitable and sufficient risk assessment of all expectant mothers that are employed by the Company.</p> <p>Control measures to be considered include hours worked, manual handling, rest breaks, ambient temperatures and floor conditions.</p>				The Company requires all expectant mothers employed by them to advise their Line Manager at the earliest possible time of their condition.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Spouse and Group Activities: Events where staff are invited to bring their spouse	G-23	Staff and spouse				<p>The Company is to ensure that all activities involving spouses are carefully considered before being proposed.</p> <p>The Company is to ensure that all of the risks, however small, associated with a particular activity are explained fully to the member of staff and their spouse.</p> <p>The age and physical ability of the staff member and their spouse to be assessed prior to their involvement in the chosen activity.</p>				<p>The Booker may need to prepare 'Safety Declarations' in advance of the activity.</p> <p>Any form of extreme sports or activities using fire need to be assessed formally.</p>
Event Attendee Movement and Crowd Management: Over crowding can cause trauma and crush injuries	G-24	Staff, venue staff and the Event/meeting attendees.				<p>Prior to the event will establish the audience profile and expected behaviour.</p> <p>The Company will ensure that a safe venue capacity has been identified and is not exceeded.</p> <p>The Company will employ sufficient numbers of trained staff to manage the event attendees.</p> <p>Emergency evacuation routes must be identified and maintained at all times.</p>				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Aircraft Charter / Helicopter Charter:	G-25	Staff, venue staff and the Event/meeting attendees.				To be filled in when specific detail has been obtained				Helicopter Evaluation Check List to be undertaken
Coach Transportation: Coach accidents	G-26	Staff, venue staff and the Event/meeting attendees.				<p>Only licensed coaches are used. Suppliers to comply with local law regularly check the tread of the tyres. If the road conditions were deemed to be hazardous the coach transfer would not take place and the group would be otherwise entertained. The coach driver and Travel Representative will carry a mobile phone at all times.</p> <p>The coach would not embark on a hazardous transfer, thus eliminating the risk attributed to the weather causing a crash. The coach drivers all hold the relevant licenses and as under law have regular rest periods and do not consume alcohol or drugs.</p> <p>The coach company and are experienced in dealing in adverse weather conditions. They would factor in additional travelling time if required and in the case of extreme conditions, the journey would be delayed or cancelled.</p>				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Coach Transportation: Coach accidents	G-27	Staff, venue staff and the Event/meeting attendees.				<p>Only licensed coaches are used. Suppliers to comply with local law regularly check the tread of the tyres. If the road conditions were deemed to be hazardous the coach transfer would not take place and the group would be otherwise entertained. The coach driver and Travel Representative will carry a mobile phone at all times.</p> <p>The coach would not embark on a hazardous transfer, thus eliminating the risk attributed to the weather causing a crash. The coach drivers all hold the relevant licenses and as under law have regular rest periods and do not consume alcohol or drugs.</p> <p>The coach company and are experienced in dealing in adverse weather conditions. They would factor in additional travelling time if required and in the case of extreme conditions, the journey would be delayed or cancelled.</p>				

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Food & Beverage when Overseas: Food poisoning	G-28	Staff, venue staff and the Event/meeting attendees.				<p>The restaurants chosen are regularly used by our Ground Agent or the Company and they comply with all local health and hygiene standards.</p> <p>Event/meeting attendees are requested to advise staff of any food allergies upon registration of the event. Staff are then to pass the information to each restaurant.</p> <p>Upon arrival at the restaurant, the menus are again checked with the chef before the dishes are served.</p> <p>All restaurants used by the Company comply with local safety and fire regulations. In the event of an emergency evacuation, the restaurants have clear and concise procedures in place.</p>				<p>Accidents related to excessive alcohol consumption have to be the responsibility of the individual.</p> <p>Staff in conjunction with the Host will endeavour to discourage drinking to excess.</p>

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Hotels Overseas: Insufficient Emergency Procedures	G-29	Staff and the Event/meeting attendees.				<p>Contracted Tour Operator must carry out regular checks under the guidance of the FTO. The hotel must comply with local hygiene standards.</p> <p>The hotel must comply with local fire regulations. All hotel rooms have a fire escape map on the back of the bedroom door; a highlighted assembly area and all fire exit signs are illuminated.</p> <p>The staff accompanying the Event/meeting attendees will be vigilant and mindful to hotel fire exits.</p>				<p>The hotel should have access to medical assistance, 24-hours a day.</p> <p>The staff will be available 24-hours a day and will be aware of all the sources of medical assistance.</p>

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Senior Management / VIPs: Senior Managers congregating for a meeting or event	S.1	Senior Managers and staff	<p>Booker/Host to give consideration to the appropriateness of the venue.</p> <p>Booker to ensure the venue has the appropriate security procedures in place.</p> <p>Very Senior Managers not to congregate in one place or travel by the same means of transport.</p> <p>Booker to ensure Security aware of meeting or event.</p> <p>Booker to consider the travel arrangements, transfers, taxis, cars and flights.</p> <p>Booker to endeavour to ensure that Senior Managers are not accommodated in the same hotel as on another.</p> <p>Booker/Host to ensure all venue, travel and accommodation details remain confidential and out of the public domain.</p> <p>Serious consideration given to any venue signage, branding and lapel badges.</p>				H			Contact Security Department for further advice and guidance.

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>	Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>	Further action needed:
			S L R		S L R	
Confidentiality: Meetings and events where confidential matters are to be discussed	S.2	Senior Managers and staff	Booker/Host to give consideration to the appropriateness of the venue. Booker to ensure Security aware of meeting or event. Is a Security Electronic Countermeasures Sweep (E.C.M) required prior to the meeting Bookers to ensure Cross Shredding machines are available at the venue. Venue Business Centres not to be used by Staff Booker/Host to ensure fax machines to be removed or cleared after meeting or event. Mobile phones and laptops to be kept secure, not left unattended in areas that the public/venue staff have access to. Booker/Host to ensure all Flip Charts are checked for confidential information before handing room back to venue. Consideration given to any areas that is to be shared by no staff. All staff to be identified by Host/Booker prior to meeting/event. Booker/Host to ensure all unauthorised non-staff are challenged on entering venue.			Contact Security Department for further advice and guidance. Consideration given to the venue signage and branding for the event/meeting

EVENT RISK ASSESSMENT – Generic Risks

Hazard	Ref:	To whom:	Uncontrolled Risk <i>Severity x Likelihood = Risk rating</i>			Control risk by:	Residual risk: <i>Severity x Likelihood = Risk rating</i>			Further action needed:
			S	L	R		S	L	R	
Conflict of Interests: Competitors or parties with conflicting interests to working in the same venue as the Company	S.3	Senior Managers and staff	Booker in advance of venue booking to obtain full disclosure from venue as to any other companies that may be using venue at the same time as the Company. Booker to be vigilant when the company is publicising meeting or event with the Company signage. Ensure that all a companies subsidiary companies are known. Pay special attention to Charities with a public health agenda.							Contact Security Department for further advice and guidance
Emergency Service Response Times: Emergency services can take varying amounts of time to attend an emergency call in non-city centre locations.	S.4	Senior Managers and staff	Booker in advance of venue booking to obtain emergency services response times from venue. When response times (in excess of 30 mins) are too long Booker to ensure on site emergency services are provided.							Contact Security Department for further advice and guidance

Institute of Travel & Meetings (UK and Ireland)

The Institute of Travel & Meetings was established in 1956 to provide networking, education and best practice in business Travel Management. The Association boasts over 1,000 buyer and suppliers members in the UK and Ireland with a representation of over 25% of the business travel market in this region. ITM undertakes conferences, research, lobbying and training for its members.

Project ICARUS

Project ICARUS was established by ITM, initially to promote carbon reduction in travel management programmes throughout the UK business travel industry. The project is led by, and targeted primarily at travel buyers/managers as any movement to reduce carbon emissions needs to be focused on this community.

Project ICARUS was conceived after the ITM conference in 2006, when a number of leading industry figures and journalists all independently discussed their concerns with ITM about a lack of leadership on Climate Change in business travel management.

The Project's Goals

The intention of ICARUS in the first instance is to drive the UK travel industry to reduce carbon emissions in line with government targets.

After its initial focus on Carbon Emissions, the project will look at other areas of CSR, such as other greenhouse gas emissions, duty of care and sustainable procurement in due course.

The project group has set about creating a plan of action to firstly inform buyers and suppliers of our environmental situation and the action they could take and secondly to provide practical guidance and assistance for travel buyers to start on the environmental road.

For more information contact ITM on 01625 430472 or visit www.itm.org.uk

EVENT MANAGEMENT SITE INSPECTION & ON-SITE RISK ASSESSMENT

Venue Name & Address:

Date Inspected:

Dates of event: From: _____ To: _____

Name of Event Manager, who undertook inspection:

Names of Personnel in attendance:

Names of Freelance personnel employed by :

Description of Event:

a) Client name _____

b) Number of delegates _____

c) Type of event (meetings/ team events/ conference/ exhibition/ seminar)

INSPECTION AND SAFETY ASSESSMENT

Area	Observations	Issues of Concern to be raised within and also Pfizer EHS
Inspection	<p>Customer facing side:</p> <ul style="list-style-type: none"> No obvious slips or trips hazards, particular attention to stairs. Fire escape routes clearly marked and unobstructed Good housekeeping with no accumulations of rubbish or poor storage. Clearly posted instruction on emergency action e.g. fire or medical incident. <p>Fire escape routes (Sample a few)</p> <ul style="list-style-type: none"> Unobstructed. Easy escape to safe place, no blocked or locked escape routes. No storage on fire escape routes. External venue environment 	An otherwise acceptable venue that has either poor housekeeping; multiple unresolved slips and trips hazards, or where fire escape routes appear compromised.
Accident records (may not offer names to protect confidentiality)	<p>Excellent organisation: Will provide a relatively large number of near misses; a smaller number of minor injuries and relatively few major injuries. They will be able to describe how they prevent accidents reoccurring.</p> <p>Typical organisation: Will record accidents only, not near misses, and may or not record minor injuries. They should be able to describe how they prevent accidents reoccurring.</p> <p><u>Zero accident rate:</u> This is a very unlikely scenario for any venue allowing public access. Indicates accidents are not be recorded and therefore not be investigated and prevented.</p>	<p>Any unexplained groups of accidents e.g. in a specific part of the facility or what appears to be a large number of major injuries (includes fractures).</p> <p>Any facility with a zero accident rate.</p>
First aid	<p>Does the facility have access to first aiders whilst our colleagues are on site?</p> <p>How are visitors made aware of who to contact for first aid?</p>	No first aid cover
Other questions to ask	<ul style="list-style-type: none"> Who is responsible for safety at your venue? How do you identify safety issues? How do you manage safety issues that are identified? How do you ensure safety standards are maintained? <p>Excellent venue/facility: Will produce a clear and documented guide and be able to talk you through their processes.</p> <p>Typical venue/facility: Will know the name of an assigned person to manage safety and will have access to information e.g. a safety manual but wont look as if they are familiar with all of it.</p> <p>Poor venue/facility: Will not understand the majority of the questions or even the reason that you are asking.</p>	If there is no answer or the answer does not seem credible (what you see walking around and what you are told do not seem to agree)

Events Specific Questions	Please note any event specific questions raised during inspection:	
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Health & Safety Issues and Actions

Area	Issues Identified	Actions made and people notified:

Overall Assessment of Risk

Good No issues identified	Acceptable Few minor observations	Unacceptable Major issues identified
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Date assessed:	Signed:	Print Name:	Company / Title:

ONSITE RISK ASSESSMENT

Event: _____
Date: _____
Time: _____
Completed By: _____

HAZARD	DEPARTMENTS AFFECTED	HOW HARMED	LEVEL OF RISK	PRECAUTIONS	FURTHER ACTION

Sample - Pre qualification Questions

This enables the Travel Buyer to create a short list for a full RFP. This stage should be utilised to eliminate contractors and not select the finalist.

Please Attach one copy of audited accounts for the last two financial years:	
--	--

Company Details Company Address Telephone Number Fax Number Website Address	
Please provide details of parent or holding company, where applicable?	
Office Locations of where the services will be offered?	
What year did the Company start trading?	
Company Registration number VAT Registration number	

Name of Trade or Professional Association(s) that you are members of				
Examples of Cv's of Key Staff, including Directors, managers and others who will provide the services				
Details of staff turnover as percentage of your workforce for the last 2 years				
lii Examples of Current Contracts				
	Company	Contact details of contract holder	Date contract awarded	Details of what services you provide?
1				
2				
3				
4				
5				

	Will any part of the contract be sub-contracted?	
	Full Details of sub-contractors intended	

Summary details of your facilities for carrying out the services including the policies and processes for implementing and managing the services, the integrated supply chain management, working methods applied, methodologies used for delivery and data systems used in managing the contract?

QUALITY ARRANGEMENTS

	Details of the quality management systems you have in place plus a copy of any accreditation certificate or national equivalent, if applicable
	Details of your Management Information Process / examples relevant to our brief?
	Any other information that the applicant may consider to be relevant and of interest to support the application.

VENUE FIND / EVENT MANAGEMENT

	Please explain how you approach Venue Finding and deliver savings and value ?
	Details of your Event Management delivery and experience?
	Give examples of recent case studies / planning / delivery / management / results?
	Other relevant information you wish to disclose at this stage?

Technology

	Please provide details of your IT Department – structure and capabilities
	Are any of your applications / software outsourced (What)?
	Explain details of your Disaster Recovery?
	Other relevant information you wish to disclose at this stage?

In summary please provide us with factual statements of why we should select you as our contracted supplier for Venues Find / Event Management?

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The Client

**Provision of Meetings Management
Outsourcing Services
Request For Proposal (RFP)**

SECTION 1 RFP RESPONSE

All Potential Vendors should provide details of their relevant capabilities, experience and qualifications including those of their Affiliates and any key sub-contractors to be involved in the provision of the Services as outlined in this RFP. As a minimum the following information shall be included:

1.1 Vendor Background

(a) Corporate Details

The full corporate name of the Potential Vendor, its Affiliates and sub-contractors, contact details (correspondence address, main telephone number, main fax number, main e-mail contact address), date established, type of organisation (for example, Private or Public Limited Company or Partnership), registered business number and VAT registration number;

(b) Corporate Assurance

Confirmation of whether any of the Potential Vendor's directors and/or senior managers or those of its Affiliates and Key Sub-Contractors have ever been declared bankrupt, found guilty of any criminal offence relating to the conduct of the Potential Vendors' business or that of its Affiliates and Key Sub-Contractors, or of any professional misconduct, and/or details of any cases currently outstanding;

(c) Corporate Governance & Codes of Conduct

- i. Details of the Potential Vendor's corporate governance policies as adopted by its board to ensure the effective management and control of its business to the extent that these would be applicable to the provision of the Services; and
- ii. Details of the general codes of conduct currently in force for mandatory compliance by the employees of the Potential Vendors business to the extent that these would be applicable to the provision of the Services

(d) Insurance Arrangements

Details of current insurance arrangements (including types of insurance, expiry dates and limits of liability) including copies of relevant insurance certificates to the extent that these are relevant for the purposes of the Services;

(e) Briefly summarise all services your company provides;

(f) Details of your staff employ in the UK;

(g) Breakdown of staff numbers and skills relevant to this RFP including a range of the services requested;

(h) Details of relevant experience within the pharmaceutical industry;

(i) Customer Services

Describe how your organisation addresses customer service e.g. do you form account teams that are responsible for managing an entire entity such as The Client? If so, describe how these teams are selected and structured and describe the synergies such a structure provides to your customers.

1.2 Vision and Strategy

Set out your organisation's mission?

Detail your organisations future strategic direction.

1.3 Skills and Core Competencies

What areas do you consider your core competencies?

What percentage of your revenue is generated from each competency?

Please provide details of knowledge and experience of the Services including the following areas: -

- Venue Sourcing
- Delegate Management
- Customer & Agency Relationship Development
- Contract Negotiation
- On Site Meeting Co-ordination and Support
- Cost Management & Reconciliation
- Faculty Management
- Compliance/Governance
- How do you ensure your services evolve and are competitive within the marketplace and The Client's changing requirements?

1.4 Financial History

Please provide top line audited financial statements for the last two years or other evidence of financial viability.

What is the distribution of revenue between the various business segments you service (please use percentages)?

1.5 Contractual Experience

Subject to any ongoing confidentiality undertakings, a summary of the number, scale (value and service scope) and duration of major external service provision contracts undertaken by the Potential Vendor during the last three years; and

Subject to any ongoing confidentiality undertakings, a summary of the number, scale (value and service scope) and cause of any major terminations or non-renewals of service provision contracts occurring in the last three years.

1.6 Management Approach

What management techniques, methodologies, tools and approaches do you normally apply when working on a project?

Please provide details of your approach within the following areas -

- Account Management of the Services;
- How is productivity managed;
- Training and Development of staff;
- Management of staff - and its ability to provide flexible working patterns; and
- The evolving role of the Services for each area tendered for.

1.7 Quality Management Approach

Please summarise your approach to ensuring quality throughout the lifecycle of a project in less than one page of A4.

1.8 Standards and Good Practice

Identify any actual, de facto, proposed and industry standards that your company uses - where appropriate, identify the current status of these standards.

What professional certification (such as quality certification) has your organisation achieved?

Suggest a set of performance measures/metrics that might be used in a generic project and explain these measures/metrics?

1.9 Acquisition and Sharing of Knowledge

What approaches does your organisation adopt to ensure knowledge and information is acquired and shared between you and the client

1.10 Project Experience

Describe the nature of any business you are currently doing with The Client or its Affiliates. Include the name of the The Client or its Affiliates representative, the name & type of the initiative as well as any other pertinent information.

1.11 Corporate Values

Please provide a summary of yours and any Affiliates' and Key Sub-Contractors' core values and service philosophy in working relationships with its customers within the UK pharmaceutical Industry. Keynote descriptions of how these are achieved on a day-to-day basis highlighting where the approach and business model differentiates from your competitors.

1.12 Additional Requirements

Please provide details of how you would ensure successful integration of any potential dedicated account team into work within other areas of The Client.

1.13 Reference Clients

As part of the evaluation process The Client will require appropriate access for similar services to a number of the Potential Vendors' clients to verify the Potential Vendors' capabilities. Each Potential Vendor should therefore provide a list of clients to whom it has been providing services of a similar size to The Client and which are preferably large pharma/medical devices companies.

All Potential Vendors should provide details of the relevant clients including contact names, addresses, phone numbers and a brief description of the services provided to those clients.

The Client's expectation is that, once the initial contact has been made through the Potential Vendor, any further contact with the relevant clients would not directly involve the Potential Vendor.

SECTION 2: EVALUATION CRITERIA

All submissions by Potential Vendors received by the due date will be considered separately and in strict confidence.

The Client will evaluate Potential Vendors' proposals on the basis of The Client's business needs for the potential Services. Examples of the criteria to be used by The Client are set out below for your reference in no particular order of preference.

The Client does not bind itself to accept any or all proposals that meet the criteria described in this Section, the lowest cost proposals, the best value for money proposals or any proposal at all submitted as a result of this RFP.

(a) The Services

It is The Client's responsibility to ensure that its operations continue in the most effective way, delivering the provision of efficient services to the business and that all Potential Vendors have the capability to deliver such services.

To this end, Potential Vendors' responses must demonstrate the capabilities necessary to provide the full range of Services and satisfy and meet all The Client requirements for the provision of the Services set out in this RFP.

(b) Service Levels

High quality of service to The Client's business is of paramount importance. Service Levels have been designed by The Client to ensure that it receives high quality of service.

To this end, Potential Vendors' responses must demonstrate their capability to meet or exceed the Service Levels.

(c) RFP Response

To facilitate an effective and timely tendering process, The Client requires Potential Vendors to submit full and complete responses in accordance with the timelines and requirements set out in the earlier section of this RFP.

To this end, Potential Vendors are required to submit full, comprehensive and favourable responses to this RFP in compliance with the requirements for Potential Vendors' responses set out in adherence to the timelines set out as part of this RFP.

(d) Contract Terms

The Client has attached in Appendix 1 of this RFP a template agreement upon which the Agreement will be based. The Client believes that the terms and conditions set out in the template agreement are fair and balanced for both parties and, although The Client has provided Potential Vendors with an opportunity to provide alternative wording where Potential Vendors do not agree with its provisions, The Client does not anticipate extensive comments on the template agreement from Potential Vendors.

To this end, Potential Vendors' responses must demonstrate the Potential Vendors' willingness to accept the The Client contractual principles set out in this RFP, including without limitation the template for the Agreement attached to this RFP in Appendix 1.

(e) Cost

The Client expects that the potential Service will realise business efficiencies.

To this end, Potential Vendors' responses must demonstrate:

- (i) The Potential Vendors' commitment to adopt The Client's pricing structure as set out in Section 5 of this RFP;
- (ii) That their proposals are low, competitive and cost effective and in line with best industry practice at the present time.

(f) The Client's Internal Costs

The Client has only limited resource dedicated to the Services and, hence, has a requirement to operate the potential Services in a cost effective, efficient and practical way.

In this context, when evaluating Potential Vendors' responses, The Client will consider the impact that the possible appointment of Potential Vendors will have on its internal costs. This will include all initial set up costs to enable the Potential Vendors to be appointed and the ongoing internal costs required. For this reason, The Client may appoint the Potential Vendor that is able to operate the Service in a cost effective, efficient and practical way.

(g) Speed of Implementation

A timely implementation of the Service is important to The Client. This is to ensure that The Client is able to ensure minimal disruption to its business.

To this end, the Potential Vendor's response must demonstrate its commitment and ability to (i) sign the Agreement, and (ii) implement the Services within timelines acceptable to The Client.

(h) Corporate Governance

The Client must ensure, for compliance with its own corporate governance requirements and the protection of its corporate reputation, that all Potential Vendors operate in strict observation and adherence to strong corporate governance policies and frameworks, to ensure the effective management and control of its business both from a financial and an ethical perspective.

To this end, Potential Vendors' responses must demonstrate:

- (i) That Potential Vendors have in place robust corporate governance policies (as adopted by the board) and framework to ensure the effective management and control of their business including, without limitation, the ABPI Code of Practice (which for the avoidance of doubt will be a contractual requirement) general codes of conduct for mandatory compliance by their employees; and
- (ii) The Potential Vendors' ability to demonstrate strict adherence to such corporate governance policies and framework and provide detailed examples of those values in action.

(i) Potential Vendors' Business Stability

The Client requires all suppliers to have sufficient business stability to enable them to provide the Services without undue risk to The Client. The Client regards any planned major business change that would have an impact on the Potential Vendors provision of the Services as a significant business risk.

SECTION 3 SERVICE LEVELS

3.1 Required Potential Vendors' Responses

This Section of the RFP sets out the Service Levels in accordance with which the Services must be provided. However, notwithstanding anything to the contrary in this RFP, every Potential Vendor, in responding to this RFP, must confirm that:

- It acknowledges that high quality of Service is of paramount importance to The Client and that Service Levels are designed to ensure that it receives a high quality of service;
- Where any aspect of the Services is stated to be subject to a Service Level as set out in this Section, the level of performance in relation to that aspect of the Services will at all times meet or exceed the relevant Services Levels;
- The Client shall at all times during the course of the Agreement be entitled to require such changes to the Service Levels as are reasonably necessary in order to achieve the high standards of service required by The Client.

3.2 Service Levels

- Compliance with relevant Codes, Regulations, Statutes
- Delivery against Key Performance Indicators (“KPIs”) (in no particular order) as set out below:

Description of KPI	Service Level
Account Management <ul style="list-style-type: none">• Event Proposals• Event Management Processes• Event Delivery• Supplier Management	96%
Management Reporting	100% on Time
Other Event Management Company Usage	10%
Compliance (Codes, Regulations, Statutes)	100%
Performance Targets <ul style="list-style-type: none">• Delivering Value• Added Values• Corporate Governance• Business reporting, monthly, quarterly, annually• Performance Targets (to be agreed)• Others that may be agreed between the parties	96%

SECTION 4 SUPPLIER/VENDOR AGREEMENT TEMPLATE

Introduction

- (a) In the event that The Client decides to proceed with the appointment of Potential Vendors for the provision of the Services, any successful Potential Vendor will be required to enter into a legally binding Services agreement with The Client.
- (b) In the interests of running an efficient and effective process, a template agreement upon which the Agreement will be based has been attached to this RFP at Appendix 1 (**"Template Agreement"**).
- (c) The term of the Agreement will be for a minimum of 12 (12) months thereafter subject to the termination provisions of the Agreement. Potential Vendors are requested to refer to the early termination provisions set out in the Template Agreement for further details.
- (d) The Client reserves the right to vary the level of its requirements under the Agreement, by giving the Potential Vendor no less than thirty (30) days written notice.
- (e) The Client reserves the right to vary any terms of the Agreement at any time during this RFP process or otherwise.

SECTION 5 FINANCIAL PROPOSAL

5.1 Pricing Structure

- (a) Potential Vendors are required to develop and present a pricing structure for the Services on a cost plus basis (the “**Fees**”), clearly showing the breakdown of the costs, including the levels of margin anticipated from this project, identifying the change in the costs and margin in the event the whole Services being awarded (if at all).
- (b) Potential Vendors are required to confirm that the Fees quoted to The Client in relation to this RFP has been calculated to take into account all the obligations of the Potential Vendor, including without limitation:
 - I. the provision of the Services described in this RFP, including the term of the Agreement;
 - II. complying with all the reporting obligations described in the earlier Section of this RFP;
 - III. training of personnel;
 - IV. compliant with all relevant statutes and regulations;
 - V. taking into account possible cancellation/postponement charges that may be incurred; and
 - VI. any additional payments or expenses envisaged.
- (c) Expectations as to invoice payment i.e. proforma, agreed payment terms;
- (d) Any exclusion to be clearly stated;
- (e) Any variation in costs shall be subject to the terms of the Agreement.

5.2 Potential Vendors should provide a pricing structure for the following:

- (i) each separate service area;
- (ii) two service areas; and
- (iii) the total Services.

The Potential Vendor should set out any discounts, rebates that it may consider providing to The Client in the event of one or more service areas being awarded.

Where the Potential Vendor does not wish to provide a proposal for a certain service area it should clearly state its intention herein.

5.3 Alternative Pricing

Potential Vendors should consider and provide The Client with an alternative pricing structure to that set out above in this section, for consideration.

Meet Working Party Meeting and Events Toolkit

Client Case Study Brief for the Strategic Management of Internal Space and Meeting and Events Suppliers

Client; Tesco
Contact: Danielle Bartlett

In 2008 Tesco decided it wanted to get its arms around its Meeting and Events spend. The position they were at at that time was the following:

- Trackable spend of approximately £10m per annum with over 100 different suppliers
- 60% of this spend was on venues with the remaining 40% on Event Logistics and Event Production services
- No negotiated rates with local venues to their offices
- No policy regarding spend in this area
- No visibility of total potential spend
- No control on process or payment
- No guidelines on when to use Event Management
- No central repository for the MI
- No ability to converge the meeting and events spend with the transient spend.
- No visibility of the internal space for booking or use.

Most importantly at this time staff were unaware of the financial implications of their actions as they had no guidelines or process to follow.

Tesco procurement began looking at how they could address these issues and then defined the key Project initiatives to take to the Board to obtain sign off to continue with the project. The board could very clearly see the huge potential to make significant savings in addition to providing an operationally streamlined and commercial solution for Tesco. They identified a savings figure through analysis of the MI available and then halved it to form their business case.

Project initiatives

- Consolidate M&E expenditure and appointed providers
- Implement online booking technology with integrated access to internal meeting facilities.
- Develop a National Venue Programme with Tesco customised SLA & T's & C's
- Reduce external expenditure via optimisation of internal, Tesco owned facilities
- Control M&E expense via consolidated payment solutions
- Tackle internal meeting space and venue finding requirements first
- Suppliers for Event Management, Event Production and AV to be tackled in a second phase of rationalisation.

Next Steps

Tesco procurement then reached out to the business to put together a working party to move the project forward. They identified the top twenty bookers by spend from all areas of the business and brought the group together who welcomed the initiative and recognised the need for change and a better approach to booking meeting rooms. Some key challenges were identified at this stage:

Challenges

- Poor enforcement of previous policy
- No proactive strategy by previous agency to reduce costs
- Application of a multi-tiered policy based on delegate booking numbers
- Lack of historical M.I providing line item detailed information
- Low compliance to previous providers

Internal Space

Tesco recognised very early on that it had considerable internal space that was unmanaged and therefore under utilised because the booking community had no visibility of its availability, the capacity of the rooms or a process for booking it and identified that it would need to look to technology to provide a solution for this.

This requirement became a critical criteria in the selection of an agency to work with them. Space within their two head office locations and a Tesco owned hotel were identified as the key space to be utilised as the first roll out of the management of their internal space.

Tendering Process

Tesco undertook an extensive review of Venue Find suppliers in the market place and undertook a robust process for selection which included an RFI, RFP, Presentations and in some cases Supplier visits. The following goals and measures were identified and included within the RFP Process

Goals and measures

- Complete M&E Supplier tender consolidation process and appoint preferred suppliers
- Implement Group-wide mandated Venue Booking Policy with robust approval process
- Achieve a 20% reduction on DDR and 24 Hour rates via the National Venue Programme
- Launch online booking tool for internal and external space
- Maximise usage of internal meeting space and Tesco owned facilities

The Tool

The successful agency already had a tool in pilot and worked with Tesco to use their requirement as a test case for its implementation into a corporate client and therefore did not charge Tesco for its development or implementation. The tool was able to deliver the following:

- Fully flexible and easy to use
- Built in approval process for all external meetings
- Ability for the booker to book and cancel space themselves directly into the tool
- Quick internal space review allowing the booker to hover over space to see who is holding it
- Clearly identified room capacities

This Venue Find agency was also Tesco's TMC so have now created an online portal that allows access to the internal meeting space tool and online booking for travel and transient accommodation with a single sign on. One of the key advantages of this is the ability for Tesco to look at converging their meeting and transient spend volumes allowing greater leverage.

The agency will telephone the Tesco facilities team to organise catering if requested and to give instruction for the room layout.

Implementation and Communication

- Policy changes were implemented within the Tesco HR Team
- Launch of the Tesco M&E portal through the centralised system for all M&E needs
- Roadshows , booker clinics and webcast training programme was carried out by the agency
- 'Policy Approver' process implemented and communicate to all Tesco employees via HR requiring all spend out of policy to be have active approval from Tesco Work Level 5 and 6 (Board Level)
- Monthly baseline savings reporting based on aggregate external meeting costs was designed and implemented to allow for measurement.

Cost Model

- Tesco agreed to a Transaction Fee model with transparent visibility of all commission earned and all commission earned rebated to Tesco or used to offset the transaction fee.

- There is no charge for booking internal space
- Bill back facility for all external meetings is charged on a per invoice fee
- The agency charged no fee for set up or implementation.

Second Phase – Procurement of Production, Logistics, Video Production and Team Build Suppliers

- At the start of the process Tesco had over 100 suppliers delivering these services for various parts of the business.
- They entered into an online tendering process with RFI, RFP and presentation stages. Tesco felt that it was very important to also include supplier visits for the agencies tendering for Video Production as the inhouse infrastructure for these services was very important in their ability to deliver quality video services.
- After the initial RFI process the number of suppliers invited to the next stage was reduced by 50% and the successful participants were offered training and advice in proceeding to the next stage.
- 6 suppliers were appointed, two in each category on a 1 year contract. These are now managed by BSI who act as a Master Vendor and manage the workflow to the agencies on behalf of Tesco.
- Tesco procurement 'knitted' these suppliers together through a round table discussion and subsequent Team Build Dinner to ensure that they were all focused and engaged on working together to deliver the best solution to Tesco. They are the Tesco 'family' of suppliers and have found that this transparent way of working has benefitted them in increased levels of business through recommendations from their fellow agencies to other clients.

Results

- Consolidation of approved suppliers. 75+ to 6 suppliers.
- £100K saving since Oct 2009, on track to save £400K, 50%
- Mandated venue policy in place with external venue requests approved by WL6
- Average DDR rate in Cheshunt reduced by 25%
- Average DDR rate in core locations reduced by 19%
- £540k of savings delivered YTD (Comparing DDR, 24 Hour and Room Hire Pricing achieved in 2009-10 versus previous year.)
- 40,000+ internal meeting space bookings departed to date, delivering cost avoidance saving of £4.3m
- Line item detailed M.I to support programme evolution & Cost saving initiatives
- Bill-back solutions via BSI ensuring total control and visibility of M&E 'extras' spend

Top Tips

- Research each spend category fully, understand what each supplier does in house and what they outsource.
- Question if your business has a need to work with a supplier who can provide great technology to create a meetings and events portal, Tesco did this and we have created a one stop shop for meetings and events that drives policy

Tesco M & E Portal and Policy

Tesco Meetings and Events Portal

[Home](#)

[Internal Meeting Room Enquiry](#)

[Cheshunt Meeting Centre](#)

[The Workshop](#)

[The Hot Rooms](#)

[Internal Charges](#)

[External Venue Enquiry](#)

[Approved Event Suppliers](#)

[Meetings and Events Policy](#)

[Travel Partners](#)

[Green Meetings](#)

[Contact Us](#)



Welcome to the new Tesco Meeting and Event Solutions Portal

In conjunction with our new approved meeting and event partners - BSI (Booking Services International), we have developed this site to provide you with one, easy to use reference point for all your meeting and event needs.

If you are organising a meeting and are in need of guidance, please read the FAQ's below for a quick reference, our use the navigation links provided.

Arranging Meeting Space?

Number of people attending	How to organise	Approval Required
1-5	Use internal meeting space and organise yourself - click here	Internal - none
6-20	Use internal meeting space. If you can't use internal meeting space, click here once you've got approval.	Internal - none External - sign off by WL6 or designated WL5 authoriser.
More than 20	Click here to book external space.	External - sign off by WL6 or designated WL5 authoriser. External venues will be chosen in ranking order from the approved National Venues list. Any exceptions are to be signed off by a WL6.

FAQ's

What is event production, logistics, AV, Video/ Film, team build or motivational days?

There are many elements to an event and often the language can get confusing.

- Logistics – this is the consideration and management of the flow of people including but not restricted to transfers, signage, badging, registration, speaker management, accommodation and venue liaison.
- Event production – this is the delivery of the look and feel of the event – stage set, design, lighting, sound and technical detailsIf you think of a larger event – Event Production is what happens inside the meeting room and Logistics is everything to do with getting people to the that room.
- AV – Audio Visual. This is usually part of the event production element specifically relating to the sound and vision components. This would include but not restricted to projection, screens, speakers, and microphones.
- Video / Film – do you need the event filmed? This can take the form of a live relay to the main conference screens during the event, and/or edited post-event to produce a finished piece which can be used at a later date (i.e. the next event, marketing etc.)
- Training – do you require help with training films, corporate videos, webcasts, DVDs, Internal Comms – you will find your suppliers under Approved Suppliers tab
- Teambuilding / Motivational days – do your requirements take into the consideration of team dynamics and ways in which this can be improved? If you are able to define a clear objective, there are many agencies available to provide creative and entertaining days.

I've been told I need to organise a conference

- Before you begin to brief agencies and get quotes, we would recommend that you define as a group, the overall objectives of the event – what are you trying to achieve? What are the key messages? What do you want people to go away thinking? In addition, a clear definition of the available budget will help you work within the right parameters. Once you have this information, you are then able to start considering the content of your event and what it might look like. Our suppliers have been chosen because of their experience, professionalism and creativity – in the first instance for advice contact BSI on 020 7403 7603. They will be able to provide you with ideas which can be taken back to your group for consideration. Open and honest communication with all involved is key to the success of the project, and ideas are plentiful!

Conclusion

Tesco has moved from having little or no control to full command of its meetings activity. As a result, meetings and events spend has been dramatically reduced by a combination of policy, suppliers, rationalization, negotiation, and behavioural manipulation

Venue and Activity Safety Checklist

OBJECTIVE

The objective of this procedure is to ensure that meetings held meet Banks Sadler safety requirements and that planned activities are safe.

SCOPE:

The recommendations of this procedure apply to meetings of fifty or more employees. However, managers are encouraged to apply the listed program elements to external meetings of any size.

PROCESS

A "walk through" inspection of the venue to address fire escape routes and "slip, trip, fall" hazards should be conducted prior to the event by the person responsible for organising the event. Further, at the beginning of the meeting, attendees are to be briefed on egress/escape routes and evacuation procedures

A copy of this form should be retained by the organising manager in department files for a period of 5 years.

DETAILS OF PERSON COMPLETING THIS FORM

DATE	
NAME	
POSITION	
SIGNATURE	

DETAILS OF LOCATION BEING ASSESSED

LOCATION NAME	
TYPE OF FACILITY	
ADDRESS	
PHONE NUMBER	
ATTENDEES (NO)	

This is just a guideline so please also refer to any existing policy that your corporate client might have in place.

Venue and Activity Safety Checklist

	VENUE SAFETY CHECKLIST	YES / NO
1	Does the venue have a current certificate indicating that fire and essential services have been checked and are compliant.	
2	Is fire extinguishing equipment such as hose reels and portable extinguishers available and has it been checked within last 6 months.	
3	Where more than 50 people are present in a room or part of a building are there two or more alternative means of escape?	
4	Are all egress routes clearly indicated / signed	
5	Are all emergency exit doors unlocked or fitted with push bars / emergency opening device	
6	Is the building provided with a fire detection and alarm system?	
7	Is the venue sprinklered ?	
8	Is emergency lighting provided?	
9	Does the venue have arrangements to ensure that electrical equipment is in a safe condition?	
10	Are meeting rooms, common areas and access routes free from tripping hazard?	
11	Are fire risks associated with display materials and furnishings kept to a minimum?	
12	Are there any additional risks presented by the venue? e.g. is the venue a vessel, aircraft, marquis or sporting venue.	
13	Have venue staff been trained in emergency procedures within last 12 months	

	Activity Checklist	YES/ NO
1	Are proposed activities safe for all persons participating	
2	Activity is not specifically excluded or high risk	
3	Are proposed activities appropriate for all participants to engage in.	
4	Can the provider or organiser establish they have the required skills to coordinate the activity safely.	
5	Do participants have the appropriate clothing or equipment with which to safely participate in the activity	
6	Consumption of alcohol is to be limited so as not to present a risk to health or safety.	
7	Where alcohol is offered as part of a business or social event has access to public transport been considered when choosing the venue	
8	Have insurance requirements been considered.	



HBAA Members and Partners

The Code of Conduct

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- B. Letter of Authority**
- C. Billback Best Practice**
- D. Dispute Resolution Process**
- E. Enquiry Best Practice Process**

1. Introduction

The Hotel Booking Agents Association was formed in 1997. Its members are all independent, well established companies that specialise in making accommodation, meetings and/or events reservations as their core business.

The Association was formed to act as a united forum to address common issues and to push for improved standards in product and service delivery by suppliers - the hotel and venue industry - for our corporate clients ("Clients"). In turn we ensure that our Members abide by agreed standards in dealing with Clients and suppliers alike.

The HBAA Vision

The HBAA shall be recognised as the industry body representing the accommodation, meetings and/or events reservation profession, for the benefit of its members, in partnership with hotels, venues and corporate buyers.

The HBAA Strategic Objectives

- Promoting best practice for those involved in the procurement and provision of accommodation, meetings, conferences and events.
- Providing a framework for recognised personal professional development within the industry.
- Encouraging and nurturing innovation that will advance the industry.
- Ensuring that the HBAA is the voice of the industry, promoting the interests of its membership.
- Continuing to develop opportunities to provide formal and informal business networking for members.
- Ensuring that the HBAA is recognised as the primary source of expertise for the corporate MICE and travel professionals and other individuals seeking to understand meetings, conferences, events and accommodation.

The Code of Conduct for HBAA Members & Partners ("The Code of Conduct")

This document, the Code of Conduct, sets out the principals by which HBAA Members and Partners shall operate and conduct business. It is the intention that the HBAA shall be made up of Members and Partners, who are like minded with regard to their intention to improve standards and service delivery within the accommodation, meetings and/or events reservation profession.

The Code of Conduct has drawn together many of the documents that previously constituted the principals of how Members and Partners interacted, and it should be considered as the sole document for reference.

The Code of Conduct indicates the standards of behaviour expected of a Member/Partner of the HBAA. It sets out, in general terms, the standards and duties which it is reasonable to expect a Member/Partner to observe. This can be used as a point of reference when dealing with disciplinary procedures against Members/Partners. This is intended to protect the profession, individual practitioners, and their clients.

The Scope of the Code of Conduct

1. The code has been drawn up to provide the minimum standards to be maintained by all Members and Partners.
2. All Members and Partners shall observe the Code of Conduct in so far as it applies to their business.
3. Members and Partners are required to sign the Code of Conduct to confirm their acceptance of the terms and conditions of the Code of Conduct as a condition of membership.
4. The HBAA may issue changes to the Code of Conduct from time to time.

2. Benefits of Membership & Partnership

2.1 Mutual Benefits

- 2.1.1 To be part of a united forum, working towards improved industry standards.
- 2.1.2 Assurance that Members and Partners are committed to particular standard protocols, and this Code of Conduct.
- 2.1.3 Regular networking opportunities for Members and Partners.
- 2.1.4 Discounted rates at HBAA Training Courses.
- 2.1.5 Two, free of charge, tickets for the HBAA Annual Forum with the option to purchase additional tickets.
- 2.1.6 Members and Partners have an allocation of complimentary tickets for the Annual Dinner.
- 2.1.7 Web presence with a link to your own Web Site. Your company description & logo is displayed on the HBAA Web site.
- 2.1.8 Access to the HBAA Dispute Resolution Process, detailed in Section 9.
- 2.1.9 Transparent and unambiguous financial arrangements between Members and Partners.
- 2.1.10 Representation of Members and Partners at the HBAA annual CEO Dinner.

2.2 Benefits to Members

- 2.2.1 Bi monthly Members meetings at no charge.
- 2.2.2 Special discounted accommodation and conference rates offered to HBAA Members.
- 2.2.3 Other suppliers may offer discounted rates to Members.
- 2.2.4 Continual updates of special and seasonal rates available.
- 2.2.5 Parity of information with Members through all distribution channels, updating on industry issues & newsworthy material.
- 2.2.6 The ability, subject to the agreement of the Partner, to deduct commission at source against bookings made into a Partner venue.
- 2.2.7 Numerous networking forums arranged to enable like minded industry professionals to meet.

2.3 Benefits to Partners

- 2.3.1 Marketing to Members through hosted meetings.
- 2.3.2 Access to management information prepared exclusively by the HBAA, on industry trend data, produced from Members' spend data.
- 2.3.3 Access to HBAA annual accounts, as submitted to Companies House.
- 2.3.4 Event/meeting hosting opportunities.
- 2.3.5 Regular Partner meetings.

3. Mutual Obligations of HBAA Members & Partners

This section contains obligations which are to be observed by both the Members and Partners

- 3.1. Members & Partners must conduct themselves in such a way that their conduct would not be reasonably regarded by their professional colleagues within the field of accommodation, meetings and/or events reservations, as professional misconduct. It is by this overall test that the conduct will be judged.
- 3.2. Members & Partners must not engage in conduct which may seriously prejudice the standing and reputation of the accommodation, meetings and/or events profession or of the HBAA.
- 3.3. Members and Partners agree to maintain as confidential and not to use or disclose to any third party any confidential information derived from the other party without the consent of the disclosing party except where such use or disclosure is reasonably necessary for the proper performance of the Code of Conduct or their respective relationship.
- 3.4. Members and Partners are obliged to distribute throughout their organisations and to train all appropriate staff on the information/obligations contained in this Code of Conduct.
- 3.5. Attendance at meetings, as required by clause 4.4 and clause 5.4 below
- 3.6. Members and Partners agree to have principal Directors, Partners or senior representatives attend HBAA meetings, whenever possible.
- 3.7. Members and Partners are to advise the HBAA Secretariat of key contacts within the Member/Partner's organisation that will be available to resolve issues raised with their respective organisations, and a contact address at which notices can be served. The HBAA Secretariat will review this contact list regularly. Any changes to the Member/Partner's contacts should be made known to the HBAA Secretariat immediately.

- 3.8.1 The rate of commission between a Partner and the Member is a matter of commercial negotiation, but in a situation where commission is due and no rate of commission has expressly been agreed, it is recommended that the minimum rate of commission shall be either;
- 8% + VAT on a rate inclusive of VAT; or
 - 10% inc VAT on a rate inclusive of VAT
 - 10% + VAT on a rate exclusive of VAT
- 3.8.2 It is recommended that unless otherwise agreed commission, shall be paid on accommodation, room hire, delegate rates (whether day or 24 hour rates), pre-booked (i.e. prior to arrival) food and beverage whether booked by the Member or the Client.

4. Members Obligations

Being a professionally operated organisation, the HBAA requires its Members to conform to the following obligations of membership. These obligations have been established to ensure the interests of Members are protected.

Criteria for Membership:

1. Be fully aware of the HBAA Code of Conduct and adhere to the code throughout their business. Members must agree to sign and abide by all terms and conditions of the Code of Conduct and are responsible for ensuring all members of their staff are aware and abide by the Code of Conduct.
2. Provide Statistical management information upon request to the HBAA secretariat
3. Ensure the owner or senior representative attends at least 50% of members meetings per year.
4. Applications must be proposed by one existing member and seconded by two existing partners
5. Payment of membership fees must be settled on the due date. The Executive Committee reserves the right to expel members who have not paid their annual fees within 30 days of the due date.
6. Agencies must be trading for at least 6 months prior to applying for membership. Any application from an agency that has been trading between 6 months and less than 2 years must provide a business plan showing financial viability. Partner references must be relevant to the business placed since start up.

7. Member's income must be predominantly from the booking of hotels and conference venues and the associated management of conferences, incentives and events. At least 75% of the total trading company's income revenue must be derived from commissions paid from hotels and venues, management fees for booking hotels and venues and event management fees.
8. The Executive Committee has the right to amend the membership criteria as deemed necessary from time to time
9. The Executive Committee reserves the right to request management accounts and/or a credit check.
10. The Executive Committee reserves the right to reject any application for membership.
11. Names of applicants are to be circulated to members and partners 14 days prior to an application being considered by the Executive Committee and if any objections are received these will be taken into account when considering the application
12. All use of the HBAA logo and reference to membership must be removed from websites, printed matter and other marketing within 30 days of leaving the association (either by resignation, non renewal or expulsion)

HBAA Members will:

- 4.1 Be fully aware of the Code of Conduct and be able to adhere to the Code of Conduct throughout their business.
- 4.2 Provide statistical management information on a monthly basis upon request to the HBAA Secretariat, in order to analyse market trends & association spend.
- 4.3 Attend at least 50% of Members Meetings per year and / or send a colleague in the absence of the principal.
- 4.4 Pay within the requested time frame the annual membership fee, which from time to time will change.
- 4.5 Identify themselves, at the outset of negotiations, as booking agents and state clearly their requirement for commission, if any required, if no existing arrangement is in place.
- 4.6 Be honest in dealings with Partners and either identify their Client by name, or issue a form of reference and industry sector, should the Member be unable to identify their Client for confidentiality reasons.
- 4.7 Not mark up a rate quoted by a venue/hotel, unless consent is received from the venue/hotel; such consent not to be unreasonably withheld.
- 4.8. Seek clarification on venue's cancellation policies and terms and be responsible for informing their Client of same.

- 4.9 Issue written or electronic confirmation of all booking details to Partners and Clients within an agreed time frame, generally accepted as 8 business hours. Such confirmations to be in a clear format with reference to the venue's cancellation policy and any booking reference issued.
- 4.10 Give written notice to the Secretariat of the Member's intention to resign from the HBAA. There will be no entitlement to any refund of fees.
- 4.11 Not to prejudice a Partner's commercial position by demanding that net rates are made commissionable when a Client with a pre-existing contracted 'net rate agreement' is secured part way through the term of that agreement.
- 4.12 Carry an assurance of quality for their Clients and are required to use the HBAA logo on all appropriate promotional material within 12 months of becoming a Member.
- 4.13 Honour any booking guarantees they commit to, with reference to non-arrival/cancellation charges and will assist with the collection of any non arrival and cancellation charges from their clients.
- 4.14 Outside of preferred supplier agreements, prioritise, at the point of sale, Partners over non-Partners.
- 4.15 Commit to providing face to face access to Partners at least twice a year where mutual benefit can be demonstrated. The format of this access is at the Members' discretion.
- 4.16. Not claim bookings as their own and subsequently claim commission from a Partner when the initial enquiry and provisional booking was made by the Client unless otherwise agreed, such consent not to be unreasonably withheld.

5. Partners Obligations

Organisations that provide accommodation, conference, meeting or training facilities or operate within a similar industry or in a similar manner and are like minded with regard to their intention to improve standards and service delivery within the accommodation, meetings and/or events industry shall be entitled to apply to join the HBAA as a 'Partner'.

As a Partner of the HBAA, you agree to work with Members of the HBAA in alliance with the Code of Conduct, and confirm that you will uphold your obligations set out below:

HBAA Partners will:

- 5.1. Be fully aware of the Code of Conduct and be able to adhere to the Code of Conduct throughout their business.
- 5.2. Alert the Member, at the outset, if a specific enquiry has already been received from another agent, or direct from the client.
- 5.3. Attend at least 50% of Partners Meetings per year and / or send a colleague in the absence of the principal.
- 5.4. Use discretion and be confidential about the Client's identity on any enquiry.

- 5.5. Honour commission agreements in place.
- 5.6. Not undercut prices given to a Member for the same business/enquiry already made on the same or similar date subsequently received directly from a Client.
- 5.7. Honour verbal or written agreements for all rates issued for an agreed period.
- 5.8. Agree to pay commission, at the rate agreed between the parties on all commissionable business. Commission will be due and payable to the Members in accordance with the following;
 - 5.8.1 Where the Client is settling the invoice directly with the Partner, or on departure, commission will be due to the Member within 30 days of the date of the Member's commission invoice.
 - 5.8.2 Partners are to provide, if requested, copy invoices to the Member within 5 days of the guest's departure from a venue or 5 days of the Members request for the same.
 - 5.8.3 Where the Member is operating a 'billback' process for the Client, as an agent; commission will be due to the Member as soon as possible and no more than within 30 days of the Member transferring 'billback' funds' to the venue/hotel.
 - 5.8.4 Where the Member is operating a 'billback' process for the Client, as the principal; commission will be due to the Member within 30 days of receipt of 'billback' funds' from the Member or may be taken at source by the agent.
 - 5.8.5 For the avoidance of doubt, commission will also be due to Members on any monies collected as a result of cancellation charges, 'no shows' and 'short stays'.
- 5.9. Be honest in any deductions of commission due to No Shows or Short Stays.
- 5.10. In the absence of prior agreed terms and conditions, charge only valid amounts for 'No Shows' and late cancellations – e.g. loss of profit and such charges associated with Partners obligations as to reletting the space/accommodation, exclude VAT, etc.
- 5.11. Not book out a Members' Client unless in extreme circumstances. In such cases the Partner would:
 - 5.11.1 Advise the HBAA Member during working hours.
 - 5.11.2 Accept full responsibility for the outbooking to the customer and absolve the HBAA Member of such responsibility.
 - 5.11.3 Book the customer in an alternative venue in close proximity to the outbooked venue of at least the same standard or better.

- 5.11.4 Pay any difference in cost of the room if relevant.
- 5.11.5 Arrange and pay the cost of a taxi to and from the new venue to the venue from which they are being checked out.
- 5.11.6 Advise the Member by 9.00am the following day of the occurrence of the outbooking.
- 5.11.7 Write to the client, if required, the contents of such letter to be mutually agreed.
- 5.11.8 In the instance where the outbooking venue is the payee for the transaction, ensure that the Member's commission is paid.
- 5.12. Direct all incentive offers - financial or otherwise, to induce additional business - to the directors of the Member agency in the first instance and not directly to the agency staff. Each Member will choose whether they wish to participate in any such scheme, and if so whether they wish to "pool" such benefits or allow individual incentivisation. Partners will also advise Members, at the time of offering such incentives, whether the Partner offering the incentive is also assuming responsibility for all/any national insurance and tax liabilities.
- 5.13. Not offer credit facilities, to Members or other booking agents who cannot conform to the requirements set out in Section 7, unless a commercial agreement exists between the parties.
- 5.14. Only with prior agreement, allow Members to deduct undisputed commission from the payment to the venue prior to making the said payment, such agreement not to be unreasonably withheld.
- 5.15. Use best endeavours to implement procedures for central commission payments and will not impose a central commission collection charge.
- 5.16. Not act in a manner which unfairly prejudices Members from non-Members of the HBAA and will use best endeavours, subject to commercial arrangements, to allow Members the same beneficial terms and conditions that may exist between non-Members and Partners.
- 5.17. Not inform the Members' Clients of the percentage commission receivable by the Members, either by express or implied methods. Such information should not be contained in contracts to be signed by the Clients. However, for the avoidance of doubt the contracts may state that rates are commissionable but not the value or percentage of the commission.
- 5.18. In the event of a disputed commission invoice, pay all undisputed amounts within the stipulated time, as herein referred, leaving the disputed amounts outstanding. The Partner shall have a period of 30 days from the date of the Member's invoice to dispute any amount on the invoice. Once disputed amounts have been resolved such agreed amounts shall be payable within 30 days of the agreement. For the avoidance of doubt the amount to be disputed shall not be the total amount of the invoice but shall be the individual amounts, unless the total amount is made up of one entry.

- 5.19. Pay commission on the full commissionable value as booked if a Partner reduced a client's invoice by an amount representing a discount or credit, the reason for the discount or credit being without doubt due to the Partners failure to provide a service, unsatisfactory service or similar circumstances. However, it is understood that this may be subject to negotiation between the parties.

6. Enquiry Process and Options Policies

HBAA Members and Partners are committed towards providing space at venues, which is booked and used efficiently for the mutual benefits of Members/Partners and Clients.

In order for the space to be used efficiently, both Members and Partners commit towards establishing a detailed client brief and the provision and holding of venue space which is subsequently not diluted by vague or unlikely commitment.

This policy serves to:

- ☐ Create clearer identification of client requirements, through improved enquiry qualification and understanding of client brief;
- ☐ To provide clients with the best and most suitable match to their requirements;
- ☐ To increase conversion rate of provisional booking to confirmed status;
- ☐ To eradicate the false demand that exist within the market as a result of multiple option holding, whereby inaccurate demands can inflate rates above the "true" market conditions.

Please refer to the **"Enquiry Best Practise Process"** – Appendix E to support the below.

- 6.1 When holding space – always hold as per initial enquiry – this should not be amended or cancelled unless discussed with the Member who must agree any changes with the Client.
- 6.2 Member (Agency) and Partner (venue) enquiry/option holding protocol.
 - 6.2.1 Upon receiving an enquiry, where space is available and subsequently offered by the Partner to the Member on behalf of the Members client, the venue will provide the Member requesting the space first with an exclusive provisional booking on a 1st option basis.
 - 6.2.2 During the agreed exclusive provisional 1st option period the Partner cannot release the said space without consultation with the Member.
 - 6.2.3 Partners will not operate "joint 1st option" or "race for space" policies.
 - 6.2.4 On receiving a brief, where Partner subsequently "denies" or "turn down" that business, a Partner will communicate the reason, including but not limited to, a lack of availability, tactical decision making, historical low client conversion, strategic sale decision, such reasons to be no different than those that a Partner would communicate to a Client direct. Such a practise will positively influence opportunities for Partners to maximise business potential through educating the market and guiding business into non peak days and/or periods.

- 6.2.5 When requesting to hold space at venues Members will support the options policy by proposing 2nd and subsequent options to clients and not restrict to only offering 1st options to Clients. Members and Partners will liaise in order to track the progress of the option.
- 6.2.6 The Member commits to working with their clients towards reducing the number of options held per enquiry with the aim of increasing hotel conversion, reducing Member operational costs, and reducing the existence of inaccurate demand and providing a more realistic price within the market at any given time.
- 6.2.7 Partners recognise that there will be situations where it is in the interest of all parties for Members to promote to their clients “wild card options” that do not entirely meet the client’s brief. These may be Partner venues that are new and need great exposure, new destinations, venues under new ownership/management, venues offering particularly attractive deals owing to cancellations or low season dates, or any reasons. Members should be neither penalised nor discouraged from proposing wild card options to Clients but should be transparent with Partners when this is the case.
- 6.2.8 Members agree to transparency in regards to the number of options held per enquiry, but Members must be mindful of the implications of multiple option holding. Partners are encouraged to discuss consistently low conversion with relevant Members prior to restricting said Members from holding space.
- 6.3 At the outset of the enquiry always advise the Member if there are any limitations on public access to the venue/hotel e.g. whether areas are open to the public, lack of disability access etc and/or if there are any planned or current building/refurbishment works being undertaken at the hotel/venue or its immediate neighbours where there will be any actual or possible noise, vibration or other disturbance at the time of the proposed reservation. Unusual access points, specific to the venue/hotel, must always be advised to the Member. This point will be covered by best endeavour.

7. Model Agency Agreement

The HBAA recommends that Members and Partners have written agreements with each other. The HBAA has produced a recommended format, contained in Appendix A, as a basis for Members and Partners, to prepare their own. This will enable both parties to undertake business in a more professional manner, to clarify their relationships, to avoid disputes and to build mutual loyalty leading to additional business.

8. Billback & Credit

Given the importance of financial best practice within the accommodation, meetings and/or events reservation profession, the HBAA has set out below the basis on which financial transactions should take place between Members, Partners and Corporate Clients, subject, of course, to individual commercial agreements between them.

For the avoidance of doubt, Billback is a service which may be offered by the Members and/or the Partners to their respective Clients, whereby invoices for the services provided by the Partners are not settled on departure, but are sent to the Members or retained by the Partners, and subsequently sent to the Client for payment or settled directly by the Member. There are numerous variations to the operation of a Billback service, but the common definition which exists within the industry should be applied.

Members can act in either of two legal capacities, **principal** or **agent** and have a right to elect which capacity they wish to operate under. Under the former the Member assumes financial liability for the venues invoiced charges whilst under the latter the Member acts as an agent (either by implication or expressly) and thus the financial liability rests with the Client.

The billing instructions of the Member should be clearly established with the Partner at the outset of every transaction, either periodically or on a transaction by transaction basis. Furthermore, the Member can elect to hold different capacities dependent upon the Client.

The HBAA has written a “Best Practice” code, which is attached in appendix C. Members who can certify that they adhere to that code are entitled to display a “kitemark” and promote this status to clients and partners alike.

The Members hereby agree to operate under one of the following capacities;

8.1. Member acts as a Principal

This means that the financial liability for the transaction rests with the Member and any debt collection issues or obligation is between the Partner and the Member.

8.1.1. Standard Credit Agreement

A credit agreement exists between the Member and the Partner. The credit limit is set at a level advised by the credit checking agencies of the Partners. The Member must abide by the terms of the agreement.

8.1.2. Extended Credit Agreement

Where the Member requires a credit limit beyond the limits recommended by the credit checking agencies of the Partners, the Member will be required, if requested by the Partner, to provide evidence of “credit guarantee insurance”, enough to cover the additional amount of credit required for all the Partners with which the Member places business.

8.1.3. Separate commercial agreements exist between the parties.

The Parties establish a separate and legal commercial agreement, wherein the Member acts as Principal, which overrides the provisions of 8.1.1 and 8.1.2 above and thus agree with each other on the terms and conditions particular to their circumstances.

8.2. The Member acts as an Agent

This means that the financial liability for the transaction rests with the Client and any debt collection issues or obligations are between the Partner and the Client.

8.2.1. Standard Credit Agreement

There is a credit agreement between the Partner and the Client. The Client empowers the Member in writing to access the Client's credit facility for the fulfilment of the services provided by the Member. The Partner is provided, if requested, with a copy of a letter/contract, such as the letter contained in Appendix B, prior to any business being placed.

8.2.2. Deferred Liability Agreement

The Member forwards to the Partner, details of any Clients to whom it wishes to offer a billback facility. This can be done by transaction or for a medium term facility. The Partner takes out the necessary credit checks on the Client. The Partner confirms back to the Member the acceptable credit limit they would offer the corporate Client/s in question. The Partner may provide a standard credit agreement for signature by the Client. The Member then provides the Partner with a copy of the signed letter/contract from the Client, which shall be on the Client's letter headed paper. This unambiguously confirms:

- ☐ the Client's liability for any debts which may arise in connection with the services provided by the Member, in the fulfilment of the Client's hotel and conference booking requirements.
- ☐ the Partner's right to bring a direct claim against the Client in the event of default.
- ☐ the Partner's right to take any necessary steps to recover the debt from the Client in the event of default.

A copy of a sample letter is attached at Appendix B

8.2.3. Separate commercial agreements exist between the parties.

The Parties establish a separate commercial agreement, wherein the Member acts as Agent, which overrides the provisions of 8.2.1 and 8.2.2 above and thus agree with each other on the terms and conditions particular to their circumstances.

9. Whose Client Is It?

There are four areas to consider when the issue of 'whose client is it?' might arise and more particularly who is entitled to receive any commission due from the Partners and who can make approaches to the Client for business. These areas can be categorised as follows;

- A. Member & Member** – Where two agents disagree as to who owns the Client and therefore who is entitled to receive the commission
- B. Member & Partner** – Examples such as when the Partners are entitled to approach the Client, introduced by a Member, directly for business
- C. Member & Client** – Examples of whether the Member has been properly instructed to act on behalf of the Client
- D. Partner and Client** – Examples such as concerns as to whether the Partner has been properly instructed to act on behalf of the Client

The following provisions of this section are to be considered as best practice and it is the intention of this section, as it is throughout this document that Partners and Members operate in a fair and ethical manner. Furthermore, the provisions of this section are not to be used to protect Members/Partners who do not invest in developing strong Client relationships.

Section 9 establishes that there is a desire between Members and Partners to have a level playing field in terms of price and product, so that Partners do not make direct bookings more attractive to Member's Clients.

- 9.1. It is accepted by the Members and Partners that the Member who has been instructed by the Client to enter into a contractual relationship to place business ("Confirmation of Business") is the Member who is entitled to receive any commission due from the business.
- 9.2. If a Client has in place a policy which mandates, although not wholly exclusively, the use of a particular Member ("the Mandated Member") and the Client chooses to use a Member who is not the Mandated Member (the "Non-Mandated Member"), the Non-Mandated Member shall be entitled to receive any commission properly incurred, provided the Non-Mandated Member confirms the piece of business.
- 9.3. Where there are two agents handling an event on behalf of a Client, commission is paid to the agent that confirms the business with the authority of the Client, not necessarily the one that makes the first enquiry.
- 9.4. When there is one Member involved in an enquiry and prior to confirmation the Client appoints an event management company, another Member or a non member, it is considered best practice that commission is paid to the party that confirms the booking with the Client's instructions.

However, if the Client chooses an event management company, another Member or non member after confirmation, then commission is paid to the agent that confirms the event on behalf of the Client, with the Clients' instructions regardless of the subsequent appoint of another event management company, Member or non member.

- 9.5. It is not acceptable practice for a Partner to provide an incentive to a Client, introduced by a Member, to place subsequent bookings direct by using price, added value items or other beneficial factors. This does not restrict Partners from maintaining existing and building new relationships with any bookers within any corporate companies.

This does not restrict the Partners signing up Clients to loyalty programmes or reward schemes where these are not used specifically to act as an incentive to a Client to book a hotel/venue directly.

10. Dispute Resolution Process

This dispute resolution process is considered as best practice to resolve any matters that arise between Members and Partners and is not to be considered as the route to enforcement of this Code of Conduct. If the Code of Conduct is breached or considered to have been breached, the HBAA, as an association, will take the necessary action against the party considered to have breached the Code of Conduct in accordance with Section 11.

Whilst this dispute resolution process has been sanctioned by the Chartered Institute of Arbitrators, UK (CIA) and the HBAA, the Members and Partners are not obliged to follow these guidelines; rather, they should be used if other attempts to resolve disputes have failed.

In the situation where a dispute has arisen and cannot be resolved without a process, it has been agreed by the Members and Partners that the following processes should apply; furthermore, it is not the intention of the HBAA that this process is utilised for disputes between Members/Partners and their Clients. In these situations Members/Partners should seek alternative dispute resolution processes.

As a starting point, the parties shall attempt to resolve any dispute arising out of or relating to this Code of Conduct through negotiations between senior executives of the parties, who have authority to settle the same.

If the matter is not resolved by negotiation within 30 days of receipt of a written 'invitation to negotiate', the parties will attempt to resolve the dispute in good faith through the agreed Dispute Resolution Process procedure set out in Appendix C, or in default of agreement, through an Alternative Dispute Resolution (ADR) procedure as recommended to the parties by the President or the Vice President, for the time being, of the Chartered Institute of Arbitrators.

The 5 Step Dispute Resolution Process set out in Appendix D contains the following:

- Step 1 Negotiation.** As referred to above, both parties will attempt to resolve the issues between them. There will be no involvement of the HBAA or the CIA at this stage.
- Step 2 Consultation.** At this stage a nominated mentor from the HBAA, either a Member or a Partner, will provide advice to either or both parties on how to resolve the issue that has arisen. This will be informal advice and based on best practice.
- Step 3 Conciliation.** This is a formal process and commences with the agreement of both parties. Once both parties are in agreement a panel of two past Member Chairs of HBAA and one past Partner Chair of the HBAA will be appointed. The panel will hear the dispute and will, based on the issues presented, propose a resolution for the parties. This resolution need not be implemented but failure to do so may be construed later as a reluctance to resolve the issue.
- Step 4 Mediation/Arbitration.** If the dispute is referred to this stage, the CIA will be asked to hear the dispute. This will be at the cost of both parties. The CIA will decide on the course of action which will be either Mediation or Arbitration.

Mediation is a private and structured form of negotiation assisted by a third party that is initially non-binding. If a settlement is reached the mediator can draw up an agreement that will then become a legally binding contract.

Arbitration is a formal and binding process where the dispute is resolved by the decision of a nominated third party, the arbitrator or arbitrators.

- Step 5 Court Action.** Finally, if the matter cannot be resolved through stages 1 to 4 above, the final point for resolution will be via a referral to the Judiciary system and a civil action brought by one party in the Courts.

As stated in Step 4, if the matter has not been resolved by an ADR procedure within 60 days of the initiation of that procedure, or if any party will not participate in an ADR procedure, the dispute may be referred to arbitration by any party. The seat of the arbitration shall be England and Wales. The arbitration shall be governed by both the Arbitration Act 1996 and Rules as agreed between the parties. Should the parties be unable to agree on an arbitrator or arbitrators, or be unable to agree on the Rules for Arbitration, any party may, upon giving written notice to other parties, apply to the President or the Vice President, for the time being, of the Chartered Institute of Arbitrators for the appointment of an Arbitrator or Arbitrators and for any decision on rules that may be necessary.

“Nothing in this clause shall be construed as prohibiting a party or its affiliate from applying to a court for interim injunctive relief.”

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Please refer to Appendix D for a more detailed description of the Dispute Resolution Process.

11. Breach of the Agreement

This Code of Conduct has been agreed between the Members and the Partners and has been designed to protect the interest of both parties. Consequently, the Code of Conduct should not be breached.

On occasions when the Code of Conduct is breached or suspected of having been breached, the Members, Partners and HBAA shall bring before the Executive Director of the HBAA substantiated evidence and background to the breach/potential breach.

The Executive Director shall then arrange for the Disciplinary Panel to consider the breach/potential breach and the Disciplinary Panel shall ultimately make a decision on the basis of the available information. The Disciplinary Panel shall constitute a select committee of the HBAA Chairperson, as from time to time elected, plus 4 other people being an equal representation of Members and Partners as constituted and called together by the HBAA Chairperson, as elected at the time of the matter being referred to or being actioned by the HBAA.

11.1. Offences Leading to Disciplinary Action

The under noted actions by Members and Partners may be interpreted (by the Disciplinary Panel) to fall within this Code of Conduct. However, the list is not to be considered as fully inclusive or covering all possible offences.

"Misconduct" is the carrying out of an event considered to be of a minor nature (unless frequently repeated) and will normally incur a written warning from the Executive Committee together with a demand for full and appropriate corrective action. Examples of offences that may be considered as misconduct include:

- ☐ Discourteous, crude or offensive behaviour at a meeting venue, public place or whilst representing the HBAA.
- ☐ Disregard for the HBAA profession.
- ☐ Consistent disruption of events or meetings organised by the HBAA.
- ☐ Persistent failure to attend meetings/events after having notified acceptance.
- ☐ Any other actions of similar gravity to the above, at the discretion of the Executive Committee.

Repetition of the above offences or failure to comply with any demands made in writing by the Executive Committee may result in further action by the Executive Committee involving a disciplinary hearing.

"Serious Misconduct" is the carrying out of an event of such gravity that in the opinion of the Executive Committee it warrants a HBAA disciplinary hearing. Examples of offences, which may be considered as serious misconduct, include:

- ☐ Misconduct offences above if specially grave or repeated.
- ☐ Deliberate or consistent breaches of Code of Conduct.
- ☐ Any attempt to achieve gains or advantage over others by unfair or unscrupulous means, theft or misappropriation.
- ☐ Use of threatening or abusive behaviour.
- ☐ Disregard for one's own or other people's safety.
- ☐ Lying or providing falsified information.
- ☐ Deliberate obstruction of events, of other Members or of officials' lawful actions.
- ☐ Any other action, which in the opinion of the Executive Committee may bring the HBAA or the industry which it represents into disrepute, or which left unpunished, may result in the detriment of the HBAA or its Members.

"Gross Misconduct" is action of such seriousness that the Executive Committee may require the immediate suspension of the Member or Partner from the HBAA. The Executive Committee after consultation with a Legal Adviser should they so wish, are empowered by means of an executive decision to summarily expel such an offender without invoking a disciplinary hearing. The suspended Member will have the right to a disciplinary hearing as soon as this can be arranged but will remain suspended until and unless such a hearing overturns the decision of the Disciplinary Panel. Examples of gross misconduct are:

- ☐ Physical violence or assault towards other Members or Partners or related activity, including seriously threatening, intimidating or forceful behaviour.
- ☐ Reckless disregard of the Code of Conduct.
- ☐ Being convicted of criminal offences involving fraud or physical violence or abuse.
- ☐ Other acts that are considered to be of an extremely serious nature perpetrated against the HBAA its Members or any other party.

11.2. Disciplinary Procedure

On receipt of a written complaint from a Member, Partner or HBAA the Executive Committee with advice from a Legal Adviser, should they so wish, will decide whether the complaint falls within the scope of this disciplinary procedure. If in their opinion it does, then the Executive Committee will decide as to the level of misconduct.

If the offence is considered to be one of simple misconduct, the Executive Committee will write to the offender with a formal written warning including the demand for an apology or other corrective action the Executive Committee may deem appropriate. The Executive Committee will also attempt to obtain approval for their action from the complainant.

A disciplinary file will be opened by the Executive Committee which will contain copies and records of the original complaint, together with the written warning and any other correspondence.

The action outlined above will normally finalise the process unless any of the parties involved object strongly to the decision of the Executive Committee in which case they may appeal directly to the Chairman of the HBAA for a final decision.

Should the complaint be considered by the Executive Committee as one of serious misconduct, then the following procedure will be implemented.

- ☐ The Executive Committee will research evidence presented and, if possible, will obtain further written evidence, witness statements, etc. If necessary they will consult all relevant witnesses for supportive evidence.

- ☐ Advise Member/Partner that if a disciplinary hearing is called, then the Member/Partner and all relevant witnesses will be obliged to attend and give evidence. (Non-attendance at hearing will only be allowed in extenuating circumstances, i.e., ill-health; threat of violence or other intimidation, etc. In such instances a sworn declaration must be submitted to the Executive Committee.
- ☐ Contact the Member/Partner subject of the complaint to advise of the official complaint and request the Member/Partner to submit a written statement of events.
- ☐ In cases of disputes of a personal nature, the Executive Committee will attempt to resolve the situation amicably and to the mutual satisfaction of the parties concerned.
- ☐ If settlement cannot be agreed between the parties, or if the offence merits it, then a disciplinary hearing will be arranged as soon as possible.
- ☐ Contact the HBAA's Legal Adviser if necessary and supply copies of all evidence.
- ☐ Notify all parties as to the hearing date and ensure the parties have all relevant copies of paperwork in good time prior to the hearing, copies to be sent by first class recorded delivery.

11.3. The Disciplinary Hearing

- ☐ The Executive Committee may decide to appoint a Legal Adviser, Solicitor or party of similar standing to take charge of the hearing; all questions will be addressed through this person, if agreed by all the parties.
- ☐ All witnesses to be consulted and all written and material evidence to be reviewed at the hearing.
- ☐ No witnesses or statements can be introduced at the hearing without prior notice and copies of all written evidence produced for consideration prior to the hearing, to be available in advance to the parties.
- ☐ The Disciplinary Panel may adjourn the hearing to allow further evidence to be referred to if the Disciplinary Panel considers it fair to do so.
- ☐ After the Disciplinary Panel has reached a decision, the subject of the complaint to be notified in writing of such decision and informed of any penalties within 7 days of the decision being reached, penalties will be effective from the date of the decision. The result of the hearing may be published on the HBAA's website or any other relevant press.
- ☐ All Members and Partners to be notified of relevant penalties imposed in order that they may fulfil their obligations to the HBAA in the implementation of such penalty. The Member/Partner also to be informed of the result of the hearing as soon as possible thereafter.
- ☐ Details of appeal procedure to be notified to the offender.

11.4. – Penalties

Following the hearing, the Disciplinary Panel will apply such penalties as the Disciplinary Committee consider appropriate, including temporary or permanent expulsion of the Member/Partner from the HBAA such penalties will have immediate effect, notwithstanding the possibility of an appeal. Offences of deliberately breaking the Code of Conduct or those involving threats of physical violence will carry automatic expulsion from the HBAA and will preclude the offender from taking part in the HBAA at any level.

11.5. – Appeals

If an appeal of the decision or penalty is to be made then written notice of appeal by way of first class recorded delivery to the HBAA Secretariat must be given by the offender, within 28 days of being notified of the decision. No appeal will be valid or considered after that period has elapsed.

It will not be sufficient simply to state "I wish to appeal", the offender must give full written grounds for the appeal, stating exactly what being is appealed against and the reasons for this. An appeal together with full and reasoned argument may be considered relative to

- The decision
- The penalty
- Other

An appeal hearing will be convened as soon as practicable and will consist of an Appeal Committee of 4 Members of the HBAA past and current committees (including Chairs of both the HBAA and the Partners Executive Committee) who did not take part in the first hearing and who will elect their own Chairman (who shall have a casting vote).

New evidence cannot be presented at the appeal hearing.

The Appeal Committee shall have power to rescind or amend any decision made at the previous disciplinary hearing.

The decision of the Appeal Committee is final and binding on the parties and not subject to further appeal.

APPENDIX A

Recommended Agreement Between the HBAA

Members and Partners

HBAA Agreement between Members and Partners

The HBAA recommends that Members and Partners have written agreements with each other. The HBAA has produced a recommended format as a basis for Members and Partners, to prepare their own. This will enable both parties to undertake business in a more professional manner, to clarify their relationships, to avoid disputes and to build mutual loyalty leading to additional business. A proposed agreement follows:

This Agreement is made between the parties and on the date set out below.

1. DURATION

This Agreement shall remain in force (option - for a period of **X years** from the date of signing), unless and until terminated by one party giving the other not less than one month prior written notice to expire on any annual anniversary of this Agreement.

2. COMMISSION

2.1 Commission shall be payable on the rates charged for the following facilities and/or services:

- Residential delegate packages (24 hr)
- Non residential delegate packages (DDR)
- Accommodation
- Room hire
- Food and beverage pre-booked (i.e. prior to arrival) whether by Member or Client

2.2 Commission is payable at the following rate. Please tick appropriate option.

- | | |
|---|--------------------------|
| 8% plus VAT on venue rates inclusive of VAT | <input type="checkbox"/> |
| 10% including VAT on venue rates inclusive of VAT | <input type="checkbox"/> |
| 10% plus VAT on venue rates exclusive of VAT | <input type="checkbox"/> |
| Other – (please specify)..... | <input type="checkbox"/> |

3. COPY INVOICES

Commission will be calculated by the Member from copy invoices and/or a summary of accommodation provided to the Member by the Partner within 5 days of completion of the conference or within 5 days of the guests departure from the venue.

4. CLIENT CANCELLATIONS/NO SHOWS/SHORT STAYS

Commission will be due from Partners to Members on any monies collected as a result of cancellation charges, no shows and short stays. In these circumstances the Member will do what they reasonably can to assist the Partner to collect any charges due from the client.

5. TIME FOR PAYMENT

- Where the Client is settling the invoice directly with the venue/hotel, or on departure, commission will be due to the Member within 30 days of the date of the Member's commission invoice.
- Where the Member is operating a 'billback' process for the Client, as an agent; commission will be due to the Member as soon as possible and no more than within 30 days of the Member transferring 'billback funds' to the venue/hotel.
- Where the Member is operating a 'billback' process for the Client, as the principal;

commission will be due to the Member within 30 days of receipt of 'billback funds' from the Member or may be taken at source by the agent.

6. **DEDUCTIONS OF COMMISSION AT SOURCE**

Where Members are providing a bill-back service for their clients, Partners shall allow Members, by agreement, to deduct undisputed commission from the payment to the Partner prior to making the said payment. Members are obliged to advise the Partners of the amounts deducted and follow correct invoicing procedures for reconciliation purposes as set out by HM Revenue and Customers.

7. **EXCLUSION OF OTHER TERMS**

The terms set out in this Agreement will apply to the exclusion of all others, whether express or implied by law, and shall supersede all conditions previously issued by the agency or the host venue. No variation or additions shall be effective unless agreed by the Member and the HBAA Partner in writing.

8. **GOVERNING LAW**

This Agreement shall be construed in accordance with and be governed by the laws of England.

9. **DISPUTES**

Any dispute may at the option of either party be referred to the HBAA Dispute Resolution Process and if necessary to the Chartered Institute of Arbitrators Scheme available through the HBAA. Their award including any direction as to payment of fees and costs in the arbitration and/or the award shall be binding on both parties.

PARTIES AND SIGNATURE

Signed by: _____ Date: _____

Name: _____

(for and on behalf of) "HBAA Member": _____

Signed by: _____ Date: _____

Name: _____

(for and on behalf of) "HBAA Partner": _____

APPENDIX B
Letter of Authority

To be typed on **[Client's]** official letterhead.

To: **[insert list of hotel/venue companies to which this letter will be circulated]**

Date: []

Dear Sirs,

Re: Authority for **[insert name of agent]** to manage a “billback” service on behalf of **[XXXXX [insert details of the client]]**

This is to confirm that **[XXXXX [insert details of the Client]]** have appointed **[insert the name of the Agent]**, to act as hotel-booking agent.

[insert the name of the Agent] will be placing hotel, conference and banqueting reservations on our behalf. All reservations will be subject to the Hotel's/Venue's standard terms and conditions, a copy of which has been provided to us by **[Insert the name of the Agent]**. We acknowledge that no reservation shall be binding on the Hotel/Venue unless and until confirmed. **[Insert the name of the Agent]** will also be handling, processing and paying hotel/venue invoices on behalf of **[XXXXX]**.

Please note all invoices must be addressed to **[XXXX]**, and sent to:

[XXXX], [c/o **[insert the name and address of the Agent]**]

[Insert the name of the Agent] will collate the billing information on our behalf and will issue [weekly] statements for our attention. We have agreed to pay **[Insert the name of the Agent]** within [] days of receiving their statement, so that you may receive payment within [] days of the date you invoice **[Insert the name of the Agent]**. **[XXXX]** agrees and confirms that it is liable for all expenditure and indebtedness incurred by **[Insert the name of the Agent]** on its behalf.

Yours faithfully

For and on behalf of
[XXXXX]

APPENDIX C

Billback Best Practice Code- handling client funds

In any commercial arrangement there is an element of risk. We propose a way of defining best practice in the way that Members handle Client funds and centralised billing services to minimise risk for all parties.

The best practice proposed by us has developed as a result of problems raised by Members, Partners and Clients with the Billback service and the uncertainty of each party's role and liability within the billback service. The HBAA Billback best practice code has been developed to ensure that members, partners and clients involved in billback transactions clearly understand each party's roles and liabilities

The Billback service is a service which may be offered by the Members and/or the Partners to their respective Clients, whereby invoices for the services provided by the Partners are not settled on departure, but are sent to the Members or retained by the Partners, and subsequently sent to the Client for payment or are settled directly by the Member.

Members can act in either of two legal capacities, **principal** or **agent** and have a right to elect which capacity they wish to operate under. However, which capacity the Member is operating under should be made clear in writing to all parties involved in the Billback process at the earliest possible stage in the booking process, and certainly before confirmation / contract.

When a Member is acting as Principal then the Member contracts directly with the Partner and assumes financial liability for the Partner's invoiced charges whereas when the Member acts as agent then the Member is an intermediary involved in making a contract between his Client and the Venue/Partner and the financial liability rests with the Client.

If the Member is acting as agent on behalf of an identified principal (Client) and the Member acts within the scope of his authority (actual or ostensible), direct contractual relations will be established between the Partner and the Client. Only the Client can sue and be sued on the contract.

If the Member acts outside the scope of his authority and the Client has not ratified his acts, the Client will incur no liability to the venue but the Member will. It is therefore important to identify clearly the scope of the Member's authority.

If the Member acting as agent does not disclose the fact that he is acting as agent to the Partner, who contracts with the Member thinking that he is dealing with a principal, the general rule is that, provided the agent acted within the scope of his authority, both the Client and the Member may sue or be sued on the contract. If the Client reveals the agency relationship to the venue, the venue may either treat the Member with whom he contracted as the principal or accept the true principal i.e. the Client, in

which case the Member is relieved of his obligation to the Partner. However if the Partner knows it is dealing with an agent, but does not know who the principal is then in this scenario the Member has no liability to the venue.

The billing instructions of the Member should be clearly established in writing with the Partner and the Client to cover every transaction, and this can be done either periodically or on a transaction by transaction basis. Furthermore the Member can hold different capacities for different transactions but for the same Client. It is the members' responsibility to advise the partner in which capacity he is acting if requested to do so by the Partner.

It is worth noting that when a Member is acting as Agent and the Client transfers money to the Member to pay the Partner on its behalf and the Member subsequently becomes insolvent and/or simply does not use the money to pay the Partner then the Partner may still pursue the Client for the payment so that the Client has to effectively pay twice. Whilst it cannot be guaranteed by HBAA that its Members will always adhere to the best practice outlined in this document and therefore guarantee that this situation will not occur it is recommended that Partners and Clients use an accredited Member in order to reduce the risks of this happening.

The basis of the best practice is set out in the Best Practice Guidance Notes set out below for those Members operating a Billback arrangement with their Clients. The Best Practice Guidance notes set out the process to be followed, the commitment from the Client to accept responsibility for the debt and the responsibility of the Member to manage communication and exercise probity in handling funds. Members who adopt this level of operation when acting as agent or as principal will be entitled to apply an HBAA kite mark to their billback process once they have confirmed to the HBAA that they adhere to this code.

Best Practice Guidance Notes

1. The Member is responsible for ensuring that both Client and Partner are aware of the terms of business, the processes and the timetable for fund flow and all parties are aware of their responsibilities and obligations including the capacity in which the Member is acting. This should be confirmed in writing.
2. The Member should obtain confirmation in writing from an authorised representative of their Client that they agree to be responsible for the debt (either to the Partner if the Member is acting as agent or to the Member if the Member is acting as principal), and if the Member is acting as agent that they authorise the Member to raise credit on their behalf in defined circumstances (i.e. to enable the procurement of accommodation and meeting facilities).
A copy of this written confirmation is to be made available to any Partner on demand.
3. If the Member is acting as agent then the Partner may grant credit to Client as Principal after undertaking credit checks as per their policy.

4. Where the Member is acting as agent then the Member shall undertake in writing to the Client to hold its funds in a non trading account in good faith and shall undertake in writing to the Client to only to use those funds for the purpose of Settling the client's account with Partners in accordance with the clients remittance
5. Partners who insist on adopting these best practice guidelines in their Billback dealings with Members undertake to the HBAA for the benefit of its' members not to apply lower standards in similar dealings with non members.

Notes

- A Member/ may choose not to operate to this standard - if they do so they must advise Partners that they are operating outside the code.
- A Partner may choose not to insist on this standard. – if they do they should be aware of the lower level of protection

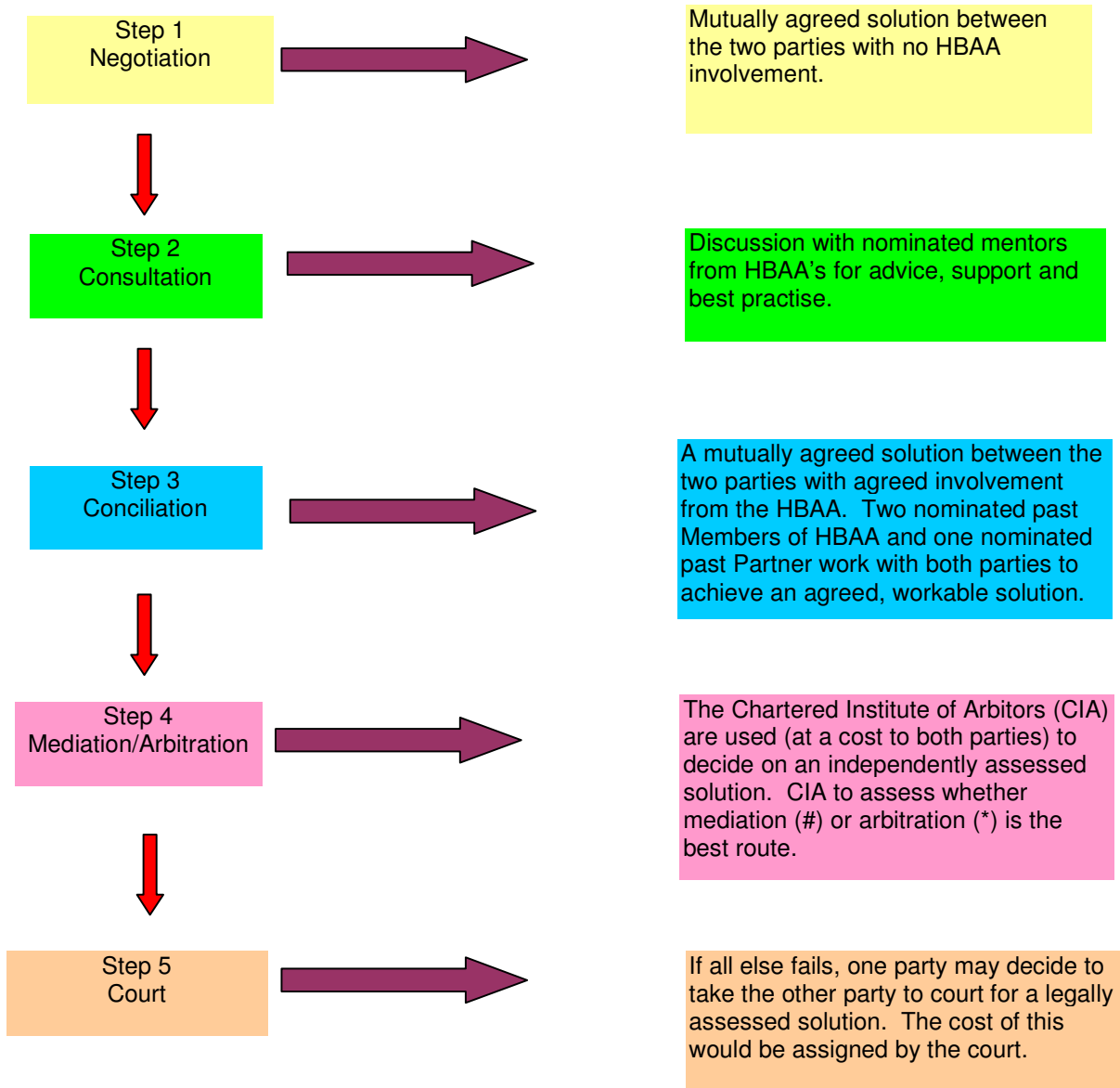
This Best Practice Guidance Document will be deemed incorporated into the Code of Conduct for any Member wishing to apply the HBAA kite mark to their billback process. To achieve that the member must lodge a signed copy of the billback best practice guide with the HBAA at the Secretariat, who will issue a kitemark logo for the member to use for the current year. Continued use of the kitemark requires an annual reapplication. Email: secretariat@hbaa.org.uk

APPENDIX D

Dispute Resolution Process

If all else fails, one party may decide to take the other party to court for a legally assessed solution. The cost of this would be assigned by the court

HBAA Five Step Dispute Resolution



Arbitration – a formal and binding process where the dispute is resolved by the decision of a nominated third party, the arbitrator or arbitrators.

* Mediation – a private and structured form of negotiation assisted by a third party that is initially non-binding. If a settlement is reached the mediator can draw up an agreement that will then become a legally binding contract.

APPENDIX E

Enquiry Best Practise Process

BEST PRACTICE for Agents and Hotels on dealing with: Enquiry Handling and Options

Objective

To produce clear “Guidelines” and recommendations highlighting best practise around “Enquiry Handling” and the holding of venue options.

Whilst this is “best practice” only – one must respect that there will be different procedures and guiding principles across the industry.

To clearly identify the terminology used across the industry and provide an understanding of such terminology and key words, which have typically held different meaning between one business and another. Clear interpretation of the meaning of such terminology will eradicate any confusion and misunderstanding providing complete transparency and clarity.

Terminology

- **D = Definite or contracted:** *Contract and deposit schedule returned and signed by client.*
- **C = Confirmed (Some hotels refer to this as Tentative):** *A provisional booking that the client has instructed the agent to confirm with the venue on the understanding that a contract then needs to be issued, signed and returned by the client (and/or agent, if responsible for signing contracts on behalf of the client)*
- **P = Provisional Space being held on 1st, 2nd and further options:** *Hotel to indicate option and decision time frames on higher options.*
- **Option date = This is the date that the venue is prepared to hold the space:** *It should be clearly communicated if option dates are being used.*
- **1st option =** *Provisional space being held for one client at any one time.*
- **2nd and subsequent options:** *Holding space behind the customer who has first option, and so on.*
- **It is essential that option status is clearly clarified for customer / agent.**
- **E = Enquiry or Prospect:** *Enquiry only, no space being held from agent perspective*
- **TD = Turned down:** *The hotel is not able to take or deal with the booking and has declined the enquiry.*
- **Cx = Cancelled:** *The client has cancelled a contracted/definite booking being held.*
- **R = Released:** *Business that the agent and hotel were holding on a provisional option basis (no matter whether on 1st, 2nd or subsequent option basis), which was subsequently released by the hotel, agent, or client direct.*
- **Wait List:** *In the case of a piece of business in the diary being provisional, confirmed, definite, a wait list could be operated in case of release or cancellation.*
- **Deadline = Reasonable time scale for decision to be made** *i.e. 24 hours/48 if client overseas.*
- **Chasing =** *It is an expectation that dialogue should be entered into.*
- **Multiple Agents =** *Client giving the brief to more than one agent.*
- **Cost of process =** *Prices being increased artificially due to excessive space being held (thereby giving an false picture of true availability, demand and market price).*
- **Natural daylight =** *Windows looking outside the building emitting natural daylight.*
- **24 hour hold =** *The meeting rooms are blocked over night and not sold to another client for a dinner or other function.*
- **Exclusive use of meeting space =** *No one to be making site visits into the space, which is contracted or definite.*

- **Total Exclusive use** = *Relates to the areas requested, and could mean TOTAL building. No other clients or guests would be allowed in the building even for afternoon tea, drinks at the bar etc. This may exclude the leisure club if the hotel has a private membership.*
- **Call for contracts** = *When down to final short list, contracts can be called for so that client can review terms and conditions prior to confirmation.*
- **Site inspections / Showround** = *Client going to view venue space relevant to their enquiries.*
 - Staff to be fully trained on site inspections ensuring all relevant space is available to view and that the inspection is preferably carried out by the person dealing with the enquiry. Client to be advised in advance if full space is not available.
 - Take floor plans, menus and brochures as necessary to the meeting to give to the client before the site visits commence.
 - If there is no access to the relevant meeting rooms or bedrooms advise the agent/client well in advance

ENQUIRY PROCESS: From the Agents perspective

- Fully qualify the brief to ensure correct venue selections are made. This ensures that the agent does not waste time and money contacting venues that are not suitable, and also ensures that venues time is not wasted dealing with enquiries that they are not suitable for.
- At the appropriate time, provisional bookings to be made.
- Client reference to be given, preferably the company name – in order for the venue to inform the agent if conflicting business is within the venue or to inform if the enquiry has already been received from another source. In the case of total secrecy, the type of business should be discussed. Must have industry as minimum.
- A note of any option date should be made, if given by the venue. It is also useful to note the name of the person spoken to at the venue and the date the provisional made.
- While space is being held, the agent should keep the venue abreast of any change of circumstance on the booking.
- The practice of offering 2nd and subsequent options should be in use and openly communicated.
- Site inspections to be made within a reasonable time frame, check the venue space is available to view and the relevant venue person available to meet. Specify timeframe limits, although sometimes difficult as client led.
- Venue/Hotel to give honest and full information on space available for the enquiry and its suitability.
- The Agent should inform the venue with as much detail about where it stands in the order of preference as this can give them a better idea of the likelihood of the booking coming to them and therefore diary prospective.
- Agent to provide relevant feedback to venues post site inspections / showrounds.
 - Negotiate and narrow down options with venues
 - Finalise list and call for contracts
 - Agree terms & conditions
- Confirm relevant space and send accurate confirmation within a reasonable time frame.
- Release other space immediately, explaining why the venue did not win the business, and also where business / booking went.
- Check with the client to ensure contract been sent back to venue signed, with relevant deposits.

ENQUIRY PROCESS: From the Venues perspective.

- Hold provisional space on first option, 2nd or subsequent options if possible.
- Hold in client name and agent name, with any relevant reference advised.
- Check for competing business within the venue/hotel.
- Inform agent if conflicting business does come to the venue after provisional/confirmation.
- Inform all parties immediately if the same piece of business has been received from another source already.
- Offer 1st, 2nd and subsequent options to the agent.
- Joint Options and Race for Space policies are not appropriate.
- Nothing should block the diary out unless the contract has been signed off and deposits are received by the venue.
- Put in the diary STRAIGHT AWAY.
- If offering an option date, advise the agent verbally or via email.
- Inform agent if the hotel will be undergoing any renovation or refurbishment at the time of the event enquiry relevant to the date of arrival.
- Management of options– There should always be open dialogue at all times during the enquiry process between hotel, agent and client.
- Deadlines should be adhered to.
- Chases should be made as the business dictates/demands.
- Be flexible wherever possible.
- If contracts are requested, they need to be adequately followed up for signature and return.
- Be prepared to discuss your terms & conditions and also be aware of their meaning, in particular payment policies.
- Issue contract in timely fashion, and subsequently chase deposit and signed contract.
- Should contract and deposit not come back by the agreed timescale, speak with the Agent urgently.
- Should the event cancel, cancellation charges may be applied.

GUIDELINE QUESTIONS DURING ENQUIRY PROCESS

Questions and answers must be made/given honestly

The name of the client and Company or Organisation, if top secret then reference and industry
Are you/your clients in a position to make a decision? What's the timescale and decision making process Note – Hotels should be able to take as an enquiry/prospect only if clients are not ready to progress. Rebecca not quite sure what this means? My understanding is that if the venue feels the enquiry lacks depth or is vague, venues are not compelled to hold space – comments?
Is there flexibility in the spec & dates provided?
What is the budget & Preferred Brand/style of hotel? How flexible is this?
What is the level of attendees/reasons for the event?
Are there other destinations/locations being considered?
Who are we up against & Rates? (if possible!) – Client budget
Are there any/other agents involved?
Have they won the business or are they in a pitch?
Decision Date & Decision Maker
When are you anticipating you will be doing your site inspections?
How many options will be proposed to the client?
Where will they NOT go/consider?

Where are delegates travelling from?
What is important to them for this event (deal breakers etc...)?
What are the timings of the event? I.e. Does early access need to be granted for set-up / preparation, or late access for similar or break down?
Frequency of the meeting?
Commitment level – Strength of relationship Have you got all of the information you require? What can we do to help you to win this business for us?
<i>Be prepared to give further information:</i> <ul style="list-style-type: none"> ○ Bedrooms - Will they contract or are they looking for an allocation? ○ Date flexibility? ○ Payment method and contract should be discussed up front. ○ Where has the client been before? ○ Give venues/hotels a clear idea of budgets rather than best possible rate. ○ Access and set up needs should be discussed at enquiry stage. ○ Purpose of event – audience? ○ Agenda programme details and timings – F&B, equipment, set up, overnight hold etc.

Room Layout Guide

Maximising the effectiveness of your meeting



Boardroom Style

- Best for smaller groups.
- Effective if everyone needs to be able to see each other.
- Good communication facilities for individuals (modern lines, speaker phone etc).
- Attractive environment & very comfortable seating.
- Generous space for each delegate.

Banquet Style

- Good for team discussions.
 - Appropriate for team work, group study & training.
 - Works well for formal events, celebrations, dining but not for viewing entertainment or presentations.
- A sensible choice for large groups of 30+



Cabaret Style

- Good for team discussions.
- Appropriate for team work, group study & training.
- Good for viewing presentations by medium sized groups.
- Works well for formal events, celebrations, dining & particularly for viewing entertainment.
- Less formal than classroom.

Theatre Style

- Appropriate for large numbers of delegates 30+
- Good for audience questions but not for audience discussion.
- Suitable where audience watches & listens, but does not need to write.
- Good for receiving presentations.



Reception Style

- Great if you are having drink reception only.
- Can also precede a meal.
- Short speech or presentation can be done – but not possible to take notes.
- Can be accompanied by canapés or finger food.
- Can be formal or informal.
- Works well if people need to mix/network.

U Shape Style

- Good for training meetings where presentations, study writing & discussions required.
 - Helps promote discussion.
- Appropriate for presenting to groups max 30.
- Lay out facilitates good trainer interaction with delegates.

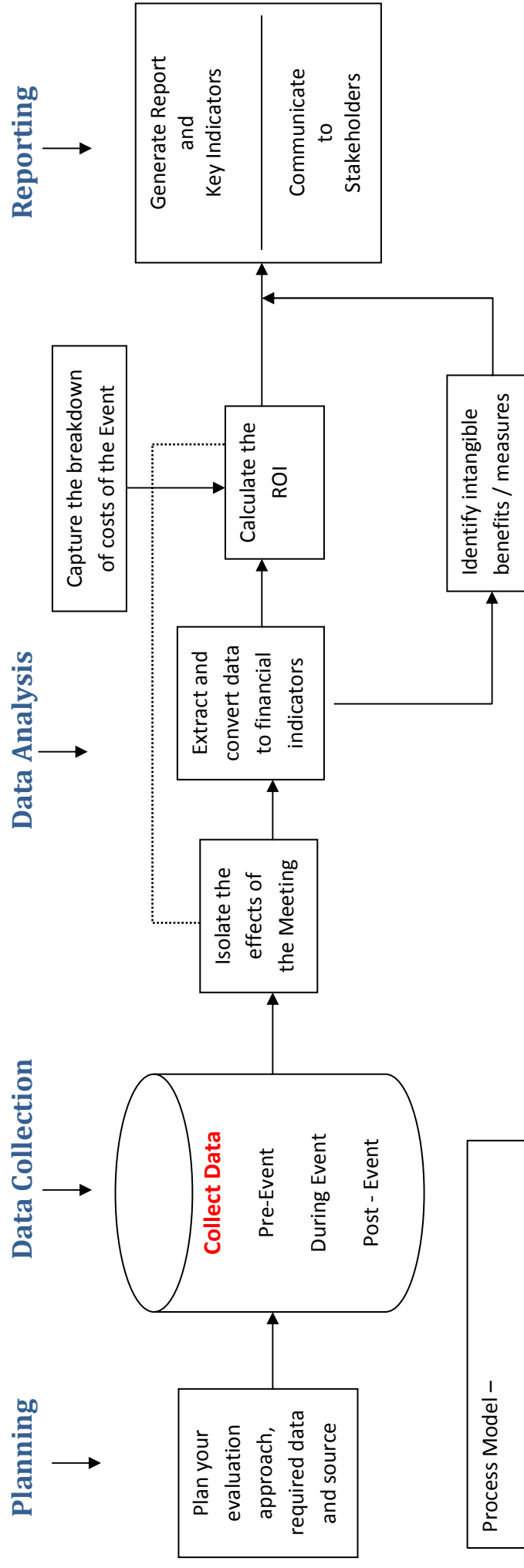


Classroom Style

- Effective where delegates need to watch, listen, study & write.
- Appropriate for groups of 30 or less.
- Ideal where delegates listen but do not need to discuss together – as you are not facing one another.
- Good where clear visibility of the screen/presenter is needed.



The Meetings ROI Model



Process Model –

1. Reaction
2. Perceived Value
3. Learning
4. Implementation
5. Business Impact
6. Critical Path
7. Actual Results
8. Legacy

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About ITM

The Institute of Travel & Meetings (ITM) UK & Ireland, previously the Institute of Travel Management, is a not for profit organisation established over 50 years ago to provide education, research, training and networking to stakeholders in the business travel & meetings industry.

ITM represents over 1,000 buyer and supplier members from 6 UK and Ireland regions, plus an affiliation in South Africa, with membership representing in excess of £34 billion in annual travel & meetings expenditure.

How To Procure Meetings and Events is available on the ITM Member Zone.

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