

Value creation over time: the application of IIRC integrated reporting framework
to demonstrate the value of MICE business

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Abstract

The human desire to meet and exchange ideas, the basis of conventions and meetings, is as old as humankind (Weber & Chon, 2002), but it is only recently that MICE business (MICE: Meetings, Incentive travels, Conventions and Exhibitions) has received greater recognition as an independent industry.

The industry requires a great deal of investment in infrastructure and cooperation from a wide range of industry stakeholders, local governments, and the communities of the areas where events are held. Justifications for these investments have been primarily based off economic impact studies. While these reports clearly illustrate the financial value, there is a need for individual events and the MICE industry as a whole to better demonstrate the other forms of value that are created. Event legacies are often used as a rhetoric of justification especially in sport events, but the concept is sometimes vague and lacks accountability.

This research proposes the IIRC Framework as a better tool for the MICE industry to holistically create, track, and communicate the full spectrum value it creates - including, but not limited to, the economic impact. It uses the Nagoya Congress Center as a case study to test the IIRC Framework on the MICE industry. There are two research questions: 1. Does the IIRC framework work to demonstrate a value creation model of MICE business? 2: How will the reporting framework change the organization's behavior and perceptions?

The IIRC Framework was found to work well with the MICE industry; the principle-based approach allowed NCC to flexibly set KPIs, it is a valuable tool to NCC as a communication tool for the public sector, it fosters long term creation – helping NCC to break out of their 4-year mindset, using the six capitals helped NCC find a new, more balanced approach to value creation and communication, and it began to foster integrated thinking within the members of the consortium. Ultimately, while NCC did not change on the organizational level, changes on the individual level were reported and measured using the post-discussion surveys. A full adoption of the IIRC Framework on an organizational level by a MICE organization would be an optimal scenario for further research.

The final section of this paper discusses the impact that COVID-19. As travel and gatherings have become impossible, virtual and hybrid meetings models have emerged as options, other than postponement or cancellation. However, the great value that can only be found in meeting face to face is unchanging, even in our digitally connected world, because it is our human desire to meet and exchange ideas. This is the basis of conventions and meetings, and how the MICE industry, the ecosystem that surrounds this practice that is as old as our society, has been creating the value over time.