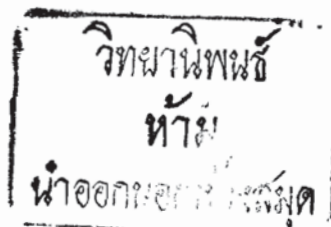


A GUIDELINE FOR IMPLEMENTING A GREEN MEETING: CASE STUDY OF
PLAZA ATHENEE BANGKOK, A ROYAL MERIDIEN HOTEL



By

Kamonluk Phophan



An Independent Study Submitted in Partial Fulfillment of the Requirements for the Degree

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2010

The Graduate School, Silpakorn University has approved and accredited the Independent Study title of "A Guideline for Implementing A Green Meeting: Case Study of Plaza Athénée Bangkok, A Royal Méridien Hotel" submitted by Miss Kamonluk Phophan as a partial fulfillment of the requirements for the degree of Hotel and Tourism Management.

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May 10, 2011

ABSTRACT

A GUIDELINE FOR IMPLEMENTING A GREEN MEETING:
CASE STUDY OF PLAZA ATHENEE BANGKOK,
A ROYAL MERIDIEN HOTEL

MS. KAMONLUK PHOPHAN

Silpakorn University International College, 2011

This Business Improvement Project (BIP) aims to contribute towards the knowledge of increasing environmental performance of MICE industry by focusing on green meetings for city hotels. This guideline and checklist will be useful for the reader to adapt with their business in term of green meetings.

The BIP is contained the problem analysis of Plaza Athéné Bangkok, A Royal Méridien Hotel during November 2010 to April 2011. Then, it will show the description of the hotel overview in the Chapter 2 to understand the internal and external analysis. For Chapter 3, the author separated Business Improvement Project (BIP) into six topics which are an introduction of the BIP, a literature review, a research methodology, an improvement, the recommendations for implementation, and measurement. In conclusion, it will be explained in last chapter.

The author hopes that the new researchers may understand the BIP's concept clearly so that they are able to apply this project depending on the situation that their businesses encounter.

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CHAPTER 1

INTERNSHIP PROGRAM

1.1 Beginning of Internship

In hospitality industry, the internship program is one of the best ways to improve the specific skills in the hotel management field since it will help the interns to gain valuable information with their career planning. It is a great opportunity to connect academic experiences to work setting and will enable them to learn new skills, meet new people and experience the environment of the hospitality industry in which they may one day work.

An intern is someone who works in a temporary position with an emphasis on on-the-job training rather than merely employment making it similar to an apprenticeship. Interns are usually college or university students, but they can also be high school students or post graduate adults seeking skills for a new career; they may also be as young as middle school students in some areas. Student internships provide opportunities for students to gain experience in their field, determine if they have an interest in a particular career, create a network of contacts, or gain school credit. Internships provide employers with cheap or free labor for (typically) low-level tasks. Some interns find permanent, paid employment with the companies in which they interned. Their value to the company may be increased by the fact that they need little to no training.

However, the dissertation internship program is the program to improve the management skills of the interns by doing the research or planning for the business improvement project in the future. This report provides the information from the

first step of internship application until the process of doing business improvement plan to fulfill requirement of this dissertation internship program (Manning, 2010).

1.1.1 Objectives and Expectations

The Internship provides interns a chance to undertake hands on experience in the real world of the hotel and tourism industry. The real world is totally different from the classroom but the intern can learn and adapt the theory into practical. In addition, it provides them with an understanding of how hospitality establishments operate and nature of working in hotel. Another main objective of internship program is to analyze the problem and find out the solution by themselves in order to developing their idea, ability, and skills. Furthermore, interns can apply this practical skill to improve new managerial idea for them in the future. Importantly, students can take advantage of internship opportunities find themselves empowered with the experience and confidence to launch new careers and successfully navigate career change.

At Starwood they have high expectations for each associate they hire including trainee. Students have an opportunity to experience the culture of Starwood and one of its brands which can help them determine if Starwood could be the right career fit for them upon graduation. Starwood gets to know the students, too. When they select graduates to join their team, preference is given to those who have previously completed a successful Starwood internship program. (Source: <http://www.starwoodhotels.com>)

1.1.2 Application Process and Documentation

Nowadays, hospitality industry is growing rapidly and the demand of employment is rising as well. If you want to be one of the employee or intern in this industry, certainly they must select/hire the professional candidate to run their business. Therefore, well preparation is a must in application which employer can judge how professional you are. In this industry, your presentation is also critical as well as at first impression you performed on that day. After you finish the application process, you might ask for a test to know the level of your English. Then, the interviewing is the next process with Human Resources and department requested. In case, you pass both writing exam and interviewing process. You should prepare yourself to learn the new things and gain valuable experience from real world of working.

1.2 Internship's Overview

1.2.1 Host company and period of program

Due to the internship program, the author has been as a management trainee in Sales and Marketing Department at Plaza Athénée Bangkok, A Royal Méridien Hotel for five and a half months, during 16th November 2010 until 30th April 2011. This is a great opportunity to experience the culture of Starwood and gain valuable knowledge from one of the international hotel chain. After finishing the orientation program, the author understood the overall functions of the hotel and Sales and Marketing Department. The hotel overview will be provided in the Chapter Two to explain all the concept, mission, and corporate culture of this hotel. In the department, there are three main teams which are corporate, wholesale, and MICE.

The author expected to learn how to be one of the professional Sales as they are. As the management trainee, they allowed me to learn in every parts of working process in Sales Team especially MICE which is the most challenge of working in this department.

1.2.2 Departmental responsibilities

According to the departmental responsibilities, the author was assigned from supervisor to respond the daily tasks which these following;

- Print daily briefing sheet in the morning brief (meeting)
- Print lost business report at the end of the day for the afternoon meeting
- Print the action plans of each week
- Prepare Sales Kits for presenting to guests
- Enrollment of privilege programs such as Starchoice, SPG, and SPP
- Handle all the administrative works
- Prepare contracts and quotations (e-proposal) to customers
- Prepare show rooms for site inspections
- Be familiar with the liaison between all departments
- Be able to train the new staffs for overall functions and some programs of Starwood such as Delphi, Light Speed, e-proposal, and others
- Answer the phone calls from external lines
- Be able to handle incoming sales enquiries

- Create agenda for MICE
- Block room and function room in the systems

Besides, the author was assigned from Human Resources Department to help the operations such as serving food, human signage, and others. Importantly, they assigned me to cross training from Sales and Marketing Department to help Front Office Department for a month, during 1st December 2010 until 30th December 2010. To learn the operations processes, registration process, prepare room keys for tour groups, and handle all the administrative works, it made me open mind with new eyes to see the new world.

1.2.3 Theory Integration to the job

The Internship program provides the interns an opportunity to undertake hands on experience in the real world of the hotel and tourism industry. The real world is totally different from the classroom but the intern can learn and adapt the theory into the practical. Consequently, the theory integration to the job is the main role during the internship period of all interns. The initial theory is hotel operations since they provided the interns to know the basic of operations in real world which is not different from the theory. Fortunately, the author has learned how to handle all of the operations and be able to solve the problems that might occur for unexpected experiences. Resulting, it would be easy to handle and solve that problem. Another, the SWOT analysis will be shown in the next Chapter which is useful for Business Improvement Project (BIP) as divided into two parts which are internal analysis and external analysis. In addition, there are many theory integrations appeared in this

BIP which is useful information. Consequently, those theories benefit to the interns for developing the best business improvement plan.

1.3 Gaining Experiences and Achievement

With this internship program, the author gained a lot of opportunities to learn in many areas of Sales and Marketing Department from the bottom line to management level of this hotel. Development skills of all interns come from the hands on experience which might help interns understand clearly about the process of running business in each function of hotel. Additionally, the author had a great opportunity that can integrate the professional skill of the authors to grow up and improve managerial skills such as analysis skill, problem solving skill, and negotiating skill. All of these skills are concluded in five and a half months of internship program and this knowledge will be the necessary skills for the management level to understand in every part of Sales and Marketing Department.

CHAPTER 2

HOTEL'S OVERVIEW

The prime location of Plaza Athénée Bangkok, A Royal Méridien Hotel acts as an oasis in a bustling metropolis at an exclusive address alongside the embassies and trees framing Wireless Road, just steps from the Ploenchit Sky train station on the BTS Sukhumvit line.

For savvy business travelers, Le Royal Club ensures a world class performance true to a leading corporate hotel and Meeting Planners can make their events a true masterpiece with over 5,000 square meters of versatile space including two stunning ballrooms.

For leisure guests, the resort style facilities feature a day spa, fitness centre complete with squash court and jogging track and breathtaking pool surrounded by tropical gardens and magnificent views over Bangkok's skyline.

Of course, a five star discovery would not be complete without world class cuisine and you are spoilt for choice with eight restaurants and bars including Thai, Japanese, Cantonese and the award-winning 'The Reflexions' for French indulgence and very memorable dining moments.

2.1 History Background

2.1.1 History of Plaza Athénée Bangkok, A Royal Méridien (PARM)

Where the hotel stands is an historic location associated with royalty as it is the original site of Kandhamas, the residence of Her Royal Highness Princess Valaya Alongkorn Kromluang Patchburi Rachasirindorn, the 47th child of King Chulalongkorn (Rama V) and the Aunt of His Majesty King Bhumipol Adulyadej. Today, this exclusive address places the hotel alongside the embassies and trees framing Wireless Road, and is the venue of many high society events and visits from the Royal Family.

The Hotel's Architect Dr Sumet Jumsai is Thailand's most famous and is also the country's leading architectural conservationist. He is also a talented artist and many of his works are on display in the Hotel's Le Royal Club Lounge. In designing the hotel Dr Sumet has drawn inspiration from an ancient culture and the demands of modern-day travel. The ambiance reflects a deep sense of serenity, while a majestic lobby sets the tone for a property surrounded by elegance.

Dr Sumet has also kept faith with his brief to design an energy saving hotel. Clever in design with eco-efficiency in mind the main entrance was set away from the glare of the tropical sun. He added highly functional balconies shaped like "aircraft wings" that not only provide additional shade for the guestrooms to ensure efficient cooled air living environments but aid exterior cleaning and maintenance.

2.1.2 Organization chart

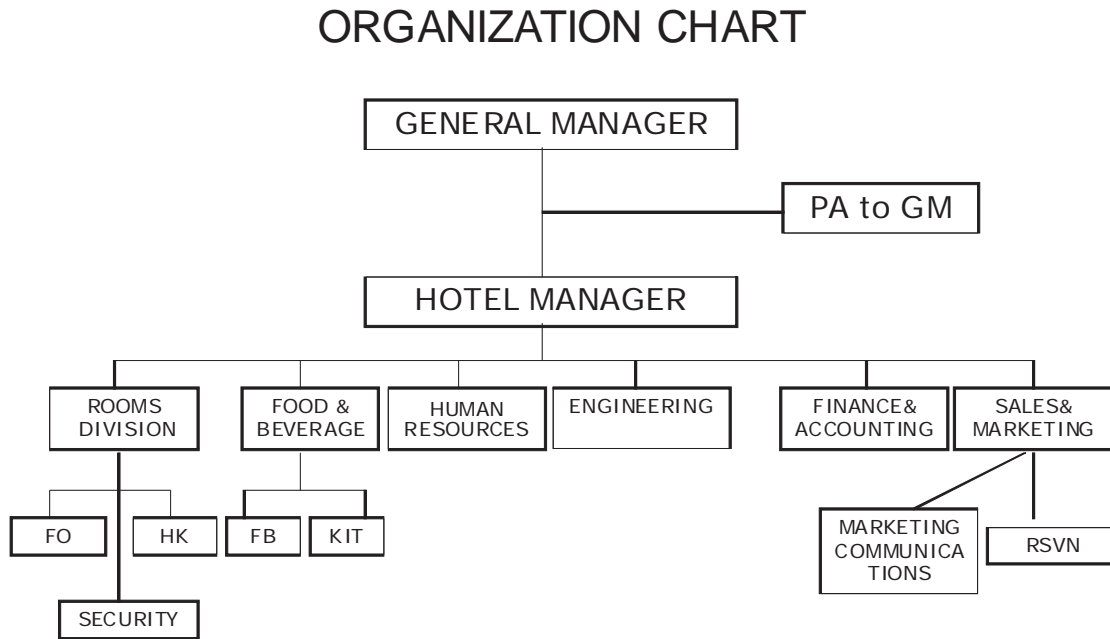


Figure 2.1 Organization Chart of PARM

2.2 Starwood Brands

Starwood is a hotel and leisure company with leading global brands that provides a supervisor experience for travelers around the world. By February of 1998, Starwood became the world's largest hotel operating company. Nowadays, Starwood owns, manages, and franchises over 1025 properties in 100 countries. Starwood hotel chain is a fully integrated owner, operator, and franchisor of hotels and resorts with the following internationally renowned brands: St. Regis®, The Luxury Collection®, W®, Westin®, Le Méridien®, Sheraton®, Four Points® by Sheraton, and the recently launched Aloft®, and ElementSM. (www.starwoodhotels.com)

For Le Méridien Hotels and Resorts, with its portfolio of more than 120 luxury and upscale hotels in 52 countries worldwide, is owned by Starwood Hotels & Resorts Worldwide, Inc. The majority of Le Méridien properties are located in the world's top cities and resorts throughout Europe, the Americas, Asia Pacific, Africa and the Middle East. In the 2005 Luxury Brand Status Index survey Le Méridien was recognized as one of the top 15 luxury hotel brands. (www.lemeridien.com).

2.2.1 Brand positioning, Mission, and Core Value

Plaza Athénée Bangkok, A Royal Méridien Hotel is a highly desirable lifestyle hotel that provides guests with a stimulating experience. We are committed to delivering promises that generate unforgettable and provide an environment to develop associates of the Le Méridien spirit

We actively contribute to the improvement in the community where we recognize, respect and value differences in culture.

For LE MERIDIEN Core Values, A Chic, Cultured, and Discovery are a concept that is an elegant fusion of the old world sensibilities and new world energy and design. This fusion creates new perspectives and innovative solutions that have substance and are timeless.

2.3 General Information of product

2.3.1 Products and services

2.3.1.1 Guest Rooms + Room types

This 374 room hotel has achieved legendary status for its personalized and attentive service in the fine tradition of its illustrious New York namesake.

- 317 guestrooms and 57 suites excelling in spaciousness and modern amenities.
- All guestrooms are elegantly appointed with king or twin beds, very large window and furnished with a work desk, sofa or armchair.
- Non-smoking floors are available.
- Dedicate Executive Club Floors (24 – 28)

Table 2.1 Room Types of Plaza Athénée Bangkok, A Royal

Méridien

Room Type	Size (sqm.)	No. of Room
Deluxe Rooms	38	258
Deluxe Junior Suite Rooms	46	27
Deluxe Suite Rooms	86	17
Royal Club Rooms	44	59
Royal Club Junior Suite	55	3
Royal Club Suite	100	6
Royal Pimai Theme Suite	178	1
Ruern Thai Theme Suite	190	1
Vimarn Siam Theme Suite	190	1
Ratanakosin Theme Suite	350	1

❖ **Deluxe Rooms 07th – 23rd level**

Our standard rooms offer a welcome retreat from the bustling pace and heat of Bangkok. Each room features either a king or twin

beds, with distinctly Thai accessories and ornaments creating a comfortable and stylish setting in which to relax. In-room business amenities, including spacious work desk and high-speed internet access allowing guests to stay connected throughout their stay.

❖ **Deluxe Junior Suites 07th – 17th level**

The Deluxe Junior Suites comprise a spacious living area with separate bedroom. Featuring the latest in-room amenities and modern comforts, the Deluxe Junior Suites are ideal whether staying for business or pleasure.

❖ **Deluxe Suites 18th – 23rd level**

Deluxe Suites features a welcoming residential feel with separate living area and bedroom, luxurious bathroom and spacious work desk area.

❖ **Royal Club Rooms 24th – 28th level**

For an exceptional business or leisure stay, experience Le Royal Club, with floor to ceiling windows, your spacious room or suite showcases stunning views that remind you of our central downtown location.

❖ **Royal Club Junior Suites 25th – 27th level**

The Royal Club Junior Suites provide an additional relaxing corner as well as Le Royal Club benefits.

❖ **Royal Club Suites 24th – 26th level**

The Royal Club Suites comprise of one large bedroom and one very large living room with two LCD TVs as well as Le Royal Club benefits.

2.3.1.2 Function Rooms + Floor plan

26 Meeting Rooms totaling over 5,000 Square Metres

Meeting planners are sure to discover world of choice for creative meetings and events in one of the city's premier venues. Select the perfect venue from an array of unique, integrated spaces including the new and alluring Crystal Hall (dividable into 2), ideal for large meetings in theatre style for over 1,100 and spectacular banquets for up to 900. The impressive Grand Hall, a pillarless ballroom (dividable into 2) bathed in natural light flowing through towering 8 metres high bay windows, is popular for corporate meetings and conferences for up to 900 delegates theatre style. Or for something completely different try Star 29. Located on the 29th floor with polished wooden floors and floor-to-ceiling windows and views over the Bangkok skyline, at Star 29 you will find a unique space ideal for inspiring gatherings. An additional 21 fully-equipped meeting rooms offer all the flexibility needed to provide endless possibilities for breakout rooms and themed events.

See Meeting Room Capacity Chart – next page:

Featuring over 5,000 sqm of versatile space makes this one of Bangkok's largest special event hotels

Meeting Rooms	Metre WxLxH	Area Sqm	Capacity					
			Class room	Theatre	Board room	U-Shape	Banquet	Reception
MEETING ROOMS 02ND LEVEL								
Grand Hall	28x30x7	840	550	900	96	120	700	1,200
Plaza Athénée I	18x28x7	505	250	350	70	80	300	400
Plaza Athénée II	12x28x7	335	150	200	66	70	200	250
Grand Pre-Function area A+B+C	31.5x8x2.8	670	-	-	-	-	-	-
Princess Valaya Alongkorn Drawing Room	10x11.5x2.7	115	45	100	25	30	50	80
Princess Valaya Alongkorn Annex Room	4x9x2.7	36	-	-	16	-	-	-
London Room I	9.5x13x3.5	125	50	110	30	36	60	60
London Room II	7.5x12x3.5	90	36	60	25	30	40	40
London Room III	8.5x14x3.5	120	50	110	30	36	60	60
China Room I	9.5x11x3.5	105	45	110	25	30	60	60
China Room II	8.5x9.5x3.5	80	36	60	20	25	40	50
Japan Room	7.5x9.5x3.5	70	24	50	18	20	40	50
Bangkok	7.5x12x3.5	90	36	60	20	25	40	50

Room									
Bangkok Pre-function	10.5x10x3.5	45	-	-	-	-	-	-	-
Cargo Life	4.2x6.7x2.7	28	-	-	-	-	-	-	-
MEETING ROOMS 03 RD LEVEL									
Athénée Crystal Hall	21x48.5x8	1,020	600	1,100	-	150	800	1,500	
Athénée Crystal A	19x21x8	400	180	300	-	60	280	350	
Athénée Crystal B	21x29.5x8	620	320	430	-	100	400	500	
The Gallery I	11x9x2.8	100	45	80	25	30	50	70	
The Gallery II	6.5x10x2.8	65	18	30	12	18	20	-	
Foyer Area A	15x19.5x4	290	-	-	-	-	-	-	
Foyer Area B	15x19x4	285	-	-	-	-	-	-	
Terrace Room A	10x11.5x4	115	45	100	25	30	50	80	
Terrace Room B	10x11.5x4	118	45	100	25	30	50	80	
MEETING ROOMS 06 TH LEVEL									
Boardroom 1	6.5X8.4X2.5	55	-	-	14	-	-	-	
Boardroom 2	4.5X8.3X2.5	40	-	-	16	-	-	-	
The Atheneum 1-8	8.3X12.6X2.5	35-85	18-54	40-100	20-32	20-40	-	-	
MEETING ROOM 29 TH LEVEL									
Star 29	17.6X26.5X6.5	466	120	220	50	60	250	300	

Table 2.2 Floor Plan and Function room capacity of PARM

2.3.1.3 Dinning and restaurants

Exquisite cuisine and fine wine is an integral part of the rich culture heritage and tradition of Le Méridien. At Plaza Athénée Bangkok, A Royal Méridien guest can discover a world of dining options including creative modern French cuisine at award-winning The Reflexions, Cantonese specialties by our Hong Kong chef at Silk Road, timeless and tasty Japanese at Utage, Royal Thai cuisine at Smooth, contemporary international and Asian cuisine at The Rain tree Café, and homemade tastes of Paris produced by our Pastry chef at Quick Stop Patisserie. Enjoy light, healthy cuisine and refreshments at The View while soaking up the atmosphere from the pool terrace with panoramic urban views. You can also make any Sunday a special occasion with our Sunday brunch full of gourmet delights from around the globe including abundant seafood and decadent desserts plus flowing French Champagne, all served in the serene surrounds of the Rain Tree Café.

Table 2.3 Distinctive Foods + Beverage Venues:

Restaurants + Bar	Cuisine	Level	Area (Sqm.)	Capacity (Seat/Private Rm.)	Operating Hours
The Rain Tree Café	All day dining & Sunday brunch	G	1,000	190	05.30am – 10:30pm
Smooth Curry	Royal Thai cuisine	3	220	60/1	06.00pm – 11.00pm (Closed Sun)

Silk Road	Cantonese	3	330	100/5	11:30am – 02:30pm 06:00pm – 10:30pm
Utage	Japanese	3	200	60/2	11:30am – 02:30pm 06:00pm – 10:30pm (Closed Sun/Mon)
The Reflexions	Modern French	3	560	60 + 40 on Mezzanine	06:00pm – 11:00pm (Closed Sun/Mon)
The Glaz Bar	Piano Bar	G	100	60	11:00am – 02:00am
The View	Bar + Casual Dining	4	280	40	08:00am – 9:00pm
The Quick Stop	Bakery + Gift Shop	G		12	07:00am – 10.00pm

2.3.1.4 Hotel facilities

Table 2.4 Hotel facilities of PARM

<i>ROOM FACILITIES</i>	<i>GUEST SERVICES</i>
<ul style="list-style-type: none"> ▪ Separate bath and shower ▪ Electronic key card access ▪ IDD telephone two line speaker phones ▪ Electronic in-room safe ▪ Mini-bar ▪ On screen messaging service and invoice review ▪ Coffee making facilities ▪ Complimentary bottled water ▪ Complimentary newspaper ▪ High speed broadband internet ▪ Flat screen TV with 24 hours satellite and cable TV ▪ Umbrella ▪ Hair dryer ▪ Shoe shine service ▪ In room ironing facility ▪ Maid turn down service ▪ Aromatherapy amenities 	<ul style="list-style-type: none"> ▪ 24 hours “CLEF D’OR” Concierge ▪ 24 hours room service ▪ 24 hours security assistance ▪ Limousines ▪ Baby sitting ▪ Valet parking ▪ Foreign exchange ▪ Safe deposit boxes ▪ Multilingual speaking staff ▪ Business centre ▪ Le Royal Club Lounge for Royal Club rooms and suites ▪ Fitness + Spa ▪ House clinic ▪ Japanese Guest Relations speaking ▪ Phone rental ▪ Guest relations ▪ Smoking and non-smoking

	floors <ul style="list-style-type: none"> ▪ Airport representative ▪ Free form swimming pool and jogging track ▪ Wi-Fi zone
--	--

2.3.2 Location

Ideally positioned in the heart of Bangkok’s downtown area and steps from BTS Sky Train connecting guests to a world of shopping and attractions.

2.3.3.1 Transportation

- Walking distance to more than 20 Embassies, shopping centre and Lumpini Park.
- Suvarnabhumi International Airport 30 minutes via expressway
- Accessible from Wireless Road and Soi Ruamrudee.
- BTS Skytrain – Sukhumvit Line: Phloenchit Station 300 metres
- Unlock Art at 100 Tonson Gallery 0.8 km.

2.4 Volume of hotel business

2.4.1 Market Segment

Plaza Athénée Bangkok, A Royal Méridien Hotel (PARM) ideally situated on the most beautiful tree-lined avenue in the heart of Asian’s favorite destination for culture, entertainment and shopping centre among consular offices and business

area. The author believed that the facilities around the area could influence to the customer considerations for their coming and staying in the hotel. Furthermore they can be fascinated to the potential guests and create more income from those guests. The main market segment into 4 categories as stated in **figure 2.2**.

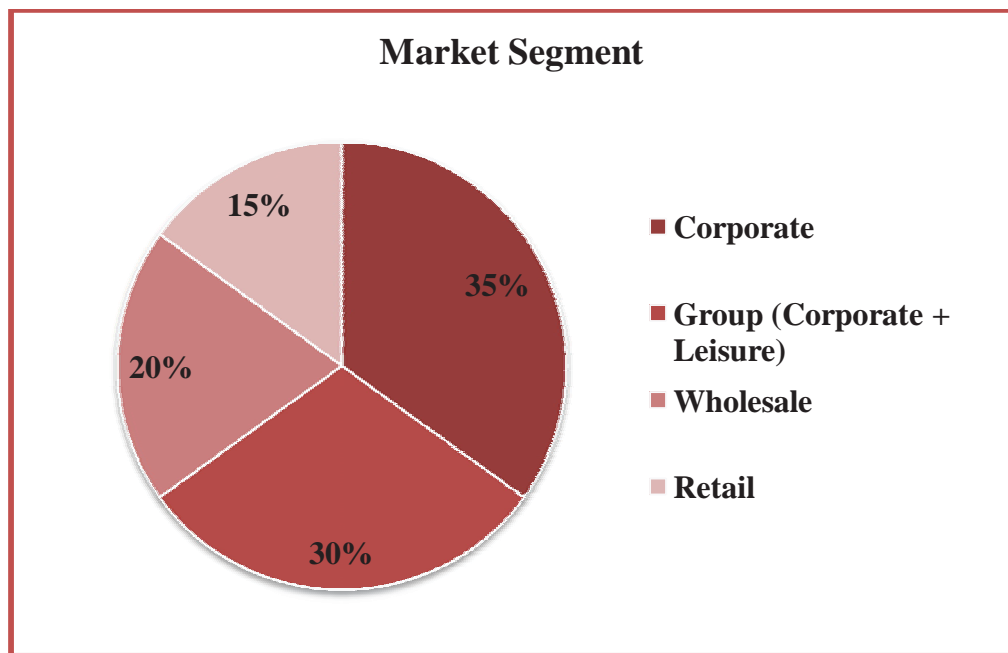
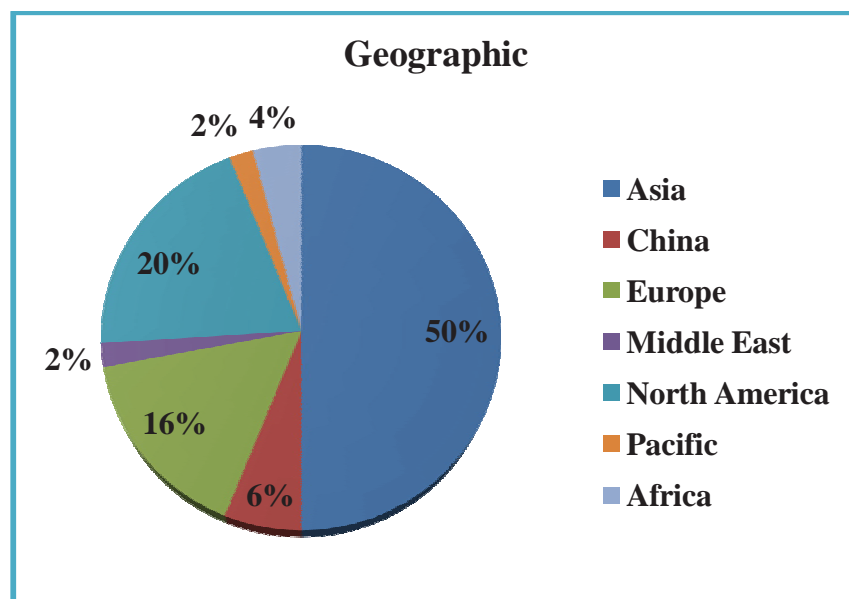


Figure 2.2 Market Segment of Plaza Athénée Bangkok, A Royal Méridien Hotel

From the observations of the author, it found that the most of customers are corporate that have an approximately thirty five percentage of whole market segment since there are many corporate companies that decide to experience our products and services in term of room rate, hotel facilities, and luxury services, the minor is group of corporate and leisure with thirty percentage who focus on MICE in particular. In general, group of MICE can create higher potential revenue to the hotel since they usually use both a lot of room allotments and a large number of function rooms. For twenty percentage of wholesale and fifteen percentage of retail, they can be indicated that they usually have a main purpose for relaxation and

travelling. However, tendency of corporate is stable than others. Thus, this hotel should turn to develop and improve the products and services and to concentrate on MICE which will be more benefits.

Figure 2.3 Geographic Source of Business at Plaza Athénée Bangkok, A Royal Méridien Hotel



In general, most of target markets are businessmen, politicians, embassies, upper class, and leisure travelers. For geographic as shown in **Figure 2.3**, it is shown that most of guests come from Asia with fifty percentage of whole geographic who are interested in spending their time at this hotel. If the hotel would like to increase group of European with sixteen percentages and twenty percentage of North America who requested the hotel to facilitate the green meetings (www.greenmeetingsthailand.com), the hotel should be implemented green meetings as soon as possible since they have high potential to spend money more other region.

2.4.2 Trends of our hotel

To know the market trend is a benefit for the hotel to figure out what is going on in the market and can forecast what customers want to serve beyond guest expectations. Meanwhile, if market trends change, the trends of the hotel could change too. In general, Plaza Athénée Bangkok, A Royal Méridien Hotel divides sales into two groups which are room sales (Room) and catering sales (Function room) because the demand of MICE business is rapidly increasing. In 2010, Bangkok was ranked the 23rd for the most popular international MICE destination because Thailand have many international convention centers, first class hotels providing all necessary facilities, and experienced organizers. (www.pathfinders.travel/mice)

Moreover Thailand Convention and Exhibition Bureau (Public Organization) or TCEB revealed that Bangkok has now become number one destination in Asia for Green Meetings and in the top ten cities globally in terms of meeting environmental sustainability standards. (The ‘Leadership in Sustainability: The Why and the How’, 2010).

“At the Sheraton Grande Sukhumvit, our MICE business has benefited from an interesting trend over the past few years. There has been a migration of small- to medium-size corporate meetings away from the riverside to city centre hotels” said by Richard Chapman, General Manager of Sheraton Grande Sukhumvit in Bangkokpost.

However, trend always comes and goes as a fashion. So, we should utilize existing resources with the current trends in efficiently and sustainability.

2.4.3 SWOT Analysis

Table 2.5 SWOT Analysis

<u>INTERNAL</u>	Strengths	Weaknesses
	<ul style="list-style-type: none"> ➤ Being one of the big international chain hotel in this area ➤ Good location (near BTS, Shopping Center, Embassies and Business Area) ➤ Good roads to access to the hotel ➤ Outstanding in Catering and Wedding ➤ Variety style of restaurants within the hotel ➤ Presses promote our hotel as a hub of MICE destination in Bangkok 	<ul style="list-style-type: none"> ➤ High turnover of staffs, resulting shortage of staffs both permanent and casual staffs ➤ The hotel had rebranded for 3 times ➤ Lack of manual training for green operations and green meeting

<u>EXTERNAL</u>	Opportunities	Threats
	<ul style="list-style-type: none"> ➤ Increasing demand of MICE business ➤ The popularity of conference customer throughout the year ➤ Increasing demand of meetings from the area of embassies and the government sector decides to use our hotel for international meeting such as UN, ASEAN, ASIAPAC, and ASEM 	<ul style="list-style-type: none"> ➤ The more intended competitors come to the market (Both existing competitors around the area and increasing of new entrances) ➤ Five hotels nearby had implemented green meeting to attract niche market ➤ Political crisis is still unstable

2.4.4 Competitors (Area from Phloenchit to Ratchaprasong area)

Table 2.6 Competitors Analysis for Green Meetings

Hotel Name	Hotel Stars	Green Operations	Green Meetings
1. Plaza Athénée Bangkok, A Royal Méridien	5	Y	N
2. Conrad Bangkok	5	Y	N
3. JW Marriott	5	Y	Y
4. Renaissance	5	Y	Y
5. InterContinental	5	Y	Y
6. Grand Hyatt Erawan	5	Y	N
7. Four Seasons	5	Y	N
8. Centara	5	Y	Y
9. Swissotel Park Nai Lert	5	Y	Y

As shown in **Table 2.6**, it can be described that every hotels emphasized on the environment by implementing green operations in order to reduce global warming and save energy consumption as well as waste management. Green operations refer to the integration of the environmental considerations into daily operations

(www.abepro.org.br/bjopm/index.php/bjopm/article/view/...2008.../pdf_3).

An example of the hotel, highly success to present itself as a Green Organization, is Centara Grand Bangkok. They received an award from Green Globe (International Accreditation Organization) because of its strong determination and commitment in term of the environmental preservation, and Centara Grand Bangkok

as a MICE player was supported by TCEB in term of promoting them through the recognition program (www.greenmeetingsthailand.com).

Moreover, the Table shown that five out of nine competitors had implemented green meeting process to promote them as real greener and ready to meet the demand of wider communities – not only for corporate meetings, but also for other social occasions. As the result, if Plaza Athénée Bangkok, A Royal Méridien Hotel would like to compete in the same rank with its competitors that have more range of products and services, this hotel should initiate green meetings as soon as possible. If not, the hotel might have a potential risk to lose the business to those competitors.

Hotel Name	Normal Package		Green Package	
	Full day meeting	Half day meeting	Full day meeting	Half day meeting
1. JW Marriott (JW)	1600++	1400++	1600++	1400++
2. Renaissance Bangkok Ratchaprasong	1400++	1200++	1300++	1100++
3. InterContinental (IHG)	1600++	1400++	1600++	1400++
4. Centara Grand Bangkok (CGB)	1300++	1100++	1200++	1000++
5. Swissotel Park Nai Lert (SPNL)	1300++	1100++	1300++	1100++

Table 2.7 the comparison price between normal package and green meetings package

According to the comparison of prices between normal meeting package and green meeting package of the five out of nine hotels that had launched green meeting package to the public as seen above, those prices can be identified that JW Marriott, InterContinental, and Swissotel Park Nai Lert have the similar prices between normal meetings package and green meetings package. It was shown that they believe that green meeting should not be more expensive than the normal one. However, they add value to those products such as MICE instead of reducing the price to attract a group of niche market. This niche market might help to increase the potential of revenue with creating the environmental awareness. On the other hand, Renaissance Bangkok Ratchaprasong and Centara Grand Bangkok might offer the green meetings package as a lower price. By launching green meeting package with the reduction of price, the hotels try to promote their green meetings products to gain this niche market. This also helps to life up the hotel image of being environmental friendly.

In addition, if our hotel tends to issue green meetings package, the price should be similar as JW Marriott and InterContinental said by Khun Somkiat Karnchapenkul, Director of Meetings and Conventions Services of Plaza Athénée Bangkok, A Royal Méridien Hotel (from an interview, 2011). He added that we should set the price of green meeting package the same as the normal meetings to add value to the products. Customer might appreciated with our worthy products and services.

Due to Strategic Group of MICE hotel in Green Meetings as below (See in **Figure 2.4**), it can be identified that competitors are those in the same strategic group; they had more range of products and services especially implementing green meetings. This might cost our hotel to lose potential business to those competitors. For example; at first, Centara Grand Bangkok and Swissotel Park Nai Lert are the same ranked since they have similar quality of products and services, and the same price included. For Renaissance Bangkok Ratchaprasong, it has higher quality of products and services, and price a little bit higher than Centara and Swissotel, as a result its rank is higher too. Last but not least, JW Marriott and InterContinental are the same level both in quality and price. As mentioned above, if PARM would like to be one of customer's choices in organizing a green meeting, we should implement green meetings to increase the product range in order to compete in the same rank with JW Marriott and InterContinental as shown in **Figure 2.4**.

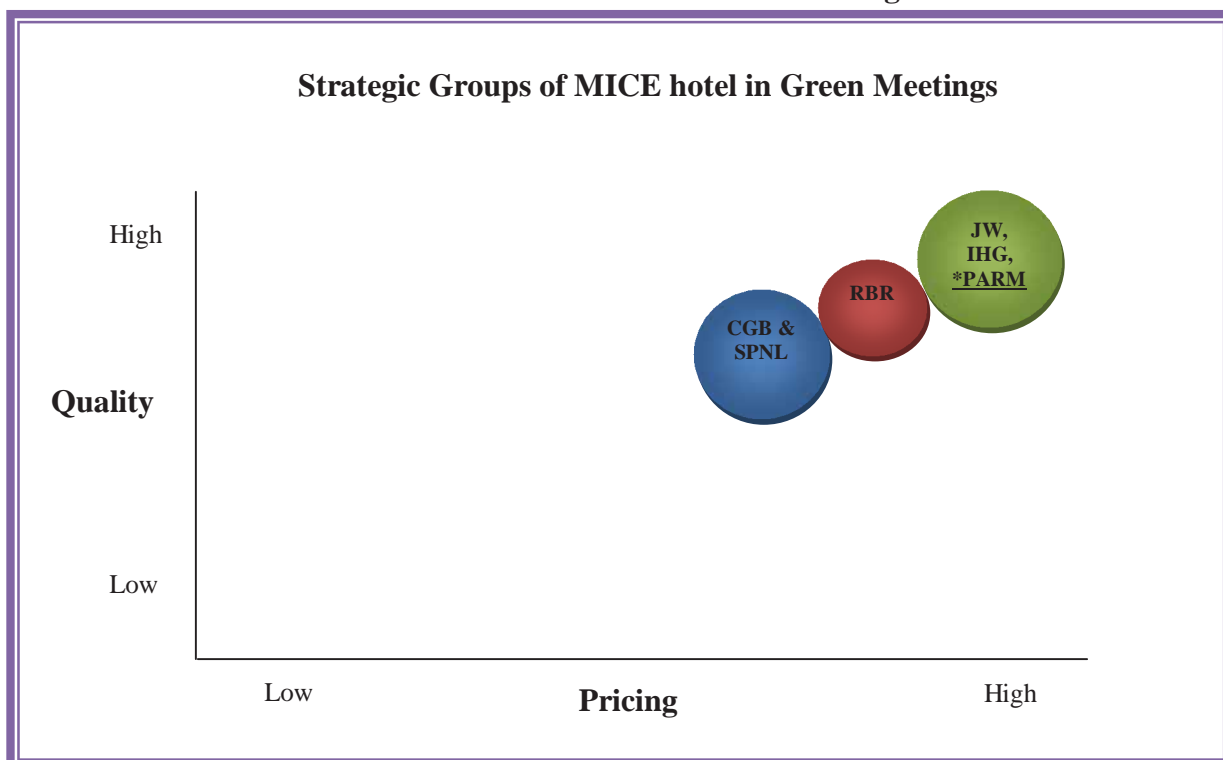


Figure 2.4 Strategic Group of MICE hotel in Green Meetings

CHAPTER 3

BUSINESS IMPROVEMENT PROJECT

The aim of this paper is to contribute towards the knowledge of increasing environmental performance of MICE industry by focusing on green meetings for city hotels. The author separated Business Improvement Project (BIP) into five topics. First of all, the author describes why green meeting is an importance issue to hotel management on introduction of the BIP. Second, an in-depth study is offered to public literature on the specific and related topics of green meeting on literature review. The third part is a description of a detail on qualitative research method that is used as a research methodology in this paper. For the fifth part, it stated about the recommendations for implementation which refers to the limitation of Business Improvement Project (BIP). Finally is a measurement on how green meeting can be improved in this business project.

3.1 Introduction to Business Improvement Project (BIP)

3.1.1 Situation appraisal

3.1.1.1 Competition between Plaza Athénée Bangkok, A Royal Méridien and its competitors

From the analysis of competitors in Chapter 2 (See **figure 6 and figure 7**), most of competitors present “green” as their special concern on environment to the public by operating green projects and receiving many green certificates from the international accreditation organizations. Anyway, green meeting project is also used as one of a green projects in five out of nine from our competitors which are located around the hotel area. The implement of the competitors’ project can be seen in several examples of case studies below.

❖ Case Study of Marriott

Marriott created ECHO program (Environmentally Conscious Hospitality Operations) in term of preserving the environment through eco-friendly guidelines to all Marriott hotels with reduce, reuse, and recycle program (Hervé Houdré, 2008). Meanwhile, they issued “Green Meetings” to its Marriott, JW Marriott, and Renaissance brand hotels by summer 2009 because of demanding greener meetings by adding green products and services to their customer, stated by Bruno Lunghi, Marriott’s vice president event management in HOTELS magazine, 2009.

❖ Case Study of InterContinental

InterContinental Hotels Group (IHG) took many actions toward social responsibility and the environmental protections. They have been supported throughout the years by various divisions of hotels. Their strategy is based on the concept of the “triple-bottom-line” which combines economic viability, environmental preservation, and social responsibility. Importantly, they launched

green meeting as one of their green project to public in the first quarter of year 2008 (Hervé Houdré, 2008).

❖ Case Study of Centara Grand Bangkok

Centara Grand has established long terms plans of hotel operations in term of environmental preservation to support their commitment and implemented a higher set of standard than the one of Green Globe organization. The awards received from international organizations are ASEAN Green Hotel, Green Globe Certificate (Silver), and Globe Benchmarking (Bronze). Mr. Michael Horn, General Manager-Centara Grand and Bangkok Convention Center at Central World, said that the environmental awareness is an important issue to their guests since most of client and social are aware of environmental preservation...especially a group of European and The US who requested the hotel to facilitate the green meetings. (www.greenmeetingsthailand.com)

From the examples of the cases that were mentioned above, the author believes that Plaza Athénée Bangkok, A Royal Méridien should create the environmental awareness and social responsibility program to add valued of products and services by initiating green meeting package to those customers. Wen-I Chang, founder and head of Atman Hospitality Group, San Francisco, and the visionary behind GAIA Napa Valley, The U.S.'s first Gold LEED (Leadership in Energy and Environmental Design) mentioned in the HOTELS magazine in January 2008 that *“If manager don’t integrate “Green” throughout their operations, marketing and public relations. If you don’t execute, you’re going to throw away a*

lot of customers.” As well as, Mr. Mary Scoviak, Contributing Editor said that if your business doesn’t go green, you have a high risk to lose the business (Mary Scoviak, 2008).

Having green meetings package not only gains new market, but also retains the potential customers who have a high concern on the environment issue longer time.

3.1.1.2 Existing Starwood Hotels – Sustainable Meetings

Additionally, the sustainable meetings program of Starwood Hotels & Resorts Worldwide, Inc. provides the sustainable meeting to its hotels, they share the details of this program in their website to allows their associates to learn the background of the program and an overview of the elements. In the author’s opinion, there are too much details and difficult to understand since they do not provide the guideline and checklists that is easy way to follow. For example; Refer to their website, the main topics consist of these following;

- Meeting Planning
 - Electronic Sales Tools
 - Socially Conscious Meeting program
- Meeting Setup
 - Energy-Efficient Digital Signage
 - Recycle Content Paper Products
 - Sustainable Meeting Supplies (Non-Paper)
 - Write Board/ Recycle Content Paper Flip Charts
 - Potted Plant Displays

- Linen less Meeting Tables
- China Service/ Environmentally Preferred Disposable Products
- Environmentally Friendly Chafing Fuel
- Bottled Water Alternatives
- Condiments Served in Bulk
- Sustainable Banquet & Catering Menu Options
- Sustainable Banquet & Catering Food Service and Packaging
- Meeting Space Recycling
- Meeting Services
 - Green Printing Services
 - Green Transportation Services Information
- Post-Meeting BOH Activities
 - Back of House Composting of Organic Waste
 - Food Donation
- Post-Meeting Services
 - Meeting Impact Report
 - Carbon Offset Program

As seen in topics above, those details are not applicable for their employees especially an employee in entry level. If knowledge resources are provided, it should be easy to understand and described appropriately.

3.1.2 Finding from interviews: Problem Identification

A Result from the interviewing with three people (High management level and entry levels) of Plaza Athénée Bangkok, A Royal Méridien Hotel and the author's observations during the five and a half months of internship, the problems and a solutions can be identified as the following;

3.1.2.1 A competition is needed in order to compete in the same rank with its competitors that have more range of products and services

In general, hotel business is competitive and need to compete with the other competitors that are offering similar products and services to customers for more success. There are many factors that impact the rank of the hotel changed such as rate, hotel facilities, location, product, service, and including green meeting can be one of many factors that affect customer's consideration. Particularly, if five out of nine our competitors provide green meeting services to customer as an alternative of service, Plaza Athénée Bangkok, A Royal Méridien Hotel should launch green meeting package to meet the demand of customer as much as possible. As the result, if this hotel does not implement green meetings, there could be a chance for the hotel to lose its business to those competitors who had implemented.

3.1.2.2 Inefficient knowledge resources

At Starwood Hotels & Resorts Worldwide website, it is a knowledge center for providing all necessary information to associates. Some information of sustainable meetings program is in too much detail and too difficult to understand. As the result, that information is inefficient if the end users do not understand the

information provided. Hence, it should be simple and easy to understand by providing a guideline and checklist instead for the entry levels to follow.

3.1.2.3 Lack of clear understanding and knowledge of green meetings

Due to the interview, it can be explained that three interviewees do not understand the word of “Green Meetings” clearly and lack of knowledge in term of green meetings. However, if PARM would like to implement green meetings, they should provide the right information about green meetings by using a simple guideline and checklist to those associates since the first stage to gain them with fundamental knowledge before implementing.

3.2 Literature Review

3.2.1 History Background

In 1999, Convention Industry Council (CIC) jointed with Meeting Professionals International (MPI) to create a Green Meetings Task Force (Loriann White, 2008). After the next 4 years, Green Meetings Task Force was charged with developing minimum best practices for event organizers and suppliers to use as guidelines for sustainability policies development (Convention Industry Council’s Green Meetings Report, 2004).

This report of CIC's Green Meetings Task Force was issued to public by 2004. It remains significant as a reference on the scope of sustainability issues in the event industry, and as a basis of and resource for following projects (Convention Industry Council’s Green Meetings Report, 2004).

According to the IMEX research (2007), it stated that there is 67% of meeting and incentive professionals have taken environmental considerations into account when planning a conference or incentive program (Green Lodging News, 2007).

Convention Industry Council (CIC), Meeting Professionals International (MPI), APEX, Green Meetings Industry Council (GMIC), and Association for Green Meetings & Event (AGME) created industry standards in 2009 (Loriann White, 2008).

For Green Meeting in Thailand, Thailand Convention and Exhibition Bureau (TCEB) launched new sustainability initiative programs as “Go Green Exhibition” campaign by 2009 at the first time in Thailand. Meanwhile, TCEB set environmental friendly guidelines for Thailand exhibition industry (TCEB Newsletter, 2009).

According to Mrs. Supawan Teerarat, Director of Exhibition Department and Acting President of Thailand Convention and Exhibition Bureau (TCEB) stated that *“Presently, Corporate Social Responsibility (CSR) particularly ‘Green’ concept is one of the key marketing strategies to proceed environmental friendly business operations particularly MICE operators to consider the significance of environmental friendly practice as one of the major factors in the new era operations and business practices. TCEB initiates “Go Green Exhibition” to encourage exhibition organizers or entrepreneurs to apply clean technology to their business and utilize all resources and energy most effectively”* (TCEB Newsletter, 2009).

3.2.2 Definition of Green Meeting

According to The Oxford Advanced Learner's Dictionary Online (Edition 8th), Green can be defined as the color of grass or leaves of tree. Furthermore it also means to concern with the protection of the environment; supporting the preservation of the environment as a political principle. According to The Oxford Advanced Learner's Dictionary Online (Edition 8th), "Meeting" is an occasion when people come together for discussing about something. From the two meanings above, green meeting can be identified as the occasion that people come to discuss for particular purpose which concerned with the protection of the environment or support a meeting to preserve the environment.

The Convention Industry Council (2004) gives a definition of green meeting as a meeting or event incorporates environmental considerations to reduce its negative impact on the environment and make a positive impact to host company. A green meeting or event can be one organized and implemented in a way that minimizes the negative impacts on an environmental and leaves a positive impact for the host community by UNEP Green Meeting Guideline 2009. At the Willard InterContinental (2005), a green meeting is offering meeting planners the opportunity to produce a multi-optional, eco-friendly meeting in a luxury hotel setting. For Starwood Hotel & Resorts Worldwide Inc. (2009-2010), sustainable meeting means a meeting that incorporates environmental and social concerns into the meeting process to reduce the impact on the environment and to encourage giving back to the local communities.

Hence, in this BIP, a green meeting is a way to improve the environmental performance of meeting or event by adding the idea of sustainability and minimizing the negative effects that might occur on the environment and social.

3.2.3 Benefits of Green Meetings

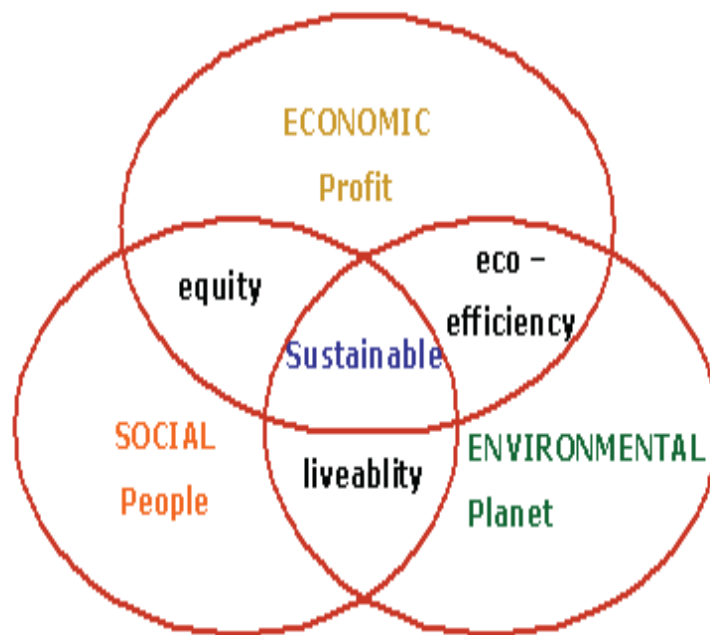


Figure 3.1 Triple bottom lines for sustainable development

In hotel business, sustainable development is another way to meet the present needs among the triple bottom line which refer to economic, environmental, and socio-cultural (See **figure 3.1**). According to Green Meetings Guideline 2009 of UNEP, a large number of opportunities and benefits of Green Meetings & Events can be identified, for the organizers, the participants, the service providers and for

the host/local region. As the results, the benefits of Green Meetings & Events will be generated among this triple bottom line also which are these three main sectors as following;

3.2.3.1 The Economic Bottom Line – Green Meetings can save cost

- *“Costs savings - Conserving energy, reducing waste, purchasing local products and simply consuming less can save money. Even though some green products might be more expensive than normal ones (at least at the initial purchase), applying greening principles will often and in the long-term reduce costs (e.g. less printed material, less waste to be collected...)”* said by UNEP Green Meeting Guideline 2009.

Mr. Horn, General Manager of Centara Grand Bangkok, explained that after they go green, they can reduce twenty percent in electric bill and also cut out an important amount of energy-related expenses. (www.greenmeetingsthailand.com)

Hence, it will be explored cost-savings from greening a meeting, and how to leverage green meetings and sustainable strategies into growing its brand. (<http://events.linkedin.com/Green-Meetings-CAN-Make-Money-Exploring/pub/125481>)

3.2.3.2 The Environmental Bottom Line –Reducing the environmental impact

Each year, there are many organizations and companies hold a plenty of corporate activities that directly affect to the environment, causing energy to be

wasted and pollution to be created. For example: from an ecological footprint of a conference in the Scottish Parliament, it was estimated the total footprint at 2.17 gha which are 62% of transportations, 24% of food, 12% of waste, and 2% of energy. It creates footprint 0.03 per person and 7.1 tons of CO₂ Emission (Chaiyod, 2010). Thus, green meeting is an alternative way to minimize those negative impacts on the environment and carbon footprint.

3.2.3.3 Corporate Social Responsibility (CSR): To create public awareness of environment

- *“Awareness raising - Each meeting is a unique opportunity to raise awareness among participants, staff, service providers and the local community about the benefits of greener products, buildings, services etc. and hence foster sustainable behavior and encourage people to make responsible decisions.*
- *Social benefits - If planned and implemented carefully, the meeting can benefit the local region, through providing jobs, benefiting regional suppliers, promoting better working conditions, and act as a catalyst for encouraging environmental best practice across the region”* mentioned by UNEP Green Meeting Guideline 2009.

Moreover, it will also create green brand for hotel which they try to build the international image with respect to environmental conservation (www.greenmeetingsthailand.com).

3.2.4 Trends of Green Meetings

Guests can influence businesses by demonstrating a preference for a green company. To create an environmental awareness of a company about the public's consciousness is a major driving force for environmental policy development. Public pressure can be embodied by a group of greener and Non Government Organization (NGOs) (Hall, 2001; Trowbridge, 2001) Those NGOs who cannot be ignored as they have an influence to seriously embarrass organizations (Gabriel et al., 2000). Willmoot and Mitchell (2001) found that customer preferences will increasingly favor green products and services in term of social responsibility.

According to the survey of YPartnership-Travel Industry Association by the middle of years 2008, there are more than 8 in 10 of Americans demand to be green or environmental awareness. From Yahoo! survey stated that 77% of American customers identified themselves as green. A Deloitte U.S. survey from November proved that 80% of travelers expect hotels to use the recycle program, while 75% anticipate hotels to use energy-efficient lighting. Moreover, an earlier Deloitte survey found that almost 7 in 10 business travelers always turned the lights off before leaving a hotel room (Derek Gale, 2009).

As it is described above, if the hotel would like to attract customers from European and American Country, they should show a high concern on the environment issue.

From The Grand Copthorne Waterfront Hotel Report (2008), it shown that there were customers requested the green meetings for 50 requests in the first nine months of year 2008, and tended to establish the green meetings program as expected to go on in next year (HOTELS Magazine, 2009).

Michelle White, FRHI's director of environmental affairs, revealed that there are many organizations that have an environmental mandate. It is an increasing movement toward green meetings and green weddings. So, they have to prepare presentations with green information to show their customers (HOTELS Magazine, 2008).

Furthermore, Mr. Akapol Sorasuchart, President of the Thailand Convention and Exhibition Bureau (Public Organization) exposed that green meetings will be the next trend for securing a greener society in Thailand so that service providers can develop its products and services more actively to serve the customer's needs and will lift up the country's environmentally-friendly international image also (www.tceb.or.th).

Nowadays, international clients have a high demand of green meetings which the hotel had already implemented to meet this requirement. They can operate under green meeting concept while still retaining the luxury in term of truly Oriental style said by Khun Pensupa Gajaseni, Social Director of The Mandarin Oriental Bangkok in TCEB Newsletter, 2010.

3.2.5 Criteria of Green Meetings

Table 3.1 An Example of High Carbon Event vs. Low Carbon Event

Type	Green Choice	Non Green Choice
Event Venue	The accessibility of the accommodation to the	The venue is far away from accommodation

	venue and the town centre by walking or public transport is central in keeping local transport needs minimized.	and not serviced by public transport.
Accommodation	The hotel should provide the environmental management system wherever possible, environmental policy, and green operations.	The hotel ignored implementing green operations, run business without an environmental concern.
Transportation	The hotel should be located near the public transport such as BTS, MRT, and bus stop.	Do not provide the shuttle service between event venue/the public transports to hotel.
Catering	Avoid the use of disposable items by using reusable dishes, cutlery, glassware and linens (i.e., no paper, plastic or polystyrene cups, no paper napkins or table cover, no plastic cutlery, and no disposable doilies);	Use non renewable energy. No policy on sourcing locally produced foods and minimized the import food.

	avoid aluminum foil.	
Waste management	Where separated waste collection/disposal systems are in place locally, all waste produced during catering should be collected separately according to the appropriate fractions (e.g. paper, plastic, metal, organic).	No policy to separate waste collection/disposal systems

Table 3.2 The Example of Green Meetings in each case study

Case Study of each hotel	Example of Green Meetings
Marriott Groups	<i>“The company introduced a number of new green products and services, from pads, pens and boxed lunch containers made from recycled content to linen-less banquet tables” (Derek,G., 2009).</i>
Centara Grand Bangkok	<i>For Centara Grand Bangkok, “it gain acceptance from all kinds of clients, especially the companies that organize seminar and meeting for a group of companies from Europe and the US...The very interesting detail of Green Meeting package may include the use of wooded pencil (no pen-no ink), the box is provided for returning pencil and recycling paper</i>

	<p><i>inside the location , the information signage will be printed on paper only, the information of the seminar will be shown on the LCD screen instead of using other one-time-used materials. Even though less than 50% of their customer requested the green package, however, with the reputation of a hotel that could response to various sorts of needs and the ability to present a more interesting choice of services, clients started to spread the words about their green idea. People are now more interesting in experiencing the hotel's 'Green Meeting'</i></p> <p>(http://www.greenmeetingsthailand.com/downloads/casestudy)</p>
<p>Dusit Thani Hotels Group</p>	<p>Dusit International provides green meeting package services which focus on reducing the carbon footprint for their customers and their properties in many sustainability ways such as no plastic bottles, set the air-conditioning at 24 degree Celsius minimum, use energy efficiency light bulbs and turn the lights off when unnecessary, Recycle paper upon request, provide recycle points in the meeting rooms, offer energy saving menu, provide recycled content for boxed lunch containers, suggest organic options, group purchasing protocols to promote Green Credentials, and use eco-friendly cleaning products only in hotel and meeting facilities</p> <p>(www.dusit.com/en/meetings/green-meeting.html)</p>
<p>The Mandarin Oriental Bangkok</p>	<p>This hotel helps their clients to reduce cost by suggesting the client use the same set of floral displays both engagement and</p>

wedding ceremonies in case these ceremonies held on the same day, which reduce costs and create the environmental awareness in the same time. Besides, Chef creates menu from fresh products grown on farm under Royal project (TCEB Newsletter, 2010).

According to **Table 3.1 and Table 3.2**, the author believes Green Meetings concepts are simple and easy to implement by using existing resources within the hotel. Especially hotel green operations program or any green projects combine together under green meetings standards. Resulting, the hotel can launch new green products and services which are called “Green Meetings”. Importantly, the purpose of this business improvement project is to add value of green meetings package to meet the requirement of guests in MICE business and to help PARM to compete with its competitors.

3.3 Research Question

Research Question: How to apply green meetings to add value to customers for MICE of Plaza Athénée Bangkok, A Royal Méridien Hotel?

3.4 Research Methodology

In the author’s perspective, Business Improvement Project (BIP) should be Qualitative Research Method since it is a type of scientific research that provides complex textual descriptions of how people experience a given research issue. (Qualitative Research Methods: A Data Collector’s Field Guide, year). It aims to

find out information that has not been gathered before. In addition, it is concerning the perception of the matter. As the result, this BIP should be recommended to use qualitative research method rather than quantitative research method because it directly came from people real experiences especially interviewees' experiences. The appropriate methods for this BIP are the observations from an internship program and dept-interviewing.

Characteristic of an interviewee

NAME	Mr. Somkiat Karnchanapenkul
POSITION/DEPARTMENT	Director of Meetings and Conventions services, Catering Department
WORKING EXPERIENCED	8 YEARS

Refer to an interviewee above; he is held the position of Director of Meetings and Conventions Services. His experiences came from learning by doing, problem solving with unexpected experiences, and observations by seniors and customers. From his experienced, he could handle those problems such as lack of staffs/manpower/services, unexpected experiences which beyond the controllable and developing products and services to meet the customer's expectations. Resulting, he got many praiseworthy words from guests. Making customer's satisfactions not only gains revenue but also retains potential customer for long time. As a head of department, he has the right to make decisions in term of meetings and conventions services. Another two people came from sales department and banquet department who are the entry levels.

- ❖ Analyzing the interview of three staffs (Both management level and entry levels) of Plaza Athénée Bangkok, A Royal Méridien Hotel (PARM)

For the initial interview, it will be conducted to recognize which parts of MICE should be the most improvement and development, finding what the market trends are, and what he concern. To sum up from their answers, it can be implied that they do not clearly understand the meaning of “Green Meeting”. To illustrate, one of interviewees answered that green meeting refer to back to nature and use the resources in efficiency. Another said that a meeting is based on natural in particular. Last person mentioned that no idea about green meeting. It should be an environmental concern and business improvement in term of green projects. As the result, if PARM will implement green meetings, the basic knowledge in term of green meeting should be provided to associates in the first stage.

All interviewees stated in the same way that green meetings benefit to customers, environment, and organization including hotel itself. Besides, they added that implementing green meetings can do in many ways such as avoid using plastic (bottles, pen, spoon and fork), no foam, no chemical, reuse paper, and so on. From those answers, they can be indicated that they know the concept of green meetings in what are green, what are not. However, it cannot be summarized that they really know whole process of green meetings from in the beginning until the end.

The interviewees identified how to create awareness in term of green meetings to colleagues in different ways. Two entry staffs told that training is an important way to share the information of green meeting, but one stated that setting a committee is a priority, and then sharing ideas of associates about the ways to go

green. Last, it should be announced on the board of associates to be acknowledged thoroughly.

Finally, they thought that PARM should implemented green meeting since its concept is simple and easy to implement. This hotel will gradually develop and improve green meeting as it used to be initiated from the end of last year, however, the whole process was very slow in progress. They are still searching for the best ways for implementing the green meeting. As a result, they seek for a green meeting guideline and checklist which need to simple and easy to understand. It would be useful knowledge for them to improve and develop green meeting in the near future.

3.5 Improvement (Guideline and Checklist)

In general, there are many ways to solve the problems that might occur in MICE section by keep developing green meetings process to be updating all the time. Guideline and Checklist is one way to help the user understand the concepts of green meetings clearly and know how to implement green meetings process step by step. According to The Oxford Advanced Learner's Dictionary Online (Edition 8th), guideline can be defined as rules or instructions provided by an official organization how to do something, especially something difficult. Another meaning refers to something that can be used to help you make a decision easily. For the word of "checklist", it is a list of something that needs to be done. As meetings are different in term of locations and regions of the world, the following section also addresses these differences if they influence the greening measures that can be taken.

This Green Meetings Guideline and Checklist was adapted from UNEP Green Meeting Guideline and A guide to running green meetings and events of

Failte Ireland National Development Authority. This guide would be applying to use in MICE hotel in Bangkok, Thailand.

To compare between the explanation of Starwood knowledge center which provides the way to implement in sustainable meetings of its brand to all associates and the green meetings guidelines and checklists that the author try to improve from reliable sources to use with the host company. For example;

The example of Green Transportation Services Information

“Vehicle operation contributes to climate change and air quality problems through the emission of pollutants. In the United States, transportation has been responsible for more energy-related carbon dioxide emissions than any other end-use sector (e.g., industrial, residential, commercial) every year since 1999. The United State produces more CO2 from road transport than any other country, though it is forecast to rise in all countries. Highly populous urbanizing countries such as China are accepted to see dramatic growth in energy consumption for transportation” said in Starwood website.

As seen below (See **Table 3.3**), it is an example of green meeting guidelines and checklists in topic of Transportation. The table is s simple and easy to understand when the user read and follow them. Resulting, it would be useful for all level of staffs.

Table 3.3 The example of green meetings: Transportation

Recommendations	Y/N	Comments
Consider proximity and public transport connections when selecting the venue and hotels,		

<p>as this has a major bearing on local transportation impacts (see “Selecting the venue” and “Accommodation” sections).</p>		
<p>Provide clear instructions to participants on appropriate public transport and/or walking arrangements from point of arrival/departure (railway station, airport) to the venue, accommodation, town centre etc. Also provide public transport maps. These should be provided by email before the meeting and can be included in participants’ packs, and displayed in the venue.</p>		
<p>Provide a member of staff or local volunteer to accompany participants from hotels/stations to the venue by foot or local transport.</p>		
<p>If public transport is not available organize a shuttle service or car-share scheme for travel between the hotel, venue and/or point of arrival/departure (railway station, airport).</p>		
<p>Participants could be provided with complimentary public transport tickets.</p>		
<p>Try to select meeting start/finish times that allow participants to travel easily using public transport.</p>		

Try to organize discounts for participants on public Transport (especially for long meetings).		
Contract a bus shuttle for the participants and speakers with a low emission fleet and employing ecological driving techniques.		

A short introduction is provided to each topic. The Green Meetings Guidelines and Checklists are given the details and recommendations for all people involved, can be found in **Appendix A**.

This Green Meetings Guideline and Checklist consists of these following;

- ❖ Selecting the venue (See Appendix A)
- ❖ Accommodation (See Appendix A)
- ❖ Catering (See Appendix A)
- ❖ Setting up the meeting (See Appendix A)
- ❖ Local transport (See Appendix A)

To ensure the user understand and can take their responsibility with this project, they should be allowed time to adaptation. Taking the action not only provide the green meeting guidelines and checklist, but also educates/trains the associates to aware on the environmental issue. Those are the key to the success of any environmental action plans.

3.6 Recommendation for implementation

According to the limitation of project, it can be described that there are several factors that affected to the implementation. First of all, time limitation of

internship period because all interns had a short time for observing and implementing, it was only five to six months. Unfortunately, the interns cannot implement what they try to improve for the host company because of the limitation of time. Hopefully, the green meeting guidelines and checklist shall be used in the hotel for developing its MICE section in nearly future. Second, Plaza Athénée Bangkok, A Royal Méridien Hotel (PARM) is an international hotel chain. Everything needs to be “on brand”, in case, new project created cannot be used in right away. It should be approved from the top hierarchy of Starwood Hotels and Resorts Worldwide Inc. It took long time for implementation. At last, the information of green meetings guidelines and checklists should be updated all the time for continuous improvement.

3.7 Measurement

This business improvement project aims to add value of green meetings package to meet the requirement of guests in MICE business and to help PARM to compete with its competitors. Actually, the green meetings guidelines and checklists should be accepted by Director of Meetings and Conventions Services. The assessment of green meetings guidelines and checklists is also provided in the **Appendix B** to measure that this guideline and checklist is useful for them and can apply to use for MICE hotel.

CHAPTER 4

CONCLUSION

This internship program provides interns a chance to undertake hands on experience in the real world of the hotel and tourism industry. The real world is totally different from the classroom but the intern can learn and adapt the theory into the practical. Consequently, there are many benefits that the intern gains from this internship program as well as the hotel or the host company can gain some profits from having the variety of interns. Resulting, the interns can help the hotel to improve the weaknesses of the company.

4.1 Personal Benefits

According to the internship program at Plaza Athénée Bangkok, A Royal Méridien Hotel, this is a great opportunity that can integrate the professional skill of the authors to grow up and improve managerial skills such as analysis skill, problem solving skill, and negotiating skill. All of these skills are concluded in five and a half months of internship program and this knowledge will be the necessary skills for the management level to understand in every part of Sales and Marketing Department especially in MICE. Fortunately, the author had learned how to use many international programs of Starwood Hotels and Resorts Worldwide Inc. that use in worldwide.

4.2 Professional Benefits

Regarding to internship in Sales and Marketing Department, the author has gathered knowledge and valuable experiences as one of professional Sales team. They provide all interns a great opportunity to experience the operations of Sales and Marketing Department, to illustrate, to understand the overall function, be familiar with the liaison between all departments, and to handle administrative work. In addition, the managerial skill is interfered during internship period, it is able to apply in realistic of hospitality field. Moreover, author had chances to learn out of the box by sales visit, its aim to be close to the nature of customer and their demands and be able to apply all their needs to meet the supply. All of these benefits can assist the intern to achieve to objective to being the good manager in their career path.

4.3 Beneficial Advantage to the Hotel

Beneficial advantage can be occurred in term of standard of the hotel as well as real experiences of intern. Refer to internship in Sales and Marketing Department, they always provide the instructions that allow the intern to follow especially training plan. On the other hand, hotel could gain the benefits from intern by helping, improving some parts of their business which they agreed it would be useful for them to do so. Resulting, win-win situation from this internship program is that the hotel can have the knowledgeable staffs in Management University to help the manager in organizing the organizational structure when this hotel require to change or improve something to promote themselves as the environmental friendly hotel.

4.4 Conclusions and Recommendations

As a luxury hotel and one of international hotel chain, Athénée Bangkok, A Royal Méridien Hotel offers the training program for the hospitality management students every year. The internship program can help the interns to focus on hand on training by practical and provide the chance to improve the hotel by offering the improvement plan to the hotel. It can be the significant part for the host company due to assist the associates to understand the concept of green meetings and know how to implement it by using green meetings guideline and checklist. In addition, meetings package can be meet the requirement of guests in MICE business and to help PARM to compete with its competitors.

APPENDIX A

GREEN MEETINGS GUIDELINES AND CHECKLISTS

APPENDIX A

Green Meetings Guidelines & Checklists



Sources: Adapted from UNEP Green Meetings Guide 2009 and A Guide to Running Green Meetings and Events of Failte Ireland, National Tourism Development Authority

1) Selecting the venue

The type of venue selected will clearly depend on the size of meeting. A small meeting for up to 30 people will probably not require the use of specialized meeting facilities. On the other hand a meeting for 200 participants will likely require some form of conference centre and this should be chosen with care.

The recommendations below principally focus on specialized meeting facilities, but certain aspects also apply to normal meeting rooms. One way to use these recommendations is to send them to possible venues asking them to tick the criteria they fulfill. This information can then be used to make the selection of venues. Ideally, they should be asked to provide supporting documentation.

Recommendations	Y/N	Comments
Venues certified with a recognized green building rating system or another recognized environmental management system should be preferred wherever possible.		
The venue should have an environmental policy and action plan, ideally covering: sustainable procurement, energy saving, catering services, transportation, and waste.		
The venue should have training course for staff on environmental duties in place.		
The venue should have good access (ideally within		

Walking distance) to the main public transport connections and town centre.

The venue should be near to hotels where participants and speakers can stay or even provide accommodation facilities in the venue itself.

If possible locally, all waste produced at the venue should be separated (e.g. paper, plastic, metal, organic) at source and sufficient, well-marked bins should be provided in both participant and staff areas.

It should be possible to regulate the temperature within the building.

The venue should have specific, energy management, Waste reduction and water conservation programs in place, either separately or as part of any environmental management program.

Preference should be given to venues:

- Designed to maximize the use of daylight (rooms, coffee areas, lunch areas and exhibition areas).

- With energy efficient lighting and other appliances installed.

- Supplied with green electricity.

- With water-saving appliances in kitchens and toilets.

The venue should provide information to participants about the green aspects of the venue to inform and

encourage guests' participation.

The venue should reuse materials or donate them to charities (e.g. used linens or usable food).

Where no organic waste collection system is in place, organic waste should be separately collected for composting and/or supplying to farmers for livestock feed.

Vehicles operated by the venue should be efficient and low emission.

2) Accommodation

There can be significant differences in the environmental performance of different accommodation options in a city. The amount of choice in accommodation for participants will clearly depend on the city, but organizers should aim to identify and recommend the most appropriate places to stay.

One way to use the detailed recommendations in the Greening Meetings Checklist is to send them to possible hotels asking them to tick the criteria they fulfill. This information can then be used to make the selection of hotels. Ideally, they should be asked to provide supporting documentation. Then the hotels with the most recommendations ticked (prioritizing the core recommendations) should be selected and recommended to participants. Special deals for participants can also be arranged with the selected hotels, which is a good incentive for hotels to comply with environmental requirements. If resources are available, discuss with hotel operators the possibilities for

improving the areas where the criteria cannot be fulfilled at the moment (i.e. not ticked in the checklist) – this would encourage them to improve their operations over time.

Recommendations	Y/N	Comments
Hotels certified with a recognized Ecolabel or another recognized environmental management system should be preferred wherever possible.		
The hotel should have an environmental policy and Action plan, ideally covering green procurement, energy saving, catering services, transportation waste, and communication to guests.		
The hotel should provide information in guest rooms about the green aspects of the hotel to inform and encourage guests' participation.		
Certification to a third party eco-certification scheme has been obtained.		
Guests are invited to participate in efforts to reduce the environmental impact of their stay (switch-off policy, recycling etc).		
Information is provided to the guest regarding local biodiversity, landscape and nature conservation measures.		
The use of public transport is promoted by having information easily available to the guests and		

employees.

Staffs are fully trained and are integral in the delivery of the businesses environmental objectives and targets.

Responsible purchasing (Fair trade, environmentally certified products etc) is supported and the use of local and organic produce is promoted.

The air-conditioning shuts down automatically when windows are open.

The use of natural daylight is promoted where possible.

Waste separation facilities are provided in the guest rooms.

Organic (food) waste, recyclable waste, hazardous waste and landfill/residual waste are separated and recycled.

Waste packaging is minimized by ordering bulk and encouraging Suppliers to use reusable packaging.

The use of single-use disposable toiletries is avoided where possible.

The use of bottled water is avoided by providing jugs of water or filtering and serving water in reusable bottles where possible.

Office Products (toners, cartridges etc) are recycled.

Re-usable items are donated to charities (e.g. furniture, textiles)

A Towel Reuse/Linen Reuse Program is in place.

The hotel should be located near public transportation and near conference facilities (preferably within walking distance).

The hotel should offer and coordinate group pick-up service for participants, when local transport is not an option.

Guests and staff should be encouraged to reduce water use and turn off lights and other energy consuming devices with well-located signs.

Facilities should be equipped with water-saving devices (e.g., tap and shower flow regulators; automatic shut-offs for faucets and showers; low-flush and dual-flush toilets).

Hot waters heaters and pipes should be properly insulated and maintained.

The staircases in the hotel should be visible and have signs inviting guests to walk instead of taking the elevator.

Guests should be able to open windows and not be forced to use a technical air condition system.

Heating and air conditioning systems should be easy

for guests to operate (and thus turn down).

Hotel rooms should not be heated to above 20°C, or cooled to more than 6 degrees below the outside temperature.

Water-using fixtures should have a regular maintenance program to repair leaks.

Hotels should indicate what further efforts they have taken to conserve water and energy.

Rain water and grey water use should be maximized in the hotel buildings.

Key cards in hotels should be linked to energy appliances; as an example lights should switch off when people leave the room.

Motion-detector-equipped lighting systems should be installed.

Water use for grounds maintenance should be reduced through conservation measures such as planting drought tolerant vegetation and mulching.

The building should have a good internal insulation so that less energy is wasted through overheated corridors and unoccupied rooms.

Insulating covers should be installed on all indoor and outdoor swimming pools and hot tubs to reduce both energy and water use (i.e. evaporation).

Automatic controls should be in place for heating and cooling with levels set to the minimum necessary for comfort.

Vehicles operated by the hotel should be efficient and low emission.

Try to avoid the need for paper, and if used ensure that it is printed double sided. Paper products used by the hotel (including fine paper, computer paper, tissues, toilet paper, paper towels and paper for guests) should have a high recycled content (ideally 100%) and be totally or elementary chlorine free (TCF or ECF).

Reusable items should be used to the extent possible.

If disposable items are essential, try to ensure they are recyclable and appropriate recycling systems are in place.

Products such as shampoo and soap should be purchased in bulk and provided in refillable dispensers. If not possible, the hotel should instruct housekeeping staff to not replace consumable amenities daily unless they are empty.

Provided appropriate recycling systems are in place, single-use products for guests (such as those available in mini-bars or complimentary items) should be supplied in recyclable packaging.

Newspapers should be delivered to rooms only if requested and should not be wrapped in a plastic bag.

Measures should be taken to reduce paper use (e.g., short forms or computerized systems at check-in).

Hotels should indicate what further efforts they have taken to minimize packaging.

All products purchased by the hotel should be supplied in packaging containing a high percentage of recycled content.

Packaging should not contain PVC.

Guest's laundry containers should be reusable (e.g. baskets).

Where separated waste collection/disposal systems are in place locally, all waste produced by the hotel should be collected separately according to the appropriate fractions (e.g. paper, plastic, metal, organic), and sufficient, wellmarked bins should be provided in both guest and staff areas.

The hotel should reuse materials or donate it to charities (e.g. used linens and usable food).

Where no organic waste collection system is in place, hotels should separately collect organic waste for composting and/or supplying to farmers for livestock feed.

The hotel should practice environmentally cleaning. This should include ensuring that:

- The hotel cleaning staff or private cleaning contractors are trained in environmentally friendly cleaning practices. This training should cover cleaning agents, methods and dosage, equipment and machines used; waste management; and aspects of health, safety and the environment. A record of these training measures should be provided.

- The use of disinfectant should be minimized and automated dosage used.

3) Catering

Most meetings require some form of catering - from informal snacks to formal dinners. Catering covers all aspects of the provision of meals and refreshments for participants, including procurement of foods, handling of the waste produced by catering services and the traffic generated by their transportation.

The recommendations presented here are intended both for organizers who carry out the catering themselves and for those who are contracting out the catering services to a private company or the venue. If they are contracted out the organizer can request that the company follows these recommendations within the contract.

Recommendations	Y/N	Comments
<p>Avoid the use of disposable items by using reusable dishes, cutlery, glassware and linens (i.e., no paper, plastic or polystyrene cups, no paper napkins or table cover, no plastic cutlery, and no disposable doilies); avoid aluminum foil.</p>		
<p>If disposable items are essential, try to ensure they contain a high content of recycled or plant-based material, are recyclable, and appropriate recycling systems are in place.</p>		
<p>Avoid the use of single use bottles for juice and water.</p>		
<p>Paper products used for catering should have a high recycled content (ideally 100%) and be totally or elementary chlorine free (TCF or ECF).</p>		
<p>Avoid unnecessary disposable items (e.g., plastic straws).</p>		
<p>For bigger meetings, provide recyclable bottles for participants to refill with drinking water.</p>		
<p>For boat tours or other functions where breakable dishes are not permitted, reusable acrylic dishware could be used.</p>		
<p>Print menus on recycled, totally chlorine free (TCF i.e. unbleached) paper, or write them on blackboards using chalk.</p>		

Food is sourced locally where possible.		
Healthy and organic food is sourced where possible.		
Food in season is sourced where possible.		
Suppliers of sustainable foodstuffs are supported.		
Ethical Purchasing Suppliers-Rainforest Alliance, Fair- trade etc are used where possible.		
Orders are placed in Bulk to avoid packaging waste.		
Suppliers have been asked to supply goods in reusable packaging, e.g. plastic crates for vegetables.		
Stock control procedures are in place to avoid over-ordering and food wastage.		
Vegetarian options are offered.		
Portion sizes are managed. Seconds are offered rather than overloading plates. Half-portions or smaller portions are also provided to avoid food waste.		
Information on the source/origin and organic foods available is made available to the guest.		
Tea/coffee snacks are prepared in the premises as opposed to buying in		
The use of disposable items is avoided (take-away cups, tableware, cutlery, napkins, straws, placemats etc)		
The use of single-portion items (sugar, jam, ketchup etc) and individual beverage containers is avoided		

Tap water is provided as the first option or bottle own water locally second, bulk bottled water is provided as the third option.

Menus are printed on recycled paper or reused paper.

Organic (food) waste, recyclable waste, hazardous waste and landfill/residual waste is separated and managed properly.

Fat Oils and Grease (FOG) are collected in FOG traps and managed by a licensed waste management company.

Energy efficient equipment is used where possible.

Switch off policy for equipment, lights, etc. is in place.

Environmentally friendly chemicals for cleaning (use environmentally certified products) are used in the premises.

Water use is minimized in toilets, urinals, taps, and showers by reducing flow rates, installing timers or sensors and fitting other water efficient devices.

Toilets, urinals, taps, showers and distribution system for leaks and repairs are monitored where necessary.

Avoid single-serve containers for food and condiments (e.g., milk, cream, artificial sweeteners, butter, ketchup, vinegar, mustard, jams, salt, pepper,

<p>and breakfast cereals). Use bulk dispensers or jars also for water.</p>		
<p>Provided appropriate recycling systems are in place, Products should be supplied in re-usable or recyclable packaging or alternatively the supplier should take back all packaging and guarantee its recycling or reuse.</p>		
<p>Ask suppliers to indicate what efforts they have taken to minimize packaging.</p>		
<p>Request that catering items are supplied in packaging containing a high percentage of recycled content.</p>		
<p>Packaging should not contain PVC.</p>		
<p>Where recycling systems for packaging are not in place, efforts should be concentrated on ensuring packaging is minimized to the extent possible, and, where possible, that biodegradable packaging is used.</p>		
<p>In some areas local health authorities do not accept bulk dispensers and reusable containers for catering consumables. In these cases convey this information to guests. The food service organization should work with local health authorities to overcome any regulatory hurdles.</p>		
<p>Where separated waste collection/disposal systems are in place locally, all waste produced during catering</p>		

<p>should be collected separately according to the appropriate fractions (e.g. paper, plastic, metal, organic).</p>		
<p>Provide numerous, well-located bins for the separate Waste fractions with clear signs/instructions – particularly in kitchens and in dining areas.</p>		
<p>Inform caterers of the exact number of participants and re-evaluate quantity needed during the meeting to help avoid waste.</p>		
<p>Collect oil and fat and provide it to respective users and/or use for fuelling.</p>		
<p>Where an external catering company is installed, they should be responsible for waste collection and disposal during the meeting.</p>		
<p>Where no organic waste collection system is in place, separately collect organic waste for composting and/or supplying to farmers for livestock feed.</p>		
<p>If waste cannot be centrally collected from the venue, the catering company/staff should be encouraged to themselves deliver the waste separately to collection depots.</p>		

4) Setting up the meeting

The way in which the meeting itself is planned and implemented will have a substantial effect on its overall environmental impact - from how registration and communication with participants is handled before the meeting, to the materials participants receive during the meeting, and the way the meeting rooms are set up.

For logistical issues, the organizer will need to check with the venue early on to make sure that the recommendations are achievable. Depending on the venue, the meeting organizers may have limited influence on the equipment used or systems in place. In these cases, the recommendations may be discussed directly with the venue operators if time allows.

Recommendations	Y/N	Comments
Use electronic means (e.g. email, website), if they are appropriate and available, rather than printed materials for pre-meeting (and follow up) communications.		
Set up an electronic registration system that allows participants to submit forms and pictures, if needed, via email or through a web service.		
Encourage participants to use more sustainable ways to travel to the meeting by providing the following information:		
- For shorter trips, prefer train to car/coach and plane.		
- When train is not an option, prefer car/coach to plane.		

- When driving by car, use hybrid cars if possible, and share the drive with other participants. In any case, prefer smaller cars.

- If flying is the only option, choose direct flights when possible; prefer economy class to business and business to first class.

- Offset your costs of travel (See Section D – Climate neutrality at meetings).

Provide links to public transport websites.

Provide a platform for participants to communicate and organize sharing of cars, buses and/or taxis.

Provide advice to participants on “green behavior” by email about what delegates could do before and during the meeting. This could include (depending on for example accommodation arrangements):

- Only print what you need before travelling.

- Bring your own pen and paper to the meeting.

- Travel by foot, bike or public transport as much as Possible.

- Stay in one of the recommended hotels, which Operate in an environmentally responsible manner.

- Turn off any lights, TV, air conditioner or heater When you leave your hotel room for the day.

- If the hotel offers this service, take the energy-saving option of not having sheets and towels

Changed every day. And make sure it is enforced. If not talk to the hotel managers.

- Recycle your waste: bottles, cans, paper, etc. where this option exists.

Ensure that the information on your greening efforts is provided electronically prior to and after the meeting.

Any paper used (promotional material, programme, signs...) should be 100% recycled, with a minimum of 65% of post consumer waste content, and totally or elementary chlorine free.

Any necessary material should be printed at the venue/ location of the meeting rather than shipping it from the headquarters.

Participant bags/packs, banners, gifts and other relevant items should, as far as possible, be produced locally, using sustainably harvested organic or recycled material, and should be reusable. PVC should be avoided as well as products containing potentially harmful chemicals.

Any food products provided as gifts should follow the Recommendations included in the "Catering" section.

Pens should be provided only upon request. They should be made of a high content of recycled material and be refillable.

Only strictly necessary material should be included in participants packs. Send relevant documentation by email beforehand (see above), and have either a restricted number of spare copies of documents available, or printing/copying facilities available on request only at the venue for participants.

Participants should be encouraged to keep their conference material until the end of the meeting; asking them to sign upon receipt of the material can serve as incentive.

All materials produced for the meeting (such as banners, posters, signs, place cards) should be designed and written in a generic way instead of specific way, to allow them to be reused for other meetings.

Avoid glossy publications.

Consider organising a paperless meeting. Participants can be issued with laptops and given lessons on how to minimise paper in terms of documents, reports and publications. Special software is available which allows delegates to share and amend papers during meetings.

Provide participants with a CD or USB stick with all the conference material, to avoid printing.

For external printing contracts, choose environmentally responsible printing companies which do not use environmentally persistent chemicals and promote responsible practices.

If possible to influence, the electronic equipment (printers, photocopiers, computers etc.) used by the secretariat should be ENERGY STAR® certified. Recycled printer cartridges should also be used if available.

Use a computer-based fax programme to send faxes electronically.

Use reusable dry-mark erasable boards or blackboards instead of paper flip charts. Ensure “non-toxic” markers are used.

Flowers and plants should be purchased locally or regionally and be organically produced.

Green ornaments should not be cut flowers, but the whole plant. In meetings that last more than one day, plants should be chosen according to the external conditions where the plant will be placed.

Reusable and recyclable accreditation badges should be provided. At the end of the conference, a place for participants to recycle the badges should be provided.

Consider whether gifts are necessary at all. Often gifts

are thrown away or unused and are therefore a waste of resources. If necessary, therefore try to provide something useful.

Consider gifts conveying a green or socially responsible message, such as a tree planted in the recipient's name, or local artisan products.

Adjust the start and end time of a meeting/meeting to the schedules of environmentally sound transportation means.

At the beginning of the meeting remind both staff and participants that they should follow certain rules to help to green the meeting, and ensure the minimum environmental impacts, including:

- Print and photocopy on both sides, and keep font size to a minimum (whilst ensuring readability), and minimize the use of color copies.
- Collect paper that has been used on one side only in collector trays, and reuse for printing and notepaper.
- Turn off lights and equipment when not in use.
- Where separated waste collection/disposal systems are in place locally, all waste produced by the secretariat should be collected separately according to the appropriate fractions (e.g. paper, plastic, metal, organic) using the bins provided. This should include the separated collection of used

photocopier and printer cartridges and batteries.

Ensure that the energy saving features of all electronic equipment are enabled.

There should be numerous, well-located bins for the separate waste fractions with clear signs/instructions – in both participant and staff areas.

Provide a dedicated area for participants to return material that can be re-used (such as delegate badges).

Minimise the use of decorative elements such as flowers, banners etc.

Reduce paper waste at participant registration - e.g., short registration forms, computerised systems (see 'Communication with participants and registration').

Signs should be posted reminding speakers and participants to turn off equipment (such as projectors and laptops), and lighting when not in use.

Meeting and conference rooms should be adapted to the local seasonal conditions and not be cooled to more than 6 degrees below the outside temperature or heated to above 20°C.

To minimise paper use offer IT services to participants for the electronic copying of data, and make presentations available for download following the meeting.

Set up a stand (e.g., in the exhibition area) to communicate to participants the green aspects of the meeting.

If possible and culturally accepted, prefer remote translation options, to avoid the need for translators to travel to the meeting location.

A portable office approach that allows staff to access their files through a secure connection considerably reduces the amount of background material staff needs to carry with them.

5) Transportation

Over the course of a meeting participants will likely undertake a number of trips within the local region or city - travel between the arrival/departure points (airport, train station), the venue, the hotel and the town centre. Although not as significant as international travel, the length of these local trips and the type of transportation used has an impact on both greenhouse gas emissions and on urban air pollution from vehicle exhausts.

Meeting organizers are able to influence this both through considering transport connections when selecting venue and hotels, and through providing appropriate information for participants.

Recommendations	Y/N	Comments
<p>Consider proximity and public transport connections when selecting the venue and hotels, as this has a major bearing on local transportation impacts (see “Selecting the venue” and “Accommodation” sections).</p>		
<p>Provide clear instructions to participants on appropriate public transport and/or walking arrangements from point of arrival/departure (railway station, airport) to the venue, accommodation, town centre etc. Also provide public transport maps. These should be provided by email before the meeting and can be included in participants’ packs, and displayed in the venue.</p>		
<p>Provide a member of staff or local volunteer to accompany participants from hotels/stations to the venue by foot or local transport.</p>		
<p>If public transport is not available organize a shuttle service or car-share scheme for travel between the hotel, venue and/or point of arrival/departure (railway station, airport).</p>		
<p>If organizing shared transport is not feasible ask the hotels to organize joint pick-up of participants.</p>		
<p>Participants could be provided with complimentary</p>		

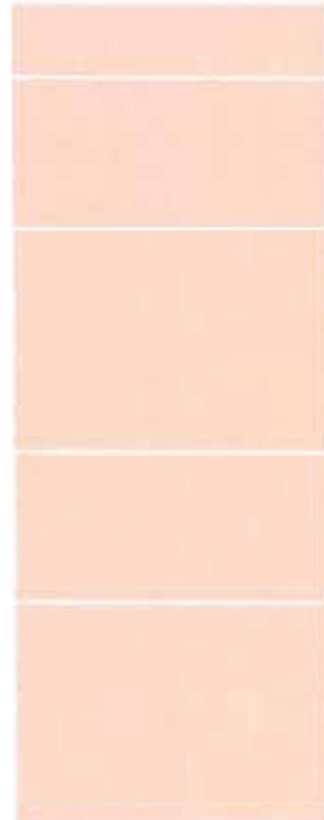
public transport tickets.

Try to select meeting start/finish times that allow participants to travel easily using public transport.

Organize for bicycles to be available for free/rent to Participants and ensure secure parking facilities for bikes are provided at the venue and hotels.

Try to organize discounts for participants on public Transport (especially for long meetings).

Contract a bus shuttle for the participants and speakers with a low emission fleet and employing ecological driving techniques.



APPENDIX B

AN ASSESSMENT OF GREEN MEETINGS

AN ASSESSMENT OF GREEN MEETINGS

General information

- A) Company Name:.....
- B) Contact detail:.....
- C) Interested in green meetings: Yes/No (if yes, please answer D, E, and F)
- D) Name of meeting:.....
- E) Number of participants:.....
- F) Period of meeting:.....

Assessment of the guide

- 1) How useful did you find this guide in greening your meeting? Please give a rating between 5 (very useful) and 1 (not useful).
.....
- 2) Did you find any of the recommendations difficult to understand? If yes, which?
.....
- 3) Did you find any of the recommendations difficult to implement? If yes, which recommendations and why?
.....
- 4) Are there any recommendations which you feel are missing from the guide?
.....
- 5) Are there any improvements you would suggest to the guide (e.g. relating to the structure, language, content)?
.....
- 6) Please include any other comments.
.....

(Source: UNEP Green Meetings Guideline and Checklist)

- Thank you for your corporations -

APPENDIX C

BUSINESS IMPROVEMENT PROJECT FORM

Appendix G

Business Improvement Project Form

Name: Ms. Kamonluk Phophan

ID: 52501301

Name of Project: A guideline for implementing a green meeting: Case study of Plaza Athénée Bangkok, A Royal Méridien Hotel

Name of Company: Plaza Athénée Bangkok, A Royal Méridien Hotel

Date: 09 MAY 2011

Commissioned by: Mr. Somkiat Karnchanapenkul

Problem Statement: To compete in the same rank with its competitors that have more range of products and services especially green meetings, inefficient knowledge resources, and lack of clear understanding and knowledge of green meetings.

Research Questions: How to apply green meetings to add value to customer for MICE of Plaza Athénée Bangkok, A Royal Méridien Hotel?

Budget and Resources: -

Time: 2-3 hours per week

Deadline for Presentation: 21-22 MAY 2011

Deadline for Final Report: 15 MAY 2011

Student's Signature

Host Company's Manager

For SUIC & UPVD:

Kamonluk Phophan

Somkiat Karnchanapenkul

Mr Christophe Mercier

To be submitted between the first 30 and 60 days of the Internship

APPENDIX D

BUSINESS IMPROVEMENT PROJECT/THESIS GRADING SHEET

Appendix H

Business Improvement Project/ Thesis Grading Sheet

Title of BIP/ Thesis: A guideline for implementing a green meeting:

Case study of Plaza Athénée Bangkok, A Royal Méridien Hotel

Name: Ms. Kamonluk Phophan

ID: 52501301

	Comments
Format Cover page, title page Acknowledgements, Abstract / Table of contents List of tables, figures, appendices General presentation Correct English grammar & spelling	Good ✓
Introduction Coherent introduction to issue Relevance of the work Context of the work External / internal analysis	Good ✓
Literature review Satisfactory use of available literature Critical evaluation of literature	Good ✓
Issues for investigation Aims and purpose of the work Problem statement Research questions	To brief & give more knowledge sharing the project
Methodology Clear and detailed outline of research methods used. Competent use of research methods. Reasons for the choice of methods. Validity of methods / limitations of the methods used.	Excellent ✓

Appendix H BIP Thesis Grading Sheet

<p>Implementation (If applicable) Outline of the implementation of the project and monitoring of project.</p>	<p>Have to prepare & do check list with measure by check list or evaluation form.</p>
<p>Results (if applicable) Outline of results and impact of the project /findings. Understanding of the nature and importance of the findings. Results & analysis address problem statement / research questions. Reasoning is supported by the facts. Clear distinctions between fact, opinion, interpretation & speculation.</p>	<p>To be continue or can measure by evaluation form feedback.</p>
<p>Conclusions / recommendations Summary of main points from the research. Conclusions are supported by data. Specific, realistic recommendations. Research / recommendations are useful for company / department.</p>	<p>Get more experiences, programme, support or suggestion company to implement green project.</p>
<p>Bibliography / appendices A clear and consistent approach to referencing has been used Concise bibliography Appendices support the text References to appendices within the text.</p>	<p>Excellent</p>

Overall grading of the project:

Poor

Average

Good

Excellent

Supervisor Name & Signature: Sankiet Karmachandrapenkul

Date: 10/5/11

APPENDIX E

ASSESSMENT OF SUIC STUDENT BY THE HOST COMPANY

Appendix J

Assessment of SUIC Student by the Host Company

Student Name: Ms. Kamonluk Phophan
Host Company: Plaza Athénée Bangkok, A Royal Méridien Hotel
Supervisor: Khun Nongnuch Makmool/Asst. Director of Sales
Assessment period: From: 16/NOV/2010 To: 30/APR/2011
Date of Assessment: 28/FEB/2011
Intern's position: Sales and Marketing Department

Introduction and completion instructions

Your opinion as company internship supervisor is an essential part of the SUIC internship supervisor's assessment of the trainee's performance.

The university finds it very important that this assessment form is completed upon consultation with the trainee. For this purpose we request the trainee and the internship supervisor to endorse this assessment form by placing his signature on the last page.

In the following section, several categories are given to describe the trainee's performance. A number of descriptions are given per category that can be graded on a scale from 1 to 5. The most applicable description can be indicated by circling the correct number. Of course, combinations of grades are also possible.

We would appreciate your comments regarding each part.

The student should return this printed form, duly signed by post or fax to:

Mr Christophe Mercier, MBA program manager SILPAKORN UNIVERSITY INTERNATIONAL COLLEGE 22 Borommarachachonnani Road Talingchan, Bangkok, 10170 THAILAND Fax: +66 (0) 2880 9937
--

Appendix J Assessment Form

August 1, 2009

1. Guest or customer/ service orientation					Points Awarded (Circle One)
5 = excellent	4 = good	3 = sufficient	2 = insufficient	1 = poor	
The student is able to anticipate the guest's wishes and acts as a host(ess) in a professional manner. He / she is able to:					5 4 3 2 1
<ul style="list-style-type: none"> foster a guest orientated working atmosphere act in an hospitable manner towards the guest (using the guests' name, positive, active approach towards the guest, etc.) show alertness in anticipating the guests' wishes (meeting/ exceeding the guests' wishes) be an excellent example as a host(ess). 					
Comments: SHE IS VERY ACTIVE IN ORDER TO SERVE GUEST'S REQUIREMENT.					

1

2. Technical and Professional aspects					Points Awarded (Circle One)
5 = excellent	4 = good	3 = sufficient	2 = insufficient	1 = poor	
The student has knowledge of the duties within the department and has the capability to put them into practice. The student:					5 4 3 2 1
<ul style="list-style-type: none"> has knowledge of the responsibilities of a department manager has knowledge and insight into the equipment within the department understands the financial flow within the company understands the relation between the different departments (cause - effect situations) produces high quality work 					
Comments: SHE IS A FAST LEARNER WHO KEEN TO DO EVERY ASSIGNMENT JOB NOT ONLY WITHIN DEPARTMENT					

2

3. Human Resource Management (if applicable)					Points Awarded (Circle One)
5 = excellent	4 = good	3 = sufficient	2 = insufficient	1 = poor	
The student can motivate and stimulate the associates in such a manner that all duties are executed correctly. He / she is able to:					5 4 3 2 1
<ul style="list-style-type: none"> provide regular feedback on how well people perform their jobs coach new associates in their duties and in their learning process consciously act as a role model for the required skills/behaviour build teamwork and strive to improve his/her work group performance handle conflicts and resistance					
Comments: -					

~~2~~
3

Appendix J Assessment Form

August 1, 2009

4. Problem solving and decision making					Points Awarded (Circle One)
5 = excellent	4 = good	3 = sufficient	2 = insufficient	1 = poor	
The student is able to signal, analyse and solve problems. He /she is able to: <ul style="list-style-type: none"> recognise and analyse problems within the organisation and department initiate proposals to solve the problem show insight into guest problems and the company processes demonstrate final control and follow up. make a decision when necessary 					5 4 3 2 1
Comments: SHE ALWAYS SUGGEST A BETTER WAY TO HANDLE DIFFERENT SITUATION TO PREVENT THE PROBLEM THAT MIGHT HAPPEN					

4

5. Planning					Points Awarded (Circle One)
5 = excellent	4 = good	3 = sufficient	2 = insufficient	1 = poor	
The student is able to: <ul style="list-style-type: none"> establish and plan the duties in a correct manner; establish the duties (tune his duties to those of the manager and to the duties of the supervisors and associates) take care of a time planning in which all duties can be executed on time, indicating time limits and creating a positive work pressure. 					5 4 3 2 1
Comments:					

5

6. Organising					Points Awarded (Circle One)
5 = excellent	4 = good	3 = sufficient	2 = insufficient	1 = poor	
The student is able to: <ul style="list-style-type: none"> take care of a neat and careful working procedure regarding registration and administration of data create circumstances in which the work can be completed efficiently allocate/ divide the duties over different associates tune the amount of duties to the expected business organize multiple tasks and projects 					5 4 3 2 1
Comments: SHE IS HELPING TO CREATE AGENDA FOR CITYWIDE CONFERENCE WHICH MAKE IT EASY FOR TEAM TO WORK ON					

6

Appendix J Assessment Form

August 1, 2009

7. Controlling 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student is critical towards the process and the quality of the completed duties. He / she is able to: <ul style="list-style-type: none"> • check the quality of the executed duties efficiently and critically • set norms concerning the quality of the work and take these into consideration when assessing the quality • make sure that associates give the best service to guests make sure that new associates have reached the learning goals.	5 4 3 2 1
Comments: SHE IS ABLE TO ASSIST SM WHEN BUSY TO ISSUE NECESSARY DOCUMENTS I.E PROPOSAL.	

7

8. Passion/ initiative/ entrepreneurship 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student demonstrates initiative and is able to function in an independent and energetic manner. He / she is able to: <ul style="list-style-type: none"> • work independently as (assistant) department manager / supervisor • take initiative to get things done • show flexibility and an open mind in trying new ideas • show perseverance, approaching mistakes as a challenge to learn from and standing to own ideas. 	5 4 3 2 1
Comments: SHE IS WILLING TO DO OTHER JOBS WHICH WILL BE HER KNOWLEDGE BENEFIT APART FROM SEM BUT FRONT OFFICE.	

8

9. Communication 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student communicates the right information to the person or department concerned, both orally and in writing. He / she is able to: <ul style="list-style-type: none"> • Listen and give others the opportunity to be heard • Communicate on time in a clear and concise manner in the business language required. • inform people regarding important matters • express viewpoints with confidence 	5 4 3 2 1
Comments: OPEN Minded TO ADAPT WITH HER WORKING STYLE	

9

Appendix J Assessment Form

August 1, 2009

10. Co-operation 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student has a positive attitude towards management, associates and the entire organisation. He / she is able to: <ul style="list-style-type: none"> • undertake the initiative to co-operate and show a loyal attitude towards colleagues. • demonstrate a positive attitude • show loyalty to associates and management • take over work from colleagues if necessary see different sides of an argument and demonstrate willingness to compromise (win-win)	5 4 3 2 1
Comments: WANTS TO HELP COLLEAGUES WITH ALL JOB ASSIGNMENT	

10

11. Tolerance for stress/ self management/ flexibility 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student is able to work under pressure and is able to handle changing situations and information in a flexible manner in which performance achievement is demonstrated and the right priorities are set. <p>He / she is able to:</p> <ul style="list-style-type: none"> • handle changing situations and information under pressure in a flexible way. • set priorities • avoid letting stress influence the performance of the group • maintain self-control, even in difficult or emotional circumstances seeks feedback on ways he/she can improve	5 4 3 2 1
Comments: ABLE TO PRIORITISE WORK TO COMPLETE WITHIN TIME FRAME	

11

12. Integrity/ moral judgement/ responsibility 5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	Points Awarded (Circle One)
The student can balance the interests of himself, the company and society. He / she is able to: <ul style="list-style-type: none"> • detect, analyse and discuss moral dilemmas • accept responsibility for his/her actions rather than making excuses take into consideration how own actions and decisions impact on others	5 4 3 2 1

12

Appendix J Assessment Form

August 1, 2009

Comments:	
13. Intercultural sensitivity	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	
<p>The student:</p> <ul style="list-style-type: none"> • Is willing and able to handle intercultural/international differences effectively. • has a good knowledge of all cultures in the company • knows how to make people of all cultures feel at home • approaches others in an open and respectful way • adapts own style and business practices to other cultures; for example, sense of time, protocol, etiquette <p>is conscious that other people and organizations do things differently; tries to understand rather than judge</p>	<p>5 4 3 2 1</p>
Comments:	
<p>VERY FRIENDLY & POSITIVE ATTITUDE WHICH MAKE WORK ENVIRONMENT BETTER.</p>	

13

14. Departmental core tasks	Points Awarded (Circle One)
5 = excellent 4 = good 3 = sufficient 2 = insufficient 1 = poor	
<p>Please list the department core tasks below:</p> <ul style="list-style-type: none"> • <u>BLOCK ROOM IT SYSTEM</u> • <u>ISSUE PROPOSAL</u> • <u>CREATE CITYWIDE CONFERENCE AGENDA</u> • <u>ENROLL TRAVELER PROGRAM</u> • _____ 	<p>5 4 3 2 1</p>
Comments:	

14

August 1, 2009

The student's strong points are:

GREAT ATTITUDE AND OPEN MINDED TO LEARN AND LISTEN

Which areas should be improved?

SHARE MORE IDEAS

Intermediate appraisal: (if applicable)

What objectives have been set/ agreements made for the next appraisal?

COMPLETE CATALUÑA CONFERENCE AGENDA

Final appraisal: (if applicable)

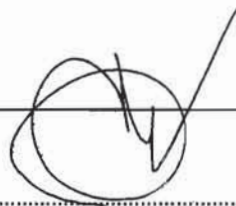
General remarks:

SHE IS HAVING A GREAT OPPORTUNITY TO DEVELOPE IN S & M DEPARTMENT

Student's Comments:

[Empty box for student comments]

Signature of supervisor of Host Company:



Signature of Student:

Theresa Pineda

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BIOGRAPHICAL INFORMATION

Ms. Kamonluk Phophan
Address: 560 Soi Nathong 7, Ratchadapisek Road,
Dindang, Bangkok 10400 Thailand
Mobile Phone: + (66) 84 708 5500



Education

2009 – Present	Master of Business Administration in Hotel and Tourism Management, International College, Silpakorn University, Bangkok, Thailand
2009 – Present	Master of Business Administration in Hotel and Tourism Management, Perpignan University, Perpignan, France (International Program)
2005 - 2009	Bachelor of Arts Program in Eco-tourism and Hospitality Management, International College for Sustainability Studies, Srinakharinwirot University with the Second Honor Class

Work Experience/Internship

2010 –2011:	Plaza Athénée Bangkok, A Royal Méridien Hotel BKK, Thailand Internship in Sales and Marketing Department (For 5 months and 15 days, during 16 th NOV 2010–30 th APR2011)
2009 – 2010:	<i>N.C.C. Exhibition Organizers Co., Ltd</i> BKK, Thailand Asst. Project Coordinator/ Telesales (10 months) <ul style="list-style-type: none">❖ VIV Asia 2011 The Asia's largest trade show for Innovation of Livestock industry❖ 10,000 Rooms Nights Campaign for exhibitors of VIV Asia 2011 Main contact person for bidding official hotels of VIV Asia 2011❖ Banknote Auction 2010 Assistance of Auctioneers and recorded successful bidders❖ Pig, Poultry and Dairy Focus Asia 2010 International Conference for Pig, Poultry and Dairy
2008:	<i>M.D Tour & Travel Company Limited</i> BKK, Thailand Internship in Operations Department & Sales Department (For 3months)
2007:	<i>Six Flags Theme Park New England</i> Massachusetts, USA Ride operations/Control games (3 months)
2006:	<i>Serendipity Café</i> BKK, Thailand

Coffee Maker and waitress

(2 months)

LANGUAGES

- ✦ Intermediate English
- ✦ Beginner French and Chinese

SPECIAL SKILLS

- ✓ MS offices: Word, Excel, Power Point
- ✓ Adobe: Photoshop, Premiere Pro
- ✓ Outlook Express