

แนวทางการพัฒนาสมรรถนะของทรัพยากรมนุษย์ ในธุรกิจรับจัดงาน Event ที่ให้บริการ ด้านการท่องเที่ยวเชิงธุรกิจ MICE

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บทคัดย่อ

การท่องเที่ยวเชิงธุรกิจ MICE เกิดการเติบโตและก้าวหน้าเป็นอย่างมาก ซึ่งธุรกิจรับจัดงาน (Organizing Event) เป็นอีกหนึ่งกลไกสำคัญที่ช่วยให้ MICE สามารถดำเนินสู่ความสำเร็จ ดังนั้น Organizing Event จึงมีความจำเป็นที่จะต้องมีความรู้ที่มีประสิทธิภาพและสามารถขับเคลื่อนให้องค์การดำเนินกิจการได้อย่างราบรื่นและเกิดความเกี่ยวเนื่องซึ่งกันและกัน บทความนี้ จึงมุ่งเสนอให้ทราบถึงแนวทาง การพัฒนาสมรรถนะของทรัพยากรมนุษย์ในธุรกิจรับจัดงาน Event ที่ให้บริการด้านการท่องเที่ยวเชิงธุรกิจ MICE เพื่อเป็นประโยชน์แก่ Organizing Event ในการสร้างความสำเร็จของธุรกิจและเปิดมุมมองให้ผู้สนใจที่เกี่ยวข้องกับการจัดมหกรรม MICE สามารถนำไปบูรณาการทางด้านองค์ความรู้ กระบวนทัศน์ และรู้จัก Organizing Event เพิ่มขึ้น ซึ่งมีส่วนอย่างมากในการส่งเสริมให้ MICE เป็นเครื่องมือสร้างประโยชน์ต่อการพัฒนา และเติบโตของประเทศต่อไป

คำสำคัญ : สมรรถนะ ธุรกิจรับจัดงาน ไมซ์

- * บทความนี้เป็นส่วนหนึ่งของวิทยานิพนธ์เรื่อง “แนวทางการพัฒนาสมรรถนะของทรัพยากรมนุษย์ในธุรกิจรับจัดงาน Event ที่ให้บริการด้านการท่องเที่ยวเพื่อเป็นรางวัล” หลักสูตรศิลปศาสตรมหาบัณฑิต คณะการจัดการการท่องเที่ยว สถาบันบัณฑิตพัฒนบริหารศาสตร์
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Guidelines for Developing Human Resources Core Competencies in Organizing Event for MICE

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Abstract

MICE has grown and advanced very much. Organizing Event was one of the important mechanism which supports MICE to carry out, so Organizing Event had a necessity to have the efficiency personnel who could push forward the organization to have a smooth management and could supporting together. This article aimed to propose the Guidelines for Developing Human Resources Core Competencies in Organizing Event for MICE to benefit the Organizing Event in order to build the success of business and open the view point of a person who was interested in and relevant of MICE Exposition organizer to integrate knowledge and paradigm and know more about Organizing Event. For this reason, it could promote MICE to be the tool which benefits the development and the growth of the country.

Keywords : Competency, Organizing Event, MICE

Introduction

Event Tourism has had an outstanding role and has grown quickly in the last decade. It has been one of the important stimulator in economic and has become more important for marketing competition which has included the quality tourists. (Getz. 2008) The growth of event tourism has gotten the attention and has been mentioned very much. This could be seen from academic output, program, training, relevant business and so on. We have known some words in the former times such as Special Event, Hallmark Event, Mega Event (Getz. 2012 : 17) but there has been more specific attention in the context of Business Events which has been MICE.

MICE has been the activity which has answered the income distribution policy of any countries because there has been many attendants in each MICE activity. The Organizing Event could succeed because of various relevant businesses such as Advertising Business, Logistics Business, Equipment Rental Business, Food and Beverage Business, Souvenirs Business and the very important business has been Organizing Event.

Organizing Event has been a demand creator in the sense or could be seen from the created imagination in order to show the clients at the beginning that the way to organize the event, the inclusion, the amount of the budget and the direction of the outputs. Thus, the role of Organizing Event has been preceding the activities to satisfy the demand of the clients. This has had to make the feelings of the common experience, the common understanding and the important thing has been perform the objects into concrete plan for negotiation and collective agreement. Organizing Event has been the very important business to carry out the MICE exposition, has made the impression and must have a good image to keep the primary market and increase the new target to high growth, so the demand of labour will be rapidly growing and developing the human resource are knowledgeable services Human Resource Development has been important to be developed to have the service ability because Human Resource Development has been the most valued thing in every organization. It has been obvious that the cities or countries that succeed in Organizing Event have had the development approach to treat the personnel to be the key of the operation. (Celuch and Davidson. 2008 : 241)

There have been many studies and projects that have studied and have developed the potential of MICE to be equivalent to other countries. This could make Thailand become the center of MICE in ASEAN Economic Community (AEC), but we have not focused on the important beginning of Human Resource's Core Competencies Development which has been the most valued thing in every organization including Organization Event which has been the MICE Exposition Organizer to satisfy and brings Thailand to the needed and expected direction.

MICE Industry

MICE has been a part of Business Tourism. It has consisted of 4 kinds of business groups which have been the first alphabets of the words in English. M = Meeting has been the Meeting Business. I = Incentive has been the Incentive Tourism. C = Convention has been the international convention business. E = Exhibition has been Exhibition Business, but it also could mean event which has been the special activity. MICE has been very important in tourism industry and could make the domestic circulating fund. Besides, it could import too much money. It has been one of economic drive to cause the employment, the occupation and social development.

MICE has currently been emphasize by the government as a national agenda which has been the mechanism to drive the economic and focus on the grand strategy which consists of Win, Promote and Develop to drive MICE industry of Thailand. (Thailand Convention and Exhibition Bureau. September-October 2013 : 5) Moreover, MICE tourists have been the target groups of all countries. They have been composed of businessman, scholar, teacher and student. They have been the high quality tourists and have had purchasing power to buy any tourism goods they want. They would not make any affection to the environment in nature, social and culture. These tourist groups have always travelled with the large groups and have spent higher than the ordinary tourists. The last statistic has shown that MICE tourists have spent higher than the ordinary tourists about 2-3 times. The income from MICE industry has been 10.7% of all tourism incomes in each year. The report of Thailand Convention and Exhibition Bureau (Government Strategic Information Center. 2012 : 4) has shown the perspective of MICE industry in 2012 that there have been MICE tourist groups 3.82 million people in Thailand and the amount of domestic cash flow more than 12,461 million baht. Domestic Exhibition has held the highest ratio for the amount of 5,820 million baht. The next one has been Domestic Organization Convention Market for the amount of 3,950 million baht. Association and Government Sector Convention Market amount 1,720 million baht and Tourism Incentive Market amounts 970 million baht.

The future tendency of MICE development and the action regarding to the direction plan of any projects in both government and private sector would be able to increase the market share to be 18.35% and it could push forward Thailand to be the MICE center of Asia in 2016. This could indicate that MICE in Thailand has grown continuously and has been another important sector to develop and make the income for tourism industry in Thailand very much. In each kind and time of MICE holding, the organizer would hire the professional company to arrange the details and another company which has agreed to arrange the event would be called Organizing Event.

Organizing Event

Organizing Event has been the business that arranges the production from the proposed image which has been the imagined image to be concrete with the creativity and merging with impossible differentiate to answer the questions of the clients completely. This could suggest and consult appropriately to carry out the event regarding to the purpose. We could say that Organizing Event has been the operator activity to conform the demand of the clients. This makes the feelings of the common experience, affection and the important thing has been the common understanding. The proposal must operate in concrete in accordance with the agreement. The perspective of Organizing Event's routine has been 1) Recommend how to arrange the event to the clients 2) Create the model and propose the format with Multi Media to be seen by the clients 3) Organize the Theme Party for the attendants, Incentive Tourism, Exhibition and organize new product launching, shop opening, Advertisement and Public Relations 4) Supervise and control the events in accordance with the purpose of each event 5) Manage the event. For example, prepare the proposal to the host and identify the purpose of the event, the detail, the budget, and event planning. Project management was such as the event venue, the marketing to invite the performer, dancing, music and venue decoration. Provide any suppliers that have supported the arrangement such as system, electronic, lighting and sound system, stage decoration and the evaluation after finishing 6) Do the marketing to attract the attendants.

Hence, the qualification of the good Organizing Event has been the creativity to create the new creation, the problem solver solves some problems promptly with full effort, the writer who could propose any invisible things to make the clients understand, good command of English and was able to communicate with foreign clients, the planner who could understand and plan from the beginning until the end gingerly, marketing man who could attract the attendants and control finance and have financial control effectively to give the valued thing to the attendants.

Organizing Event has played the important role to organize business activities and organizations especially MICE because it could reflect the characteristic and notability of the clients. In addition, it could build the experience, impression, motivation which have conducted to the sense and the attention to access the target group to have demand. Organizing Event in MICE could be classified in 3 types: (Goldblatt. 2013 : 243)

1. Professional Exhibition Organizer (PEO) meant the company that has serviced international exhibition and has managed generally. The main purpose has been building the meeting place between buyer and seller by selling the booth and marketing to invite the entrepreneur to be the Exhibitor and to invite the Visitor. PEO must considerate of parties' expectation. For example, the buyer would expect to meet the seller who has had the quality and variety of products for the effective purchasing. On the other hand, the seller would

expect to meet the buyer who has been a target group. In addition, Exhibition could organize the other activities simultaneously to make the valued add for both buyer and seller such as Conference/ Seminar or Business Matching.

2. Professional Convention Organizer (PCO) has meant the company that services international convention for the organization, sector, institution and professional association. In some cases, PCO could submit the proposal to foreign countries in order to bid the right to hold the convention in Thailand. After PCO has gotten the right, PCO has had to coordinate to invite the speaker or relevant specialist to lecture or propose his/her own research. Moreover, PCO has had to coordinate in generally to succeed the convention and to hold the recreation after academic meeting in order to make the chance of delegates to discuss each other and to take a rest. PCO also has had to do marketing and a public relation to invite the domestic and foreign members to participate. This format of convention could hold the exhibition simultaneously.

3. Destination Management Company (DMC) has meant the company that services the international incentive tourism for the corporate clients who has come from the same organization or the same group of the company. DMC has had to create the new format of tourism program to make his/her own country charming and exciting. The Theme or Concept of the program should conform to the purpose and the concept of corporate clients such as Team Building activity to include in the convention or incentive tourism.

This article has combined to be Organizing Event because the overall working has had the same format and some differentiates in the detail of each event. The preparation of Organizing event could be classified in 3 steps: 1) The primary preparation Organizing Event must make the clients to know the way to organize the event, the inclusion, the amount of the budget and the direction of the output. 2) During the event: each Event would consist of Stage and Backdrop, Light & Sound, Imaging, Show, Special Effect 3) After finishing the event: there would be the follow up and the evaluation of both the clients and participants.

Human Resource Development Equipment Competency

The organization which would be able to have a sustainable existence would not depend on some factors such as the investment, good technology, modern machines but the important factor has been human resource who has had an ability and potential to work effectively according to Davenport (1999) said that human has been the most important asset of the sector. The activities or works in the organization would achieve because of human who was the important factor to drive.

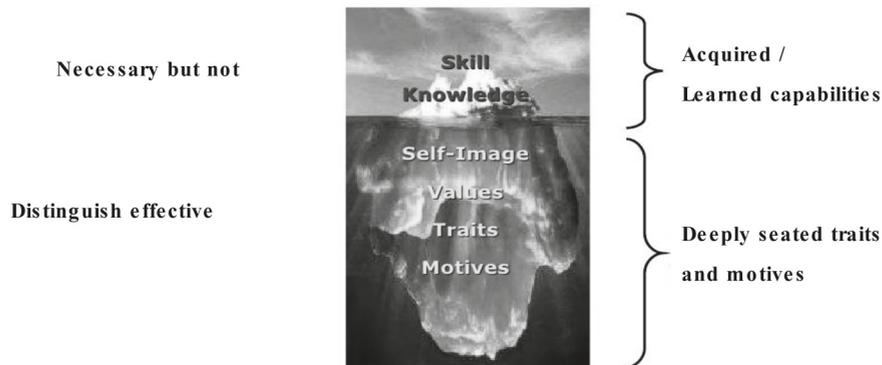
Human Resource Development has been important because Human Resource has been the person who has used all administrative resources. Human Resource has been the most

valued resource and has played the role in the organization such as creating the policy, planning and bringing the plan to operate. Human Resource development was the condition of achievement to work in the organization. It was the factor for working in the organization that has been complicated and hard to control. Human Resource Development could promote the personnel to have a good spirit to work and be loyal to the organization. Besides, it could develop the organization to grow because it has been the medium to coordinate with any divisions to explore the approach to get the person who has had the appropriate qualification to work for the organization effectively. The organization would grow and be developed increasingly and strengthen the security to community and country. Human Resource Development which has been succeeded effectively would not cause the conflicts between the organization and the personnel, so social environment would be happy and has understood each other well. The purpose of Human Resource Development has had the interesting issue that the person who would understand the purpose of Human Resource Development has had to start to understand the purpose of the organization. In philosophy concept could be said that Human Resource Development has not been absolute in itself, but it must be relative with control factor which has been the organizational policy. We could say easily that the purpose of the organization would specify the purpose of Human Resource Development.

Human Resource Development has gotten attention and has been the topic of scholars' research widely because it has been the planning process or activities to solve and increase the potential in both individual and universal level to have the better quality through knowledge development system, impression and other relevant issues. (Nadler, L. and Nadler, Z. 1987 : 13) It could benefit and succeed in the purpose of work or the mission of the organization. Human Resource Development has been important and has had various approaches. The most successful approach has been Competency. We could use the competency to be the personnel development equipment because the competency has been a group of knowledge, ability, skill, attitude, and behavior of the person and has been necessity to work to have the efficiency and effectiveness. The person who would be able to perform any competencies must have the element of knowledge, skill, ability, and other characteristics

The concept of Competency occurred in 1972 because David McClelland wondered why the employees who worked in the same positions had the different outputs. Thus, he began to research and found that the employees who had the good outputs had the Competency. In 1973 David McClelland wrote the article "Testing for competence rather than Intelligence" and published in American Psychologist Journal (McClelland. 1973). This has been the origin and has been mentioned about the concept of competency which has explained the character of each person has been compared as the iceberg (The Iceberg Model) that could be separated in 2 parts. 1) The part that has soared above the water would be a minority. It has consisted

of Knowledge that the person has had in each field and the Skill such as an expert and a specialist in each field. This part could be noticed and has been easy to measure. 2) The part that has been below the water has had more quantity and more difficult to notice and measure because it has influenced the person's behavior such as Social Role, Self-Image, Traits and Motives. (Spence and Spencer. 1993 : 9-11)



Picture 1: Shows the Iceberg Model

Competency has been important for the operation of personnel and organization. It could select the person who has had a good characteristic in knowledge, ability and behavior that has been suitable to the job in order to operate successfully regarding to the requirement of the organization. The personnel could know the ability level one and what that person has had to develop. Besides, it could increase self-directed learning and could benefit the training development for human resource. It also has promoted KPIs to succeed because the competency could indicate how to use the competency to succeed regarding to KPIs and it could prevent the output that has appeared from the destiny. After the competency evaluation, we could check that each personnel succeed because of the person's ability or not. This could be preached to the better competency of the organization. If everyone has always adjusted the competency to harmonize with the required output of the organization, there would be the specific competency of each organization in the long term. For example, there was a creativity organization because every personnel has had the creative competency.

Guidelines for Developing Human Resources Core Competencies in Organizing Event for MICE

Guidelines for Developing Human Resources Core Competencies in Organizing Event for MICE has been a development by Core Competency because everyone in the organization must have this competency to operate in the organization completely regarding to the vision, mission, goal, plan and projects of the organization. This Core Competency would connect

with Core Competency of the organization. Each organization has the character that was the core of the organization. Core Competency of the organization would be instructed to the personnel and would become the competency that everyone in the organization must have. Core Competency has consisted of 5 competencies.

1. Achievement Motivation has meant the motivation to operate well or better than the ordinary standard. This standard could be the output of each personnel or achievement evaluation standard that the organization has specified including the creativity and the development of output or operational process regarding to the goal which has been difficult and challenged.

2. Service Mind has meant the intention and the attempt of the personnel to service in order to response the requirement of the clients.

3. Expertise has meant the struggle and seeking knowledge to accumulate and develop the potential and the ability for working by studying, researching, developing oneself continuously. It also could mean the personnel who develop, improve and apply academic and technological knowledge with work to achieve.

4. Integrity has meant conducting oneself and behaving appropriately in legal, moral and profession. The personnel must focus on the benefit of the country more than self-interest to maintain the honor.

5. Teamwork has meant the intention to work with the other person and to be the part in the team, sector or organization. The personnel has had the ability to build and maintain the relationship with the team members, succeeds duty in team, cooperates with the colleague and support the other team members to achieve.

Conclusions

In overall consideration, the reason why Organizing Event which has organized the event for MICE must use the core competency to develop Human Resource because the arrangement of Organizing Event must have the personnel who has been the decision maker and could create the activities from the thought to make the clients excited or make the incentive, so the clients would be interested in the activities and would like to visit again. The research found that the organization's structure of Organizing Event has consisted of a few personnel but the personnel must have the high ability to use the creativity to service differently, surprisingly and entertain in MICE event. Core Competency has been the equipment to develop human resource and has been suitable to the requirement of achievement. It has been the tool to use the vision of the organization to be the goal of personnel development plan making. This plan could conform to the real requirement of the organization and has been the individual personnel development plan that could identify each person to be developed

in the suitable field. It has been the system that has developed one to have the higher ability comparing to the present position and it would not affect the people around because everyone in the organization must have this competency in order to be able to create the intellectual and good person and there would be the new innovation continuously.

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