With great pleasure, I present to you the ICHRIE Strategic Plan 2025. The plan was developed by the Strategic Planning Committee throughout this past year, as a holistic and cohesive compilation of your needs, thoughts, and feedback.

First, I would like to provide you some background to our process. Our previous Strategic Plan expired in the late summer. As the Strategic Planning Committee (SPC) met together last fall in 2019, we determined that the best way to move forward on the next plan would be to survey your thoughts and perceptions of the ICHRIE organization, from a variety of dimensions. The Member Value Survey, therefore, was created by the SPC and vetted by the ICHRIE Board of Directors. By early February 2020, the survey was distributed to our membership for a four-week period. We received over 200 survey responses, with 188 useable surveys.

Upon the closing of the survey, COVID-19 took over, as we all moved into an online learning environment; the work on our plan was postponed for a few weeks, until we could all begin working together again. By mid-April, the analyses began. First, we examined the results qualitatively, and identified themes, both in areas of strength and in areas for growth. We then analyzed the results quantitatively. The findings provided us with some undeniable crossover and commonality. Some of the capabilities that were revealed included things like technologic enhancements, communication tools, conference programming, tools for teaching and learning, an emphasis on quality research, and the importance of effectively sharing, collaborating, and networking.

Our team sifted through each statistic, each thread until we determined that our Growth Areas were really in four overarching categories: Member Services, Teaching and Learning, Research Agenda, and Organizational Culture. With this established, we then broke into subgroups to identify our objectives and corresponding action steps for each of the four growth areas. Our SPC, some of our Board members, and some members-at-large joined together for this phase of the project. Sincere thanks to all who took part in this critical phase!

All objectives were submitted with action steps by the subgroups, and the SPC then proceeded to discuss the work of each subgroup, eliminating redundancies and making sure we remained focused on the findings of the Member Value Survey. We also revisited the Comprehensive Organizational Review to ensure that those topics which had not been addressed were also included in the plan. Finally, we connected with the ESD Board of Governors to incorporate objectives specific to the needs of ESD.

The Core Values of our organization were also identified through a lengthy process. We began this identification process in early January 2020 with our Board of Directors. We began streamlining a lengthy values list through our Deans and Directors group, our Board, and of course, through the Member Value Survey. Many eyes and many opinions later, we were able to categorize our most “valued values”. You will see that we have identified: 1) The Spirit of Hospitality, 2) Knowledge,
Women in Leadership Month

Kathy McCarty, Chief Executive Officer, International CHRIE

This October is known as Women in Leadership month and in the world of ICHRIE that is certainly true with five of the six leadership positions on the CHRIE Executive Committee being held by women! It’s been a long time—if ever—that is the case.

In the spirit of Women in Leadership, be sure to mark your calendar for a webinar on the topic being hosted by Penn State and moderated by Dr. Donna Quadri-Felitti. So Save the Date: Wednesday, October 7, 2020 from 10:00-11 a.m. Eastern Time. The Zoom location Link is: https://psu.zoom.us/j/96047679863 (Password: ICHRIE).

Another woman in leadership making her mark is Dr. Mary Jo Dolasinski. Mary Jo is currently serving as the Central CHRIE Federation President as well as chair of the ICHRIE 75th Anniversary Committee that is continuing efforts to make our annual summer conference next year a monumental and historic event. The conference is being held at the Renaissance Downtown Washington, DC from July 29-31. There are scores of members working to make the 2021 conference memorable including many ICHRIE past presidents. If you are interested in contributing to the efforts of the 75th anniversary celebration, I encourage you to reach out to the chair of this committee, Mary Jo Dolasinski (mdolasin@depaul.edu).

Our Chair of the Eta Sigma Delta Board of Governors, Dr. Ruth O’Rourke, continues to help ESD grow and add value to our honor society members. Ruth’s enthusiasm and commitment to ESD are transforming the ESD Honor Society into something special. Our ICHRIE President, Dr. Joy Dickerson, is spearheading efforts to people and task forces in place to evaluate what ICHRIE should and needs to do to move forward especially in the areas of technology and operations. She has also worked tirelessly with the Strategic Planning committee to finalize a new, five-year strategic plan that Dr. Lea Dopson, our current ICHRIE Vice President, has taken over responsibility for executing.

Dr. Lisa Slevitch, our ICHRIE Treasurer, has taken over as chair of the Revenue Generation task force and is meeting with that group to discuss ideas and to find ways to increase our coffers. Dr. Catherine Curtis (with the help of Dr. Bill Frye) has finalized the 18-month project to update our ICHRIE bylaws. You can find the link to the latest version recently approved by the board on the ICHRIE website at https://www.chrie.org/i4a/pages/index.cfm?pageid=3340.

As we all know, there is a lot happening in our current challenging world and there is an enormous amount of cooperation and positive energy occurring that will most certainly play an important part in our everyday lives. There is no doubt that women play a key role in those efforts and that women in leadership positions deserve extra kudos!

Kathy McCarty, Chief Executive Officer, International CHRIE
Let me first start by saying that the Pandemic happened to you, too. I have led several sessions on my campus and had multiple conversations with colleagues and I always like to start there. In our student-centric profession, many times the needs of students are at the forefront of the discussion. While I find value in trying our best to meet the needs of the students and being flexible in how we deliver a quality education to them, it is also important to realize that you also have needs that need to be met and that you need others to be flexible with you. Now that I have gotten that off of my chest, I think it is important to realize that one of the least flexible portions of the three-legged stool for most is scholarship. While I have heard of some universities trying to relax scholarly expectations, it is not something that most faculty, especially pre-tenured faculty, can allow to become lax for an extended period. My goal in this article is to provide three seemingly underused methods of producing scholarship in hospitality that could be “pandemic friendly.” In the event that your main form of scholarly inquiry is stalled due to access to labs or people, these methods might help to keep projects active in the pipeline.

Case Study Research

This past year was the first time I took part in the ICHRIE Johnson and Wales case study competition. I found that it was a great opportunity for me to explore the topic of teaching diversity inside of the classroom. It allowed me to draw on my personal experiences and previous literature to produce a case study that went through the peer review process. The Journal of Hospitality and Tourism Cases might be a great opportunity for you to publish a case that you have been thinking about.

Case study research also does not have to be conducted as a pedagogical tool. “The case study is a research strategy which focuses on understanding the dynamics present within single settings” (Eisenhardt, 1989, p. 534). A few colleagues and I are currently working to form a research team that looks at employee deviance during the pandemic. We have enlisted an industry partner who will provide us with multiple cases from their experience in order to help us understand the phenomenon.

Autoethnography

An autoethnography is another great tool if you are unable to interact with other human subjects. This method can be seen as a self-narrative that places you within a social context (Reed-Danahay, 1997). In other words it is a process that allows the researcher to analyze their reflections about a phenomenon or event. I am currently working on a project where I explore the process of transitioning a face-to-face culinary lab into online instruction. Specifically, I want to explore the process and validity of assessing students’ mastery of culinary skills.

Scholarship of Teaching and Learning

The final method that I would consider “pandemic friendly” is that of the Scholarship of Teaching and Learning (SOTL). During my time as the Director of Research here in NENA CHRIE, this is a topic that I have written on several times as well as something that I practice as a part of my normal research stream. However, if this is something that you have not tried before this point, this may be a good opportunity to do so. SOTL can be defined as “a mechanism for academics to understand more about how students learn in their courses and as resources for reflection on teaching” (Boud & Brew, 2013, p. 219).

Another project I am exploring is to examine a portion of my teaching before COVID-19. At the end of the spring of 2019, I changed the major project in my senior seminar course because students were not responding in the way that I felt they should. According to student evaluations, they did not see the value in the project. After the change, I felt like I got better results and the students valued the new assignment. However, I never took an analytical approach to evaluating the change. It is quite possible that only those students that semester found value in the assignment and future cohorts will not. So I am now systematically going to examine the impact of the assignment by looking at multiple points of data.

Now, I realize that each of the examples I have given have been educationally-based and qualitative. As a mixed-methods researcher that explores hospitality education, it makes sense that my examples would come from what I know. The goal of this article was to provide you with pandemic friendly research methods researcher that explores hospitality education, it makes sense that my examples would come from what I know. The goal of this article was to provide you with pandemic friendly research methods to help you stay productive in the current climate, but it was not to provide you with ALL of the possible opportunities.

If these three methods are not for you, I hope that I have at least helped you think about exploring other ways to conduct scholarship that keeps you productive in the pandemic!

continued on page 11
Conventions and incentive travels are part of the Meetings, Incentives, Conventions, and Exhibitions (MICE) market (Rittichainuwat, Beck, & Lalopa 2001). In organizing annual conventions, board members of associations may either appoint their committee or hire Professional Convention Organizer (PCO) or Destination Management Organization (DMC) (Rittichainuwat, Laws, Muanchontham, Rattanaphinanchnchai, Muttamara, Mouton, Lin, & Suksai 2020).

As more corporate meetings tend to be combined with incentive travel, companies are increasingly looking for a one-stop service either from PCO or DMC (Rittichainuwat & Rattanaphinanchnchai 2018). Both PCOs and DMCs often suggest creative meeting packages with special interest tourism to meet the needs of their clients (Rittichainuwat 2018). Overlapped responsibilities between a local PCO and a DMC may arise when a Core PCO who has no or limited knowledge of that country appoints a DMC rather than a PCO to handle the tasks that the local DMC can handle better than that done by the core PCO. However, there are no competing roles between PCOs and DMCs except for business partners.

A PCO is a specialist on convention management based on the convention owner’s needs and performs coordinating roles as Chief Administrator of the entire convention. Conversely, a DMC is a professional management company specializing in the design and delivery of social activities, tours, staffing, transportation with expertise, and experience on local resources. While a PCO handles most of the aspects of the tasks shown in Table 1 (some PCOs may not provide services highlighted in bold), a PCO may hire a DMC to handle social activities, travel and tourism arrangement, ground transportation, and accommodation bookings. Additionally, a PCO may outsource service providers (including DMCs, freight forwarders, cleaners, AV suppliers, advertising agencies, PR agencies, photographers, videographers, transport companies, simultaneous equipment suppliers, printers, technologies company, ticketing agents, etc.) in handling tasks based on their expertise. 

continued on page 11
Henri Kuokkannen is an Associate Professor at the Institut Paul Bocuse and Jean-Pierre van der Rest is a Professor at Leiden University.

We have developed a classroom role play that immerses students in the intricacies of implementing value-based pricing in the hotel value chain. In the play, students assume roles as hotel chain and individual hotel management, and as key clients to the individual hotels. The students perform strategic and tactical planning activities and get ready to negotiate aspects linked with value-based pricing; their success is measured through points collected during the negotiations. The negotiations are followed by reflection on how the students managed to implement their strategies and tactics. For the moment, the role play is targeted as an assignment in master’s level hotel revenue management teaching, but we see potential in modifying it to other levels.

The aim of the role play is to prepare students for internal and external pricing and price negotiations by highlighting the role of customer-perceived value as a basis for setting prices. The play includes three types of stakeholders: (1) hotel chains, (2) single hotels belonging to the chains, and (3) key clients. The role play can accommodate a large variety of class sizes, as the number and size of the stakeholder teams can be easily modified. It consists of four phases (strategy formulation, negotiation preparations, negotiations, reflection) and takes about one full day with some advance preparation required. The hotels and their client companies are based on a real city, and modification is easy as the city and stakeholders may be chosen anywhere in the world where adequate market information is available.

In our application, students use real-world Smith Travel Research (STR) data and reports. Moreover, two accompanying excel workbooks provide materials to run the play and guide students through it, and a template that students use to calculate their points. The files are interlinked so that negotiation goals and stakeholder names can be easily adjusted for a new cohort/round.

We ran the play during COVID-19 lock-down and it appears to suit live online learning; it could potentially also be extended to asynchronous online learning environments. These, together with modifications to target the play at bachelor level, are development areas that we are interested in. If you would be like to participate in this development, please contact us!

Henri Kuokkanen
hkuokkanen@institutpaulbocuse.com

Jean-Pierre van der Rest
j.i.van.der.rest@law.leidenuniv.nl

ABOUT US

“Back of House” follows a group of Mohegan Sun employees as they transform organized chaos behind the scenes, into fun for every guest that walks through its doors. We peel back the curtain and give our viewers an all access pass to see how this dedicated team runs one of the largest resorts in North America.

New Season Coming Wednesday, October 14th

Catch up on all the first three seasons now at backofhouse.tv
I would first like to introduce myself and tell you how excited I am to be the new Director of Networking for the SECSA Federation of ICHRIE! I have been an instructor and Internship Coordinator at the Kemmons Wilson School of Hospitality and Resort Management at The University of Memphis for the past four years and prior to that I was the Director of Operations at Drexel University’s Center for Hospitality and Sport Management. Most of my career has been spent in hotel, restaurant, and corporate dining environments and that has prepared me well for my role as Program Manager at the brand new Kemmons Wilson Culinary Institute. As someone who is relatively new to academia, I cannot begin to tell you how much I have benefitted from all of the networking opportunities that have been made available to me through ICHRIE and the SECSA Federation. As the new Director of Networking for SECSA, I am committed to providing our members with opportunities to both cultivate new relationships and strengthen existing ones as we continue to capitalize on the rich diversity that we have over the Southeast United States, Central and South American, and the Caribbean.

Though we are facing one of the most difficult times in our nation’s history, I am confident that our leadership team will continue to build upon the outstanding achievements of our predecessors. In recent years, SECSA has seen unprecedented growth in membership from the Caribbean, Mexico, and countries in Central and South America. In addition to the normal challenges faced due to our widely-dispersed geographic membership, working through a global pandemic poses an entirely new set of obstacles that we must overcome. I was very excited to host SECSA’s 2021 Annual Conference at The University of Memphis, but with all of the uncertainty surrounding Covid-19 we have been forced to postpone this conference until 2022.

However, I am thrilled to see how resilient the new Board of Directors in pivoting to focus on organizing a virtual conference this spring. We are going to need a lot of volunteers to help make this a world-class event, so please contact me if you are interested in assisting with our planning committee.

In the interim, there are several ways that you can start connecting with the SECSA Federation and fellow members (known as “SECSANS”). Our Facebook page is https://www.facebook.com/secsafederation and our LinkedIn Group page is https://www.linkedin.com/groups/8301078

Please do not hesitate to contact me either at timothy.flohr@memphis.edu or direct at (901) 800-7142 if you ever have any questions, comments, or suggestions as to how SECSA can help serve your needs.

Thank you and stay safe!

SECSA – Member Highlight

Prof. Vikneswaran Nair,
Dean, Graduate Studies & Research
Professor, Sustainable Tourism
University of The Bahamas

A full bred of Universiti Putra Malaysia (UPM), Vikneswaran Nair, better known as Vik Nair, completed his Bachelor of Science in Horticulture in 1994. After 2 years in the plantations, he was offered to do his Masters in Systems Engineering (Environmental Systems), an IRPA (Intensified Research in Priority Area), Ministry of Science & Environment Malaysia, funded project in developing an expert system for terrestrial vegetation management for Environmental Impact Assessment (EIA) in 1998. Five years later, he completed his Ph.D. in Systems Engineering (Ecotourism Systems) with his research on developing an expert system for ecotourism accreditation and rating for Malaysia based on safety, health, and environmental assurance.

He was a former Professor at the School of Hospitality, Tourism & Culinary Arts at Taylor’s University, Malaysia; Program Leader for the Responsible Rural Tourism Network and Associate Research Fellow of the Centre for Research & Innovation in Tourism (CRIT). He was also the founding Director of the Centre for Research and Development of Taylor’s University, Malaysia. He left Taylor’s University after serving them for 19 years. He joined the University of The Bahamas as the Dean of Graduate Studies and Research, and Professor in Sustainable Tourism, in 2017.

Vik Nair’s research specialisation is on Sustainable and Responsible Tourism, Rural Tourism, Ecotourism Management, Environmental Management, Community-based Tourism and Green Tourism. He has conducted many guest lectures and sort after keynote speakers across Asia and other parts of the world, namely Malaysia, France, Japan, Macau, Taiwan, Philippine, Hong Kong, Indonesia, Thailand, India, Brazil, and many more.

With extensive publications to his credit, he is also an award-winning researcher with numerous accolades from across the globe. He has successfully completed many consultancy projects for the Government of Malaysia and now executing more projects with the Government of

continued on page 11
My introduction to CHRIE was in 1973 by Larry Olivia, then chairperson of the HRI Program at University of Wisconsin - Stout, where I was an instructor. The first CHRIE Conference I attended was in 1976, when Dr. Robert Blomstrom of Michigan State was president and Brother Herman Zaccarelli offered the Benediction. This conference was an opportunity to meet all of CHRIE’s academic leaders and movers and shakers -- Dr. Jerry Vallen, University of Las Vegas; Dr. Steve Fletcher, University of Massachusetts; James Taylor, University of Houston; Dr. Mike Olsen, Virginia Polytechnic Institute; Dr. Lothar Kreck, Washington State; Dr. Joe Ciocch, Purdue University; Dr. Tom Powers, Penn State, and many more. Visiting with them, during the day, and over cocktails until the wee hours of the morning was enlightening and provided me with many insights, regarding managing an academic program within a university structure.

In 1979 and 1980, I served as treasurer of CHRIE. These were difficult financial times. In 1980, after a breakout session, Jerry Vallen, Robert Blomstrom, Steve Fletcher and I met where they asked Steve and me if we would be interested and able to serve CHRIE in leadership roles. Steve agreed, but said he needed one year, so that he could inform his university officials and prepare his faculty. I also agreed, and was elected president-elect in 1981. As president-elect, I assumed the responsibility for planning and coordinating the 1982-83 Annual Conference to be held at Camelback Marriott Resort & Spa in Scottsdale, AZ. Having served the two previous years as treasurer, it was clear that this conference had to generate a significant profit, as CHRIE was in dire financial straits once again. Thanks to the strong support of Brian Harron, Executive Director of the National Restaurant Association; Dave Murphy, VP of HR for Marriott; and Duncan Dickson, Head of Recruitment for Disney, the conference was a resounding financial success, putting CHRIE back into the green once again, and throughout the next two years. Brian provided financial support for printing of all conference materials, while Duncan sponsored many of the evening social gatherings, including the final Awards Dinner, and David worked his magic by convincing purveyors to contribute both food and beverage, and was able to reduce the off-season room rate by an additional 25%.

In the traditional fashion, the CHRIE Executive Committee and Host Committee worked well into the early

continued on page 9
Past President’s Perspective

Carol Kizer (1985-1986)
Columbus State Community College
Columbus, OH

In late Spring 1986, it was a sudden shock to find that CHRIE must hire a new staff and move from its headquarters at Penn State University where the office had been since 1978, with no place to go. I can never forget receiving a phone call from the auditor in the office who said that the finances of the organization were in “paper shambles.” Through joint efforts of Mel Barrington, then Chairman of the Board; George Alley, President-Elect; and myself, we managed to gather shoeboxes of records and materials and moved out. At that point, Bill Fisher, then CEO of the National Restaurant Association, graciously offered an empty office space in its Washington, DC, headquarters. George, Mel, and I spent several days in DC, and guided by Bill Fisher, hastily submitted a ‘Help Wanted’ ad in the local newspaper for a new Executive Vice President, interviewed professionals from a field of 106 applicants, and hired Doug Adair - just one short month prior to CHRIE’s August 1986 annual conference. He worked from packing boxes, organized membership records, upgraded the quality of printed materials, and began the task of refining accounting systems to provide better accountability, while also preparing for the conference. Yes, final conference programs were a little late reaching members that year!! Doug Adair played a major role in moving our CHRIE organization forward for the next ten years.

George Alley (1986-1987)
Retired, Rochester Institute of Technology

In June of 1986, CHRIE moved its headquarters from the campus of Penn State University to the National Restaurant Association’s headquarters in Washington, DC.

The 1986 CHRIE Conference was just a few short weeks away by that point. Lacking funds to print the 1986 Conference Proceedings, the National Restaurant Association allowed all the Papers scheduled for presentation at the conference to be photocopied on the association’s high-speed copier.

On the day before the conference began at the Westin Copley Palace Hotel in Boston, we had to manually collate all the copies and assemble the binders. Our Executive Committee including Carol Kizer, Peter Crafts, Mike Evans and myself; numerous Board Members; and other CHRIE members were ready and waiting when the materials arrived. We laid out everything on banquet tables and, in truth, we actually had a lot of fun telling old stories about CHRIE Conferences and CHRIE members as we kept circling those tables and assembling binders until the wee hours of the morning.

Considering the dire financial straits CHRIE faced at the time, the 1986 CHRIE Conference was a success for the most part, and I think this is because of the resiliency of hospitality educators. With the conference behind us and as I assumed the presidency, our Executive Committee and new Executive Vice President, Doug Adair, immediately dug in to address other vital issues to sustain the organization and assure that CHRIE continued to survive.

We revised CHRIE’s publications to increase the frequency of communications in a cost-effective way - and thus the CHRIE Communique was born. In the Fall of 1986, we revised CHRIE’s membership structure to increase benefits for institutional members and provide discounts for three or more faculty members from the same institution. We added 275 new members between August 1986 and April 1987.

We also reworked our industry memberships to include Silver, Gold and Platinum levels of CHRIE Partners. Many considered the new $5,000 Annual Fee for a CHRIE Platinum Partner to be a bit out of CHRIE’s league. However, with assistance from our Executive Committee, past presidents and other longtime CHRIE members, we managed to persuade many to join.

continued on page 9
When I encouraged the creation of regional chapters, I had no concept of what the CHRIE organization was to become, especially the international component. I wish I could be around to see what the next 75 years will bring. I know it will be great.

Mel Barrington
MNBarr @att.net

Like so many of the presidents’ preceding me, I was fortunate to have a strong and active Executive Committee made up of Past President Mike Olsen, Present-Elect Steve Fletcher, and Lothar Kreck, who would follow Steve as President-Elect. The focus of my term was on preparing a Strategic Plan to be implemented in future years by the president and his or her executive Team. The major issues addressed in the Strategic Plan were:

1. To formalize a standardized annual budgeting process for Board approval.
2. Improve member benefits to increase overall membership.
3. Formalize an international CHRIE body.
4. Revise the look of the CHRIE Journal to represent more of a Harvard Business Review or Cornell Quarterly look and feel.
5. Develop a standardized format for all future Conferences. This was to be in a 3-ring binder for distribution to all president-elects.
6. Prepare a 5-year plan identifying the host city to hold the Annual Conference.

I am very grateful to CHRIE for providing many wonderful memories, as well as providing me access to the many professional educators, who helped shaped my leadership skills and appreciation of Hospitality Education. Congratulations to the members and staff on CHRIE’s 75th Anniversary!

George Alley

Thomas A. Bloom Ph.D.
tbloomgateway@gmail.com

Post Your Professional Opportunity Advertisement Online!
Send ads and inquiries about professional opportunities online and in Communique to agrayson@chrie.org

* Did you know? * Premium members receive a complimentary posting?
3) Participation and Collaboration, and 4) Inclusiveness.

Our Core Values gave way to a very meaningful mission statement. Every word of the statement became a source of discussion. Again, this was vetted through many minds and sets of eyes. I hope you will read this many times, as this will become our compass. Finally, please note the new Vision statement! We are noting the importance of education, industry engagement, and future leader development.

But the Mission and Vision MUST be supported with the foundation as you can see. Our organizational capabilities must be strong enough to support our growth areas. And our growth areas must answer to our core values. And of course, our values must support our mission and vision.

The ICHRIE Board of Directors voted to approve the Strategic Plan 2025 on Thursday, September 10, 2020; the values, mission, and vision statements were approved in final form on August 8, 2020. The plan in its entirety will be posted on the ICHRIE website.

continued on page 11
I am confident in the process, the integrity, the thoughtful consideration and the potential power of this work as we move forward in a challenging year. I remain grateful to a very dedicated and diligent group of colleagues — please thank them for their selfless service! Mary Jo Dolasinski, Faizan Ali, Priyanko Guchait, Margaret Heng, Xander Lub, Theresa Lind, Stephanie Hein, Manisha Singal, David Pearlman, Tina Aquino, and Annette Graham. I am also grateful to so many of you, who have shared your feedback, your viewpoints, and your time and expertise. In total, nearly 250 members provided voice to this process.

I wish each of you the best as you grapple with the many unpredictable circumstances of this fall semester.

Be well, all!

Joy

A certified Licensed Environmental Auditor (Environmental Management System), Vik Nair, was the past President of the APacCHRIE. He became a member of CHRIE in 2004, and subsequently have served APacCHRIE in various portfolio and set in various Committees at I-CHRIE. His leadership role at APacCHRIE allowed him to contribute to I-CHRIE in the Strategic Planning Committee (2009/2011) and the Nomination Committee (2011/2013). Even after 2013, he continued to contribute in the APacCHRIE Council of Presidents and attended almost all the Board Meetings and APacCHRIE Conferences in Asia. He organised two APacCHRIE Conferences in Kuala Lumpur, Malaysia in 2005 and 2014. Besides organizing the conferences, the highlight of his period in the leadership of APacCHRIE was to continue strengthening the Federation status that was accorded to APacCHRIE in 2006 and the many discussions to introduce the emerging nation membership.

In The Bahamas, he completed his first consultation work with the United Nations Development Programme (UNDP) in writing the Sustainable Development Goals country report. Currently he is engaged with the Tourism Development Corporation of The Bahamas in developing community based tourism toolkit for the country, and recently appointed as Tourism Specialist for the Ministry of Environment and Housing in the Integrated Water Land and Ecosystem Management (IWEco) project in East Grand Bahama.

References


While annual convention is the major source of association revenue (Rittichainuwat et al. 2001), all financial obligations remain the responsibility of the host and convention owner (Rittichainuwat & Rattanaphinanchai 2020). Yet, PCO and DMC can relieve the host’s burden with the one-stop-service described earlier. However, the service from PCOs and DMCs is not free, a management fee or commission is charged based on negotiation.

References


## Table 1. Comparison of the Roles and Responsibilities between PCOs and DMCs.

<table>
<thead>
<tr>
<th>PCOs’ Roles and Responsibilities</th>
<th>DMCs Roles and Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Bidding</td>
<td>• Conceptualizing, planning, and/or managing social events,</td>
</tr>
<tr>
<td>• Planning and strategizing with organizer on the program and usage of rooms</td>
<td>• Hotel management,</td>
</tr>
<tr>
<td>• Timeline planning and management</td>
<td>• Tour management,</td>
</tr>
<tr>
<td>• Venue sourcing, analyzing, and selection</td>
<td>• Transfer management.</td>
</tr>
<tr>
<td>• Contract negotiation</td>
<td></td>
</tr>
<tr>
<td>• Content committee and organizing committee management</td>
<td></td>
</tr>
<tr>
<td>• Speakers’ and Chairpersons’ management services</td>
<td></td>
</tr>
<tr>
<td>• Abstracts management and reviewers</td>
<td></td>
</tr>
<tr>
<td>• Secretariat management services</td>
<td></td>
</tr>
<tr>
<td>• <strong>Technology services including website, web solution, CMS, and social media</strong></td>
<td></td>
</tr>
<tr>
<td>• Mobile applications creation</td>
<td></td>
</tr>
<tr>
<td>• Designing and publicity services</td>
<td></td>
</tr>
<tr>
<td>• Development of sponsorship and exhibition prospectus, sales, collection of money as well after-sales management services</td>
<td></td>
</tr>
<tr>
<td>• <strong>Creative development and collateral design</strong></td>
<td></td>
</tr>
<tr>
<td>• Advertising and promotions, roadshow</td>
<td></td>
</tr>
<tr>
<td>• Event consultancy and conceptualization, including management of social programs</td>
<td></td>
</tr>
<tr>
<td>• Operation and technical support services</td>
<td></td>
</tr>
<tr>
<td>• Logistics management services</td>
<td></td>
</tr>
<tr>
<td>• Administrative and secretariat management</td>
<td></td>
</tr>
<tr>
<td>• Onsite secretariat management services</td>
<td></td>
</tr>
<tr>
<td>• Onsite logistics management services</td>
<td></td>
</tr>
<tr>
<td>• Manpower management and training</td>
<td></td>
</tr>
<tr>
<td>• <strong>Technical and equipment support</strong></td>
<td></td>
</tr>
<tr>
<td>• Housing bureau</td>
<td></td>
</tr>
<tr>
<td>• Tour management</td>
<td></td>
</tr>
<tr>
<td>• Transfer management</td>
<td></td>
</tr>
<tr>
<td>• Social event management</td>
<td></td>
</tr>
<tr>
<td>• Simultaneous interpretation (SI) system and interpreter</td>
<td></td>
</tr>
<tr>
<td>• Financial accounting management</td>
<td></td>
</tr>
<tr>
<td>• <strong>Liaison between the organizer and the Tourism Bureau as well as other government agencies in our country.</strong></td>
<td></td>
</tr>
</tbody>
</table>
INTERNATIONAL CHRIE
would like to recognize our Premium Members

Anahauac Cancun University • Auckland University of Technology • Bethune-Cookman University • Bilkent University • Bona International Hospitality College • Boston University • Breda University of Applied Sciences • California State Polytechnic University, Pomona • Cenet • Cesar Ritz Colleges Switzerland • CETT-UB • College of Charleston • Cornell University • Cphbusiness • Culinary Institute of American • Cvent • Cyprus University of Technology • DePaul University • Dusit Thani College • Ecole Hoteliere de Lausanne • Ecole Superieure Internationale de Savignac, France • Endicott College • Fairleigh Dickinson University • FERRANDI Paris • FHWien der WKW • Florida Atlantic University • Florida Gulf Coast University • Florida State University • Free University of Bolzano • Georgia Southern University • Georgia State University • Glion Institute of Higher Education • HAAGA-HELIA University of Applied Sciences • Hotel Management School - Stenden University • Hotelschool The Hague • Husson University • Indian River State College • Indiana University • Indiana University of Pennsylvania • Institut Paul Bocuse • Iowa State University • International University Of Applied Sciences Bad Honnef * Bonn • James Madison University • Johnson & Wales University, Charlotte • Johnson & Wales University, Denver • Johnson & Wales University, North Miami • Johnson & Wales University, Providence • Jordan Applied University College of Hospitality and Tourism • Kansas State University • Knowledge Matters, Inc. • Lamar University • Mae Fah Luang University • Management and Science University • Manchester Metropolitan University • Michigan State University • Missouri State University • Nankai University - College of Tourism and Service Management • National Kaohsiung University of Hospitality & Tourism • National University of Ireland, Galway • New Mexico State University • NHL Stenden University of Applied Sciences • Niagara University • North Carolina Central University • Oklahoma State University • Ozyegin University • Podomoro University • Purdue University Northwest • Purdue University, West Lafayette • RIT Croatia • Rochester Institute of Technology • Russell Partnership Technology • Ryerson University • San Diego State University • Saxion University of Applied Sciences • Sheffield Hallam University • SHMS Swiss Hotel Management School • South Dakota State University • St. Cloud State University • Stockton University • STR SHARE Center • Strathmore University • Swiss Hotel Management School • Taylor’s University, Malaysia • Technological University Dublin • Texas Tech University • The Emirates Academy of Hospitality Management • The Hong Kong Polytechnic University • The Private Hotel School • The University of Alabama • Treston International College • University of Arkansas, Pulaski Technical College • UCL University College, Denmark • University College of Northern Denmark • University of Alabama • University of Central Florida • University of Delaware • University of Hawaii at Manoa • University of Houston • University of Johannesburg • University of Louisiana at Lafayette • University of Macau • University of Maryland Eastern Shore at Princess Anne • University of Massachusetts, Amherst • University Of Memphis • University of Mississippi • University of Nebraska—Lincoln • University of Nevada, Las Vegas • University of New Hampshire • University Of New Orleans • University of North Texas • University of South Carolina • University of Southern Mississippi • University of Surrey • University of Wisconsin—Stout • University of the Philippines • Vilniaus kolegija/University of Applied Sciences • Virgil/Hcareers • Virginia Polytechnic Institute and State University • Virginia State University • Vistula School of Hospitality • Washington State University • Widener University • York College of Pennsylvania • ZUYD Hogeschool

PREMIUM PLUS MEMBERS
Temple University • The Culinary Institute of America • The Pennsylvania State University • Northern Arizona University
Supporting hospitality & tourism professionals worldwide