

Bachelor Thesis

Green Meetings - a factor of success for a conference and event management company?

The case of JPdL



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Sources of visual on the title page:

<http://www.hotelandaluz.com/meetings-events/your-special-event/>

Abstract

In the 21st century, climate change and environmental catastrophes are a worldwide acknowledged problem, which requires international cooperation and effort from every individual. Therefore more and more businesses realized the urge of taking action and implemented a sustainability strategy into their business operations, so also the meeting and event industry.

This thesis deals with the subject of environmental sustainability implemented into the meeting and event sector. So called “Green Meetings” are meetings, which are planned and executed in a way that causes the least negative impact on the environment. The goal of this thesis is to examine, the impact of a “Green Meeting Strategy” on the competitiveness and profitability of JPdL, a Canadian Conference and Event management company. The analysis provides the baseline for a concept developed for JPdL if they decide to implement a green meeting strategy.

The first part of the thesis provides an insight into the topic sustainable development within the event industry, and explains the different actions which can be taken in this field. The examination of different best practice examples by means of semi-directed interviews and an e-mail questionnaire, helps to understand how other businesses incorporate sustainable strategies. It confirms that a sustainable strategy can not only bring advantages for the environment but also for the business itself. Amongst actual and prospective clients of JPdL, a quantitative survey was performed. This survey discloses that a big part of the clients are aware and informed about environmental considerations which can be taken whilst planning and operating an event or meeting. Most of them would consider to organize a green meeting in the future. It also discloses barriers, like for example the unwillingness of the clients to pay more for green services.

Based on the examination of the best practice examples and the survey, the last part provides suggestions on how JPdL could implement an environmentally sustainable strategy and offer green meeting services to its customers.

Keywords:

Green meetings, sustainable development, MICE industry, environmental protection

Foreword and acknowledgement

During my last semester of my tourism studies at HES-SO Valais/Wallis I had the opportunity to conduct an internship at JPdL Toronto & Niagara Inc., a Destination Management Company based in Toronto, Canada. At the stage of finding a topic for my thesis, I was encouraged by JPdL to investigate a topic of personal interest. Due to my interest in sustainable development and the questions what we can do, to reduce negative effects on the environment, I choose to examine this topic in relation to my internship company. That is when I came across the topic “Green Meetings”.

Conducting my internship at the JPdL office in Toronto, which mainly offers destination management services, I did not see a huge commitment towards environmental sustainability. Neither did I see any services offered to the clients, which especially include an environmental friendly component. When I then reached out to the other offices, I realized that environmental sustainability is indeed something that JPdL considered in the past, and in some cases still is considering nowadays. The problem I was facing was the different perception and knowledge of environmental issues across the company. It is one of the challenges, which also effects the stage of offering green services. I also started to realize how complex and linked the topic of sustainability is. Therefore I decided to limit the scope of the thesis to environmental aspects only. The goal of this thesis is to examine if a green meeting strategy would not contribute to minimize negative effects on the environment, but also could generate profit for the company.

While preparing this thesis I had the opportunity to talk and reach out to different professionals within and outside the meeting and event industry. They taught me the importance and opportunity for businesses nowadays to take action and being responsible towards the environment. I learned that sustainability in all aspects is more than just a concept, it is a way of thinking, acting and taking responsibilities.

At this point I would like to thank everyone which supported the writing of this thesis. I would like to acknowledge my thesis advisor Daniel Amrein, Professor at HES-SO Wallis/Valais and founder and consultant of PME-Durable, for the directions to write this thesis. A special thank goes to my interview partners, Vikram Sumer, Geoff Mak, Amy Howells and especially Pranav Sethaputra, who took the time to skype with me despite to the 12 hours of difference between Singapore and Toronto. Furthermore I would like to thank Anne-Marie de Lavison for her support and Alain Carbonneau for his valuable input.

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List of abbreviations

ADMEI	Association of Destination Management Executives International
CIC	Convention Industry Council
CMP	Certified Meeting Professional
CSR	Corporate Social Responsibility
DMC	Destination Management Company
e.g.	For example
F&B	Food and Beverage
GHG	Green House Gas
GMIC	Green Meeting Industry Council
GRI	Global Reporting Initiative
ICAO	International Civil Aviation Organization
ICCA	International Congress and Convention Association
IISD	International Institute for Sustainable Development
IoT	Internet of Things
ISO	International Standard Organisation
MICE	Meeting, Incentives, Conventions and Exhibitions
MPI	Meeting Professionals International
PCMA	Professional Convention Management Association
PCO	Professional Congress Organizer
RFP	Request for proposal
UN	United Nations
UNEP	United Nations Environment Programme
WBSCD	World Business Council for Sustainable Development
WCED	World Commission on Environment and Development

Introduction

Initial proposition

Being sustainable is a current trend - more and more businesses tend to implement sustainable practices, are concerned about the environment and turn green. Companies do not only help to preserve the environment by considering their ecological, economic and social impact, they also hope to gain strategic advantage within an industry, as the demand in green and sustainable products and services is rising. (Estes, 2009, pp. 6 - 9) This trend also influences the Meetings, Incentive, Conventions and Event (MICE) industry. The meeting and event industry is widely known to have a negative environmental impact due to the high number of people gathering in one place, the necessary movement for gathering and the high consumption of resources during the event. Environmental sustainable policies such as the concept of "Green Meetings" are therefore essential and important in order to minimize the negative effect on the environment. (Philips & Philips, 2011, ch. 1, loc. 444)

Research question

JPdL inc. is offering event- and conference managing as well as destination management services across Canada. A basic environmental policy is operating within the offices, which includes amongst others keeping printing to a minimum, saving energy whenever possible as well as obeying recycling guidelines. However, in regards to the services the company is offering to their clients, there is no clear strategy existing to make those services environmentally sustainable. This thesis should reveal the impact of the implementation of a green meeting strategy on the competitiveness and profitability of the company.

Objective

This thesis aims to analyse the market opportunity for green meetings in the case of JPdL. It should evaluate how a green meeting strategy not only contributes to conserve the environment but also influences the company's economic competitiveness. It gives answers to questions like: How much does it matter to the clients if their event or conference is organized on an environmentally friendly basis? Would they be willing to pay more? Or is it even one of the main decision making factors when deciding on a company to work with? Furthermore this paper will provide a concept for JPdL to implement, if they decide to become a sustainable meeting and event organization in future. The strategy will stage which measurements JPdL needs to take and which chances and risks are assigned to those steps.

Structure and methodology

In the first part of the thesis theoretical approaches to relevant issues are gathered in order to provide an overview of the topic. It is explained how sustainability objectives can be implemented in the MICE industry and what exactly the concept of green meetings includes. Furthermore the importance of this industry in Canada is determined and industry councils and associations are presented. In addition to that, a company profile of JPdL is provided. This part also examines the approach which has been made within the different offices of JPdL in the past in regards to a sustainable meeting strategy and company operations.

This theoretical part is followed by best practice examples, which provide an insight to the way other companies are implementing sustainable practices, and how those practices create value for them. Semi-directed expert-interviews, as well as an online questionnaire determine the importance green initiatives have for existing and prospective customers of JPdL, and examine their perception. The last part consists of a strategy which JPdL can follow in order to implement a green meeting strategy. It shows the steps which should be taken, but also evaluates the opportunities and risks attached to the strategy.

1 Theoretical basis

This first part provides a theoretical overview of the relevant subject areas for this thesis and explains the most important terms and concepts. Within the scope of this thesis, the main focus shall be on ecological considerations. Nevertheless the concept of sustainability as a whole shall be explained, as the ecological part is highly connected with social and economic considerations, which shows the complexity of this topic.

1.1 MICE Industry Canada

MICE is an acronym standing for Meetings, Incentives, Conventions and Exhibitions. The term **meeting** describes a gathering of people in a particular place, for the reason to discuss a particular topic or to realize a certain activity. This can happen either on occasion for a special reason, or on a regularly basis. **Incentives** are defined as reward programs, offered from businesses to their employees in order to honour a special performance. A **Conference** can be seen as special meeting, with the aim to find a solution for a problem, to discuss a topic or to research in a special field. In comparison with a **Congress**, a conference is normally smaller and has clearly defined objective of fact-finding and problem solving. **Exhibitions** are defined as events with the purpose to display products and services. The term “The Meeting Industry” is often used as a synonym for the MICE industry, including the components mentioned above. (International Congress and Convention Association [ICCA], 2013) Another frequently and common used synonym is simply the “Event industry” which focuses on the **Event**, which is defined by the Convention Industry Council [CIC] as an “*organized occasion such as a meeting, convention, exhibition, special event, gala dinner*” (CIC, n.d.).

According to the Canadian Economic Impact Study of the year 2012, 585'000 business events took place in Canada during that year, which generated an overall direct spending of 29.1 billion Canadian Dollars. 62 % of the meetings were corporate or business meetings, followed by conference, conventions and congresses (almost 20 %). Only a small amount were trade shows, exhibitions or incentives. The MICE industry created in total around \$ 27.5 billion¹ contribution to the GDP of Canada. (MPI Foundation Canada, 2014, pp. 1-2) Unfortunately there is no up-to date data available, therefore a direct comparison with the current tourism gross domestic product is not accurate. However, the numbers can be used to give an idea about the economic contribution the MICE industry has within Canada. In 2015 the GDP contribution of the tourism industry was per average \$ 88.86 billion dollars (Gouvernement of Canada, 2015). Hence it can be concluded that the MICE segment is an important part of the Canadian Tourism industry.

Business tourists generally not only attend their meeting or congress but also generate further spending within the region. Nowadays convention planners often offer further program points for

¹ Direct, indirect and induced effects

their delegates such as city tours, sightseeing aspects or other package aspects. (International Trade Centre, 2001)

2 Sustainability and sustainable development

In order to understand the concept of sustainability and sustainable development it is important to consider the movement which has been made over the past decades. One of the milestones in the history of sustainable development was the United Nations Conference on the Human Environment, which was held in Stockholm in 1972. This was the first of its kind and led to the creation of the United Nations Environment Programme (UNEP). During this conference, the right of the humanity to have a healthy and productive environment was officially acknowledged and the importance of environmental considerations in order to provide and maintain this environment was realized. The Stockholm declaration stated that actions, such as safeguarding natural resources, minimizing pollution of air and water and also supporting environmental research and education have to be implemented. This happened for the first time in an official framework. The development led into the creation of the World Commission on Environment and Development (WCED) in 1983 and its recognition as an autonomous part of the United Nations General Assembly one year later. (United Nations, 2016a) At the same time, the Club of Rome, an international non-governmental organization, published a report called "Limits to Growth". This scientific report, based on forecasting calculations, was the first research document which stated the ecological limits of the untamed economic growth and its consumption of natural resources. The term "Sustainable Development" was then for the first time defined in the report "*Our Common Future*" which is also known as Brundtland Report. (Sachs, 2015) This report was published by the WCED in 1987. The paper discloses the connection between economic development, environmental and social issues such as poverty, hunger and inequality. (WCED, 1987)

The Brundtland report defines Sustainable Development as the following: "*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*" Furthermore the report defines: "*Sustainable development requires meeting the basic needs of all and extending to all the opportunity to satisfy their aspirations for a better life.*" (WCED, 1987, p. 41) In addition to that, the report outlines that economic, social as well as environmental aspects are clearly connected and should be considered together. It defines those three elements as the basic pillars of the concept of sustainability. (WCED, 1987)

Based on the growing understanding of sustainable development and its role in fighting environmental and social issues like climate change, world poverty and hunger, the first UN Conference on Environment and Development was held in Rio de Janeiro in 1992. The conference led to the adoption of the Agenda 21, an action programme which includes all dimensions of sustainability. The agenda also determines the global goals to fight poverty and inequality, conserve

the natural resources and biological diversity and increase the living standards for everyone on the planet. The 2002 Rio +20 Congress on sustainable development then defined a strategy to continue with the goals made 20 years ago. (United Nations, 2016a)

Sustainable development is a continuous process and of big importance in today's world. Solely looking at the environmental aspect, actions have to be taken as the climate change the world is facing can no longer be overseen. Therefore effort has been made by the United Nations to guide development in the right direction. On the Sustainable Development Summit in September 2015, the United Nations launched a new action plan which should lead sustainable development for the upcoming 15 years: the so called *2030 Agenda for sustainable development*. 17 Goals shall ensure a worth living future for everyone. The new goals address issues like poverty, hunger, poor health and insufficient education. Moreover responsible consumption and production shall be promoted. The focus of the new agenda is also lying on individual business as well as multi-stakeholder partnerships, in order to ensure the ability to implement those goals within different industries. (United Nations, 2016b). To encourage and support businesses to adopt sustainable practices and contribute to the sustainable development goals, the UN Global Compact was founded in 2000. Businesses dedicated to make a contribution to sustainable development are able to join the UN Global Compact, which is an initiative of the United Nations. (UN Global Compact, n.d.a)

Speaking about environmentally sustainable development, goal number 13 is dedicated to implement the decisions taken during the Climate Change Conference held in December 2015 in Paris. During this Conference 195 nations acknowledged the importance of taking immediate action against the climate change and signed the new agreement. The agreement does not only focus on keeping the rise in global temperature as low as possible but also supports a framework for countries to manage the consequences of global warming. (United Nations Framework Convention on Climate Change, 2016)

2.1 Sustainable business development

The rising awareness of environmental and social issues in a highly globalised world, has led into different government mandates, environmental laws and regulations since the mid-1970s. This change in the business environment and the world market combined with the technological revolution has forced businesses into generating and incorporating sustainable business strategies. Back at the time where no such laws and regulations existed, firms tended only to focus on economic growth without considering their impact on the environment. Changes within business operations were then primarily made involuntarily and driven by stricter environmental regulations and laws, which dictated for example reductions in hazardous emissions and wasteful practices. Growing stakeholder awareness and interest in sustainable practices in the 1990ies finally reinforced the trend of sustainable development within businesses. (Rainey, 2006, pp. 13 - 18)

Nowadays sustainable business development is no longer seen as a necessary evil, but more and more as a strategic tool to enforce stakeholder’s satisfaction and benefit profitability. Taking environmental, social and economic issues into account when leading a business is considered as a factor of success as it creates value for clients, stake - and shareholders alike. (International Institute for Sustainable Development (IISD), 2013 a). A study conducted by the Massachusetts Institute of Technology [MIT] in 2009 determined the following drivers as the most important ones for companies to incorporate sustainable practices: enhancing the image of the company and/or brand, saving costs, competitive advantage, employee and shareholder relationship, innovation and risk management. (Phillips & Phillips, 2011 loc. 232) For any kind of business to develop and integrate a sustainable strategy into business operations, requires those to be included into the management level as well as into controlling. The ISSD recommends the following steps in order to implement a sustainable strategy within a company. (IISD , 2013b)

- 1) Perform a stakeholder analysis
- 2) Set sustainable development policies and objectives
- 3) Design and execute an implementation plan
- 4) Develop a supportive corporate culture
- 5) Develop measures and standards of performance
- 6) Prepare reports
- 7) Enhance internal monitoring processes (IISD , 2013b)

Being a sustainable company, no matter if only focussing on social or environmental practices or both, does not only concern the products or services a firm is producing but also includes how the business is operated (deBlanc Goldblatt, 2012, p. 19). Focussing on environmental sustainability, different actions can be taken within the business operations as summarized in Table 1.

Table 1 Environmental business operation

Paper use	Minimize paper use through the use of e-correspondence methods/ mailing systems
	Print only when necessary and on both sides
	Efficient paper use, no paper waste trough “mistakes”
	Reuse one-sided paper for notes or printing on the other side
	Use recycled paper
Waste and recycling	Prefer black and white printing rather than color for documents
	Buy reusable products wherever possible
	Exchange unwanted office supplies between co-workers
Personal items	Provide and encourage recycling programs and composting
	Void the use of disposable dishes and provide reusable supply wherever possible
	Kitchen supply (like coffee, cream sugar) should be purchased in bulk
Lights and equipment	Tabs should be turned off by the employees, any dripping or leaking tab should be reported
	Turn off lights and equipment if not in use
	Enable energy saving features on electronic tools
Travel	Prefer energy saving certified machines and consider to buy multi-use machines
	Keep business travel to a minimum by using videoconferencing
	Employees shall be encouraged to use public transportation, to walk or bicycle or use carpooling

The implementation of environmental and social initiatives into a company's strategy is of gaining interest and importance, which is also reflected in the number of guidebooks published since the 21st century. Most of those books are providing guidelines or a toolbox for companies to facilitate the process of becoming a more sustainable organisation (e.g. Philips & Philips, 2011; Rainey, 2006; Estes, 2009). Furthermore there are different networks, non government organisations and councils founded which goal it is to enforce sustainable practices within different industries through workshops, exchange of information and discussions (e.g. GreenBiz, IISD, Network for Business Sustainability [NBS], The Natural Step). Those relating to the meeting industry will be presented in the course of this thesis.

2.1.1 Corporate Social Responsibility

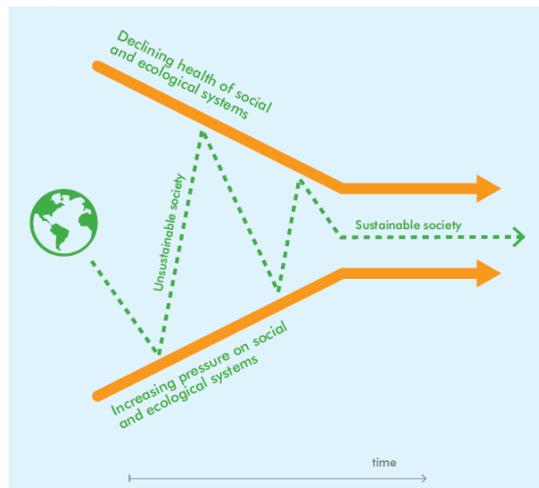
Corporate Social Responsibility (CSR) is a concept which incorporates ethics into business management. It can therefore be seen as a subarea of Business Ethics. (Bassen, Jastram, & Meyer, 2005, p. 231) There are several definitions existing. One of the common ones was made by the World Business Council for Sustainable Development (WBCSD) „*Corporate social responsibility is the commitment of business to contribute to sustainable economic development, working with employees, their families, the local community and society at large to improve their quality of life*“ (Holme, R. & Watts P. 2000, p. 10). CSR is a part of sustainability and sustainable businesses development. Whilst the concept of CSR is focused on the responsibility of a business to their Stakeholders, sustainability is a much more holistic approach which includes the responsibility to the whole humanity and future generations. (Bassen, Jastram, & Meyer, 2005, p. 234) Many firms have developed a CSR strategy over the past years in order to promote their charitable objectives and behaviour. Awareness for CSR initiatives has also been raised within the MICE industry especially in Europe and Canada. (deBlanc Goldblatt, 2012, pp. 7-8)

2.1.2 The Natural Step

Depending on the industry a business is operating in, there are different considerations which can be taken into account in order to operate a sustainable firm. At the same time there are many approaches and concepts developed to provide guidance for businesses which wish to become more sustainable. One of the most known is The Natural Step (TNS). The Natural Step can also be applied within the MICE industry (see Whistler, chapter 6.3). Therefore it is useful to take a closer look at the concept in order to provide a greater understanding of sustainable business development and its important role in today's world. The concept was developed by the Swedish scientist and cancer researcher Karl-Henrik Robert in 1989. The non-profit organisation which he founded is still in operation. (Cook, 2004, ch.1., loc.134 - 175) TNS assisted several businesses but also municipalities worldwide with implementing sustainability in their strategic planning and business operations. Carillion UK, Starbucks USA or the destination Whistler are just a few examples. (Cook, 2004, ch. 7, loc. 863 -1095)

In order to understand the problem of unsustainability and the importance of sustainability, TNS uses the metaphor of a funnel. Due to human interaction over decades the amount of natural resources is decreasing. Population is constantly growing and demand for those resources is increasing which causes pressure on ecological system and also social systems. In order not to end in a crisis, where the two sides of the funnel are clashing, actions need to be taken. (Green Meeting Industry Council (GMIC) & The Natural Step (TNS), 2012, pp. 14 - 17)

Figure 1 The Natural Step funnel metaphor



Source: (GMIC, TNS, 2012, p. 15)

The Natural Step concept is based on four main strategies:

Concerning the environment:

1. Eliminate the extraction of substances from the earth's crust such as heavy metals or fossil fuels
2. Decrease the concentration of substances like dioxins, fossil fuels or heavy metals produced by the community
3. Eliminate the physical cutback of nature and natural processes (for example destroying forests, displacing wildlife, overfishing etc.)

Concerning social issues:

4. Eliminate all conditions which diminish the capacity of individuals to meet their basic needs for example: unsafe working conditions, not enough salary to live etc. (The Natural Step, n.d.)

TNS follows the concept of back-casting. This can be seen as the opposite of forecasting which means to define a vision of what should be accomplished in the future and then think backwards from the vision to the present and discover what needs to be done in order to achieve this vision. (Cook, 2004, p. 486).

To apply and implement those strategies within, TNS recommends the ABC Method:

1. **Awareness:** First of all, the team has to become aware of the problem and ensure a common understanding and definition of sustainability.

2. **Baseline:** The second step consists of assessing the current situation, define stakeholders, describe challenges and evaluate the areas where action has to be taken.
3. **Compelling vision:** This third step consists of finding possible solutions for the challenges defined in step two.
4. **Deciding on priorities:** In the last step priorities are defined and decision is made on which solutions should be implemented first. (The Natural Step, n.d.)

Even though TNS is not entirely scientifically approved which is a main critic point of the concept, it provides easy - to follow guidelines and principals for businesses to become more sustainable. (Upham, 2000, p. 453)

3 Green Meetings

Considering the trend of sustainable and environmental friendly practices within different industries, the term “Green Meetings” defines the approach which has been made within the MICE industry in order to diminish the negative environmental impact. Events such as meetings, conventions or congresses are an opportunity for people to come together for the purpose to discuss research or celebrate. This gathering of people does always include negative environmental effects, as resources are consumed and waste is created. Not to neglect is furthermore the travel-component which creates a huge amount of greenhouse gas emission. Due to the size and importance of the meeting industry, incorporating sustainable and environmentally friendly practices is necessary. As events in general are also known to have an educational factor, it is furthermore a chance to showcase excellence in sustainable behaviour. (Jones, 2014, pp. 46-48)

In order to provide an equal understanding of the topic “Green Meetings” it is important to first determine the term “green” which has to be distinguished from “sustainable”. Estes differentiates the two terms in his book as follows:” *‘Green’ implies specific activities related to environmental impact whereas ‘sustainable’ implies the inclusion of three activities that impact people, planet and profits*” (2009, p. 7). Since the fundamental aim of every commercial businesses is to make profit, the economic aspect needs to be taken into account as well. There are several definitions of the term “Green Meeting” existing. A common one is provided by the Convention Industry Council:

“A meeting or event [that] incorporates environmental considerations to minimize its negative impact on the environment (2004).”

Those “environmental considerations” can for example include the following action areas

- Minimized greenhouse gases and compensation through offsetting
- Minimized consumption of natural resources
- Less production of waste, reuse and recycle
- Local community benefits in every aspect (UNEP 2009)

Detailed action areas will be disclosed in the following chapters. Other definitions of green meetings do also include social considerations, for instance the inclusion of the local community (e.g. deBlanc Goldblatt, 2012, p.5). This shows the complexity and interconnection between the different components of sustainability. Within the framework of this thesis, the social aspect is consciously neglected. DeBlanc Goldblatt also mentions the term “Ecotourism” in his guidebook for greener meetings and events (2012, p.5). Ecotourism can be defined as “*a sustainable, non-invasive form of nature based tourism that focuses primarily on learning about nature first-hand, and which is ethically managed to be low-impact, non-consumptive and locally oriented*” (Fennell, 2007, p. 30). This approach is important and should be considered when talking about incentive travel, which is also a part of the MICE industry. However within the scope and goals determined in this thesis, the main focus is led on sustainable meetings, conferences and events.

The importance of taking environmental aspects into account when planning and executing events is acknowledged and supported by the Government of Canada. In 2007 the Environmental division of the Canadian Government published the second version of the “Green Meeting Guide” (Environment Canada, 2007). The first version was already published in 1995 and shows the pioneering position of Canada in regards to environmental considerations within this industry. Due to a change in mandates within the Canadian Government institutions, there is no institution directly responsible for sustainable development within the MICE industry. However sustainable development and CSR initiatives in every industry are supported by a government institution called Innovation, Science and Economic Development. (Appendix XIII) The green meeting guide, which still can be consulted on the government website, provides information and tools not only on how to create and produce green meetings but also on how to communicate the effort. The guide is intended for meeting planners working at any kind of business. Government departments in different countries² (e.g. Germany, Switzerland, Canada) as well as also international environmental unions like for example the UNEP have developed individual guides, providing suggestions and tools on how to make a meeting more sustainable (2009). Moreover different authors provided a comprehensive overview on how sustainability can be implemented within the meeting industry and shared results on the advantages this implementation can bring. (e.g deBlanc Goldblatt, 2012; Jones, 2014; Bowman, 2014). Specific and limited research about the perception and value of green meetings to selected stakeholder groups has been conducted and published in scientific industry journals (e.g. Mykletun, Bertkeviciute & Puchkova, 2014; Rittichainuwat & Mair, 2012).

Organizing green meetings does not only minimize the negative environmental aspect, action taken to be more environmentally friendly does have further positive impacts. By using resources and material more responsibly and minimize the amount of waste, there is a saving in cost and

² e.g. IG Saubere Veranstaltung, 2012; Dubrikow, Jaekel, Schmidt-Räntsch, Eggers, & Huth, 2015; Government Canada, 2007

consequently an increase in profit. Furthermore the image and reputation of a organization can clearly be enhanced by its commitment to the environment. Moreover promoting the actions taken during a green meeting, raises awareness amongst the attendees and help them to understand the importance of environmentally sustainable practices. It also promotes innovation and technologies to reduce negative environmental impact. (Environment Canada, 2007)

In addition, as it is predictable that authorities will tighten environmental specifications in all branches of business, corporations that are prepared to act environmentally sustainable will in the future have a clear competitive advantage on the market as compared to those without. Preparedness also will avoid enterprises to get away with fraudulent actions such as the recently uncovered affair on tricked software for CO₂ emissions monitoring in the automobile branch (the case of VW). (Russell, 2015)

3.1 Action areas

Before focussing on how green meetings can be implemented and managed, the different action areas, where environmentally practices can be employed shall be described.

3.1.1 Greenhouse gas emission

Greenhouse Gas Emissions (GHG), such as CO₂, methane or ozone are mainly responsible for today's climate change. Those gases are important to keep the earth's temperature at a certain level. Greenhouse gases do occur naturally and are at a certain level necessary that life on earth can exist. However, since the industrial age their emission raised so much that global warming and climate change occurred. (Jones, 2014, pp. 159-172)

GHG emissions are therefore one major point to be minimized in order to organize a greener meeting and to make it as climate neutral as possible. GHG emissions at an event are mainly caused due to the travel of the attendees and by the energy consumed (lights, equipment etc.) during the event. Therefore it is important to minimize those emissions within the different action areas. However, GHG emissions can not be fully eliminated. Offsetting them, what means investing in climate neutral or development projects, can be a solution. (UNEP 2009) Pranav Sethaputra, Group Sustainability Consultant at MCI³ Singapore, confirms that the GHG emissions are playing an important role in measuring the sustainability of an event. They are easy to compare and benchmark. The trend of measuring GHG emissions of events is reflected in the current demand of the clients to have those emissions measured. Within MCI those are one of the most demanded sustainable services. (Appendix XI)

An example of a planning tool which measures GHG emissions of events, is the ICAO Green Meetings Calculator, a smartphone application which was launched by the International Civil

³ MCI Global is a worldwide Meeting and Event Management Company, see chapter 6.4

Aviation Organization in 2013. This easy to use planning tool calculates the CO₂ emissions created by the estimated air travel of the attendees to reach a destination. Based on the home town of the attendees, the application ranks different meeting locations based on the estimated emission. (International Civil Aviation Organization (ICAO), n.d.)

3.1.2 Destination, accommodation and venue

The question where an event, congress or meeting does take place is an important factor in the green meeting strategy. Within different destinations (cities, regions or even countries) there has been diverse effort made, when it comes to the support of environmental initiatives. Different destinations have different environmental policies and commitments made by the government, thus influence the destinations resource management, environmental stewardship, waste management policy, agricultural production and many aspects more. (Jones, 2014, pp. 79-84) Considering the scope of this thesis and the fact that the destination is often already given, when working in an event and conference planning company, a focus shall be made on the venue and accommodation selection. The selection of the venue - no matter if it is a convention centre for a congress or a restaurant space for a large gala dinner - plays an important part in greening an event. Fundamental facts to consider when choosing a venue or hotel are summarized in Table 2. (Jones, 2014, pp. 86 - 87)

Table 2 Facts to consider when choosing event venue or destination

Energy efficiency of the building:
<ul style="list-style-type: none"> •eco-friendly certified building •use of renewable energy •energy-saving operations (e.g. in regarding to lights, air-conditioning, heating)
Sustainability management policy operating within the venue
<ul style="list-style-type: none"> •venue/hotel staff is educated and knows how to implement sustainable practices
Location
<ul style="list-style-type: none"> • Easily accessible by public transport or foot/bicycle • Hotel and event venue are close to each other (see also chapter 3.1.4)
Procurement
<ul style="list-style-type: none"> •Eco-friendly supplies used for example for cleaning •Possesses reusable cutlery and supplies •Cooperation with a local catering (which supplies local food)
Water
<ul style="list-style-type: none"> •Water saving initiatives (e.g. rain water reuse) •Grey water capture and recycling
Waste
<ul style="list-style-type: none"> •Recycled utensils •Recycling, compost •Hazardous waste is eliminated accordingly

Source: Table by the author, based on (Jones, 2014, pp. 86 - 87)

Diverse certifications like for example the LEED certification, which identifies buildings which have an environmental friendly design and which are following an energy saving practice, are a big help for meeting planners in order to choose a “green venue” for an event. (U.S. Green Building Council, 2016) A best practices example of the Enercare Centre, as a green venue, as well as the conference centre in Whistler, which incorporates a sustainable policy will be provided in chapter 6.1 and 6.3. Also an important eco-rating program, which is used for hotels and resorts is the “green key”. Since over 15 years, the Green key program assesses different operational areas of a hotel facility. Those areas include the environmental management of the business, housekeeping, F&B Management, engineering and also the conference and meeting facilities. Analysed are amongst other practices energy and water conservation, waste management, infrastructure and air quality. (Green Key Global, 2016)

3.1.3 Energy

Energy efficiency and energy saving actions taken in all the areas of planning and implementing an event or meeting, is another important part in order to make an event more environmentally sustainable. This leads to a reduction in the emission of harmful carbon gas. For indoor events and meetings, where the power is mostly provided by the venue, Jones suggests the following steps to ensure energy efficiency (2016 p. 91 -105):

Table 3 Energy saving strategies

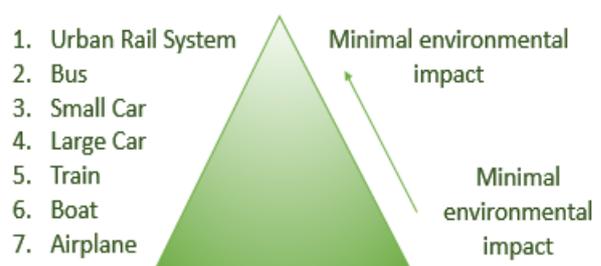
Choose a sustainable venue:
•see chapter 3.1.2
Achieving energy efficiency
<ul style="list-style-type: none"> • adjusting temperature and lighting • power down equipment • request and use energy friendly lighting • include people powered interactive element as entertainment
Changing power use habits
•inform stakeholders like staff or exhibitors (e.g. on a tradeshow) how to save energy
Using renewable energy supply

Source: Table by the author, based on (Jones, 2014, pp. 91-105)

3.1.4 Transportation

One of the main points why an event or meeting has a negative environmental balance and is due to the GHG emissions linked to the travel of the attendees. Therefore minimizing travel distance and making transportation more efficient and less depending on non-renewable resources is a huge

Figure 2 Environmental impact of different means of transport



Source: (deBlanc Goldblatt, 2012 p.85)

opportunity in order to create a more environmentally friendly event. (deBlanc Goldblatt, 2012, pp. 83 - 99)

Table 4 Travel green

Production Travel/Year-round travel:
<ul style="list-style-type: none">• Actions can already be taken for the production of the event:• using low emission/alternatively fueled means of transportation for event planning purposes• keeping event planning trips to a minimum by using virtual communication as for example, videoconferencing
Venue/Site
<ul style="list-style-type: none">• select a venue which: is walkable from public transportation stops and accessible by bike• priority parking at the venue shall be provided for cars arriving at full capacity and parking fees at the venue shall discourage car-drivers• charging station for e-vehicles shall be available at venue
Offsetting
<ul style="list-style-type: none">• Offer a project for offsetting carbon gas emission produced by travel• Attendees shall be encouraged to participate in offsetting activities• include carbon offsetting for flights into the ticket price• also event producing travel as well as artists travel shall be offset• prevent idling
Attendee Travel
<ul style="list-style-type: none">• Encourage attendees to cycle or walk to the events place (if possible)• provide shuttle services rather than individual taxi• carpooling or car-sharing if possible• promote sustainable travel options• prevent idling
Exhibitors and Vendors
<ul style="list-style-type: none">• source locally• encourage load-sharing• store exhibit packaging to reduce transport• prevent idling
Reporting
<ul style="list-style-type: none">• measure and report attendee travel as well as all travel made for production• log and report carbon offsetting

Source: Table by the author, based on (Jones, 2014, p. 136)

3.1.5 Waste and water management

Green meetings do incorporate sustainable waste and water-management strategies. Whenever possible, waste should be prevented, minimized or reused. If that is not possible, a composting and recycling strategy is encouraged instead of sending waste to the landfill. (deBlanc Goldblatt, 2012, p. 102)

Table 5 Waste saving strategies

Prevent or reduce Waste:
<ul style="list-style-type: none">• eliminate the amount of disposable materials used for the event or distributed to the attendees• prevent food waste by donating to local charity
Reuse:
<ul style="list-style-type: none">• invent a deposit scheme for utensils which can be reused• Source reused materials/objects for the event
Recycle:
<ul style="list-style-type: none">• Provide well positioned and visible recycling points• Inform attendees what to recycle how• Increase awareness of people to recycle• Prevent litter by well-positioned bins• Provide compost bins for biodegradable waste• source recycled material for events

Source: Table by the author, based on (deBlanc Goldblatt, 2012, pp. 101-121)

In order to create a sustainable event, water conservation is another important consideration. Saving water and using this resource more efficiently is therefore fundamental. As corporate events do normally take place at selected venues, there is little control with regards to water management from the side of the organizer. Hence choosing a venue, which manages this resource in a sustainable way is one of the most important points. Another powerful way to save water is simply to make attendees aware to conserve water for example whilst using washroom facilities.

3.2 Implementation and management

Planning and implementing environmentally friendly events does require sustainability management principles within the company which organizes the event. Those management principles include the creation and definition of a vision and mission statement, values, policies, goals, objectives and targets as well as the development of a strategy and framework. (Jones, 2014, p. 6) Environmental considerations have to be prioritized within the organization, in order to plan green meetings and sufficient time and resources need to be allocated (Environment Canada, 2007). The commitment to environmental sustainability also has to be communicated. It is important to communicate and promote the idea of sustainability inside and outside the organization. This means that staff, employees but also the suppliers have to be aware of sustainable initiatives. Furthermore also the attendees need to be a focus of the communication. A careful and good communication should ensure, that all stakeholders are aware of the environmental commitment. It is an opportunity to incite them to take green actions themselves. (Jones, 2014, pp. 34-57) Another important part when organizing green meetings is measuring and monitoring the actual environmental impact of the meeting in order to evaluate if the actions taken were effective. Measurements can be made for example on the resources and energy consumed during the event, on waste generated and disposed and also on the travel methods selected by the

participants. To collect those data is important as it not only helps to understand what could be improved but also for benchmarking purposes. (Sustainable United Nations, 2009)

3.3 Industry councils and associations

Industry councils and associations are playing an important part in supporting the sustainable development within the industry, as they are a platform to exchange, research and network. In the following, the councils and associations which are important for the meeting industry are presented and their effort in regards to green meetings described.

Meeting Professionals International (MPI)

MPI is an international association for professionals, working in the meeting industry. Founded in 1972, the non-profit organization MPI is with 18'500 members the largest industry association. The association provides educational tools, encourages innovation, offers a networking platform and supports the growth of the meeting industry. MPI continuously researches in the area of sustainable development with a special focus on CSR. In addition to that, MPI has developed a sustainable meeting professional certificate (SMPC). In a three hour training programme, the participants learn about sustainable meeting planning, tools and standards. The course is built around an online tool, which facilitates the planning of sustainable meetings by providing easy-to follow procedures. Upon the successful completion of the training programme, the attendees achieve a certification. (Meeting Professionals International, 2016)

Professional Convention Management Association (PCMA)

PCMA is an organisation for event and meeting professionals with the goal to enhance innovation and education, enable business networking and promote the industry. PCMA members are given access to research studies and different online tools. Furthermore PCMA is the publisher of the monthly Convene magazine, which provides educational content and discloses the latest trends and innovations within the industry. Sustainability in the event industry herein plays an important role. PCMA regularly publishes the latest trends and research results in this area. (PCMA, 2015)

International Congress and Convention Association (ICCA)

The ICCA is an industry association for congress and convention organizers. With over 1000 members, the ICCA acts as a knowledge exchange platform for industrial members. Moreover they offer several reports, publications and educational content to their members as well as the access to industry news and trends. In this context, ICCA publishes news and content about green meetings and events and sustainable development within the MICE industry. (ICCA, 2016)

Green Meeting Industry Council (GMIC)

The most powerful voice with regards to sustainable development within the meeting industry is the Green Meeting Industry Council (GMIC). The GMIC, which was founded in 2003 is now a council of the convention industry, an organisation which encourages the exchange of information within the industry. The GMIC is a non-profit organisation which goal it is to improve and implement sustainable practices across the industry. The mission of GMIC is to “*transform the global meeting industry through sustainability*” (Green Meeting Industry Council (GMIC), 2016) Members of GMIC are meeting planners as well as event industry suppliers. Through educational resources (training, workshops and online-resources), acknowledging industry leadership as well as the promotion of equal industry standards, GMIC helps to improve sustainability within the meeting industry. Businesses, which comply with the GMIC business partner’s sustainability code of conduct, can apply for GMIC membership. Members of GMIC have access to the resources, case studies and statistics conducted by the organisation. Furthermore a membership with GMIC brings the advantage, that businesses will be listed in the green supplier directory. This is a database for suppliers, which are actively implementing environmentally sustainable initiatives. The partnership therefore provides the possibility to connect with other sustainable businesses, like for example green suppliers. GMIC members can use the logo of the industry council for promotional purposes. It identifies them as a business which takes the environment into account. (GMIC, 2016)

3.4 Green meeting certifications and standards

The two main standards with regard to green meetings and sustainability within the event industry are the APEX/ASTM Green Meetings and Events Standards and the ISO20121:2012 Event Sustainability Management System Standards. Both are providing a collaborative approach in regards to sustainable and environmentally practices within the MICE industry.

The **APEX/ASTM Green Meetings and Events Standards** were developed by the GMIC in partnership with APEX (the Convention Industry Council’s Accepted Practices Exchange) and ASTM (an international standard development organization). The reason for developing those international standards was to build a measurable tool which helps to enhance the sustainability of events or meetings. The standards do apply in the following areas of meeting management (Table 6) by including different categories, where action has to be taken.

Table 6 APEX/ASTM Standards

Area of meeting management	Categories
- AV/Production	- Staff Management and Environmental Policy
- Accommodation	- Communication
- Communication	- Waste Management
- Destination Selection	- Energy
- Exhibits	- Air quality
- Food and Beverage	- Water
- Meeting Venue	- Procurement

- Onsite Office - Transportation	- Community Partners
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Source: Table by the author, based on (GMIC, 2016)

This standard can only be achieved by event supplying businesses such as venues, audio-visual companies or destinations. They do offer a useful tool for sustainable event planning companies if they would like to choose appropriate suppliers. (GMIC, 2016)

On the other hand there are the **ISO 20121:2012 Event Sustainability Management System Standards**. Those standards which were developed by the international organisation for standardisation in 2012 provide guidelines to enhance all three components of sustainability by implementing an event sustainability management system. The ISO 20121:2012 standards can be implemented within an event organisation but can also be applied for a single event and even provides guidelines for suppliers. The ISO 20121:2012 provides guiding principles through the whole process of event planning. At the planning state the standards help to determine the risks and opportunities and assists with formulating sustainability goals, identify resources and competence needed. Furthermore the guidelines also include the operations side as for example the supply chain management as well as the evaluation of the performance and advice how to improve the whole process. (ISO, 2012)

4 Analysis and research

The practical part of the thesis consists of four main chapters: the analysis of JPdL's current strategy towards environmental sustainability, the examination of four best practice examples, the analysis of the online-survey conducted as well as the strategy developed for JPdL. The practical part shall determine the value a green meeting strategy would bring to JPdL. In advance to the practical research, the following hypothesis were made

- Generally the value of the different environmental sustainable actions when planning an event, congress or meeting are acknowledged and represent an important consideration for the target group of JPdL. Especially bigger and international businesses, which themselves follow environmentally friendly practices within their business operations see value in environmentally sustainable services and are interested in organizing green meetings.
- Due to customer demand in green services as well as the creation of intangible benefits (e.g. image and customer's retention) the implementation of a green meeting strategy would influence the competitiveness and profitability of JPdL in a positive way.

5 Company structure JPdL

JPdL inc. was founded over 30 years ago by Jean-Paul de Lavison and is offering congress, conference and event planning as well as destination management services all over Canada to national and international clients. Clients are enterprises, various associations, universities or

government boards. JPdL is operating all across Canada with offices located in the Canadian cities Montreal, Toronto, Ottawa and Quebec. There are over 60 full time employees working for JPdL countrywide. JPdL International, which is the main Professional Congress Organizer (PCO) is located in the head office in Montreal. The other offices are mainly offering event planning and acting as local destination management companies.

In order to fully understand the services JPdL is providing, a brief definition of a “Destination Management Company” (DMC) is necessary. Destination Management Company is a relatively new term for a business, which organizes the logistics for all the services necessary or desired around a conference, special event or convention. Destination Management professionals are known to possess a superior knowledge about the region which allows them to successfully plan or design customized tours and activities, transfer services, decoration or entertainment. (Association of Destination Management Executives International [ADMEI], 2016)

Two further subsidiaries of JPdL are Intertask Conferences, as well as JPdL Vitamine. Intertask conference planning is managed from the JPdL office in Ottawa and is specialised in conference planning. JPdL Vitamine, located in the Montreal office, is focussing only in incentive trips. Even though all offices and divisions are working individually, there is an active cooperation between the different offices for bigger projects.

5.1 Current environmentally sustainable approach and CSR strategies

In order to define what has been done within the different offices in regards to environmental sustainability the event professionals working at the different offices were interviewed.

Table 7 Actions to be taken within the different JPdL offices

	Montreal	Tremblant	Toronto (& Niagara)	Ottawa	Quebec
Services offered	<ul style="list-style-type: none"> • PCO (JPdL International) • DMC • Event planning • Incentives (JPdL Vitamine) 	<ul style="list-style-type: none"> • DMC • Event planning • Only a virtual office, operated from Montreal 	<ul style="list-style-type: none"> • DMC for Toronto, Niagara and since 2016 Vancouver/Whistler area • Event planning 	<ul style="list-style-type: none"> • DMC • Event planning • Conferences (Intertask) 	<ul style="list-style-type: none"> • DMC • Event planning
Employees As per April 2016	30 incl. Vitamine	2	7	2 + 15 Intertask	3
Environmentally sustainable practices within the office	<ul style="list-style-type: none"> • Electronic communication and archiving (all documents are centralized on a server) • JPdL does not encourage unnecessary printing. All documents are printed two-sided. • Energy saving bulbs are in operation, as well as a timer which shuts down all lights when not used (between 6PM and 8AM) • Recycling and compost • JPdL possesses a Bixi bike (bikeshare) membership (Jean-Paul de Lavison) • The use of public transportation is common and encouraged • Other offices are sent to side inspections if it is nearer their location 	<ul style="list-style-type: none"> • As the employees work from distance, everything is online and there is barely something printed out • home office for one employee: no travel necessary 	<ul style="list-style-type: none"> • A basic approach has been made: recycling, online-filing • Printing used to be by default double-sided in the past (no longer in use) • Medium environmental awareness amongst employees. Computers are often not shut down their computer at the end of the day and, many things are printed even though they could be consulted on the screen 	<ul style="list-style-type: none"> • Communication via e-mail • Two-sided printing by default • The entire building was updated with T12 bulbs (energy-saving) • All interior lights are turned off at night 	<ul style="list-style-type: none"> • Basic environmental practices such as recycling and printing on recycled paper. • Donating old computer equipment to a certified recycling organisation
Environmentally friendly approach regarding the services offered to clients	<ul style="list-style-type: none"> • A major effort has been made 10 years ago, when the topic came up • Nowadays it is not a main selling argument. The demand for environmental friendly services is estimated as not high enough. • Being sustainable is seen as “main-stream” • Jean-Paul de Lavison as the founder of JPdL as considered as leader in regards to green meetings many years ago (2007), when the term was not that common yet (Douloff, 2012). JPdL was an active member of the advisory board which worked on a formal certification in 	<ul style="list-style-type: none"> • Not a big effort has been made • Demand is estimated as low, as they never had a request for environmentally sustainable services so far • Effort is made when possible, but it is not a 	<ul style="list-style-type: none"> • no effort made so far 	<ul style="list-style-type: none"> • Effort has been made for specific request from a government authority (in 2013): An appendix which describes the measurements Intertask considers in regards to green meetings is very outlined and developed for this proposal • Already in 1984 Intertask printed a corporate 	<ul style="list-style-type: none"> • None. Clients are considered as not interested in environmentally friendly services

	<p>“environmental responsibility in meeting management” (with the Quebec Standards Organization). Furthermore JPdL was also member of the APEX Green Meetings and Event Practices Panel (voluntary standards development organization)</p> <ul style="list-style-type: none"> • No green option sent out with proposals, but the membership at the <i>Advisory board</i> as well as the participation at the <i>APEX Green Meetings and Events Practices</i>” Panel is usually mentioned in proposals of JPdL International • JPdL organized green events before, e.g. in 2007 the 4th world environmental education congress. • There is no mission statement and no policies existing, which include environmental considerations • The following green services for conferences have been offered services in the past: <ul style="list-style-type: none"> ○ Recycling (e.g. of name badges) and waste management ○ carbon-offsetting program (on occasion) ○ Re-usable water bottles ○ Eliminating delegate bags ○ Encouraging the use of public transit • If requested by clients, green options can be developed but it is not offered by default. 	<p>main selling point. It is rather defined at a later stage of the program (e.g. caterers which donate leftovers etc.)</p> <ul style="list-style-type: none"> • Locally sourced products for catering or gifts are preferred. • Group transfers for airport arrivals are preferred than individual ones. 		<p>marketing brochure promoting environmentally sensitive meeting management practices, for example:</p> <ul style="list-style-type: none"> ○ Paper and badge-holder recycling ○ Re-usable lanyards ○ Avoiding disposables and single-use containers ○ Adjusting meeting-room lighting and heating, travel economies and use of recycled paper. <p>This leaflet was sent out to potential clients and the statement included in various proposals in the past.</p> <ul style="list-style-type: none"> • Nowadays there is no green statement sent out to prospective clients within a proposal anymore 	
<p>CSR Strategies</p>	<ul style="list-style-type: none"> • Different projects were supported, for example a women’s shelter in Montreal, building a children’s park etc. 	<ul style="list-style-type: none"> • Not much done. The main effort is to encourage clients to do so: e.g. projects to build a community park or project for kids in need 	<ul style="list-style-type: none"> • TO office was involved in Christmas basket project some years ago (initiative coming from Montreal office) • no clearly defined CSR strategy 	<ul style="list-style-type: none"> • Charity drives from time to time • Support of a book club to share books • supporting the MPI Charity Auction • Efforts made to adjust the employees environment (workplace) 	<ul style="list-style-type: none"> • If CSR activities are a topic, JPdL Quebec cooperates with a local charity in order to offer CSR initiatives for incentives. Examples are putting together hygiene kits for homeless shelters, building bikes etc.

Source: Table by the author based on data collected by the author (Appendix I - V)

Montreal:

Montreal is the biggest of the JPdL offices. Different divisions are operated out of the Montreal office: PCO, DMC and Incentives (Vitamine). About 10 years ago there has been a major effort made to become a more environmental friendly company and to develop and implement green ideas, also regarding the services provided to the clients. In 2012 Jean-Paul de Lavison, the founder of JPdL was awarded by the Industry Innovator Award by Meetings+Incentive Travel, a business event community (Douloff, 2012). His pioneering in green meetings before it was becoming main stream was seen as exceptional. JPdL has been an active member of the advisory board which worked on a formal certification in “environmental responsibility in meeting management” (with Quebec Standards Organization). Furthermore JPdL was a member of the APEX Green Meetings and Event Practices Panel (a voluntary standards development organization) Jean-Paul de Lavison, who’s environmental awareness can be estimated as above average is one of the main driver in regards to green strategies. Due to the fact, that JPdL International organized environmentally friendly meetings in the past (e.g. the world environmental congress in 2007), the industry leadership in the past (APEX/Quebec) and the fact that leading personalities at JPdL International have knowledge in organizing green meetings, leads to the conclusion that there is expertise available to plan and implement green meetings. On the opposite not every employee at the JPdL Montréal offices has the same understanding, perception and also awareness of the green initiatives which are taken. (Appendix I)

Within the organization, the team in Montreal took different actions to save energy through different initiatives (see Table 7 Actions to be taken within the different JPdL offices). There has even been a one-sheet developed by a former employee (in 2007) in order to inform clients about the actions taken in regards to ensure environmental sustainability within JPdL. This was meant to be sent out with proposals⁴. Today the JPdL team in Montreal is not that particularly focussed in promoting green initiatives anymore. One of the main reasons for that is, that the value for the clients, and demand from them, as well as the return on investment is estimated as low. An example, given by Jean-Paul de Lavison is a lost bid from a Canadian Association many years ago. The Association requested green options which demanded a high planning effort from JPdL’s side. At the end the proposal including the “green” services was slightly more expensive than the competitor and drove to JPdL losing the bid against a competitor which was cheaper. This created doubt in the value of providing environmentally sustainable services. Furthermore many of the people who were actively involved in this development left the company. Concluding that actively promoting green options does not bring the expected value for the company, JPdL international does not set a special focus on promoting green conference options nowadays and

⁴ Due to the fact, that the author of this one-sheet left JPdL many years ago, it could not be researched, if the company ever did send this document out with proposals.

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it's only done occasionally (e.g. for the international earth day, Appendix VII). There is no internal statement existing, which includes a focus on environmentally friendly services nor are there "green options" send out in proposals. Individual requests will be handled on a case by case approach. However the past memberships at the *Advisory board* for sustainable meeting management as well as the participation at the *APEX Green Meetings and Events Practices* is normally mentioned at the end of proposals for JPdL International. Within the office environmentally sustainable practices such as recycling and double-sided printing are still in use. In regards to CSR initiatives, JPdL Montreal supports different projects like a women's' shelter in Montreal or the building of a kids park. The focus is more on social initiatives right now than on environmental ones, confirms founder Jean-Paul de Lavison. (Appendix I)

Tremblant

Due to the small office size, the Tremblant office currently only exists as a virtual office, managed out of Montreal. No big effort has been made in order to be environmentally friendly or offer services which are "green". The demand is estimated as low, since not having any request for environmental friendly services within the last four years. In regards to CSR programs, there is not much done except from encouraging clients to take part in social programs. (Appendix III)

Toronto

Within the Toronto office the environmental awareness can be estimated as average and very diverse amongst different employees. Basic effort has been made within the office to save resources and recycle. However computers tend to stay on during night and there are many documents printed which could be consulted on the screen. Regarding the services offered, there is no effort made to keep them "green". Actions like recycling of the name badges are considered if the client asks for a cheaper option. A CSR strategy does not exist and currently there are no projects directly supported. (Appendix V)

Ottawa

The JPdL Ottawa office, which includes Intertask conferences, has done some effort to operate a green strategy within the office. For a request for proposal from a government division in 2013, all environmental practices JPdL Ottawa /Intertask has been taking in the past were outlined. This document testifies the effort which has been made within JPdL Ottawa to operate a sustainable business. Already in 1984 Intertask discovered the promotional value of these practices and printed a corporate marketing brochure which stated environmentally sensitive meeting management practices. This leaflet was sent out to potential clients and the statement was included in various proposals. Nowadays this leaflet is not part of proposals anymore, neither

there is a green option in proposals sent out. JPdL Ottawa is supporting some CSR projects like for example the MPI book auction. (Appendix II)

Quebec

There has been a basic approach made at the Quebec office to implement environmental friendly practices within business operation. This includes amongst other things general recycling and printing on recycled paper. There is no special approach made in order to provide environmental friendly services to clients as the demand is estimated to be low. CSR initiatives are sporadically considered for incentive programs and usually in cooperation with an organization or a local charity. They do for example include charity activities for a local homeless shelter. (Appendix IV)

5.2 Industry membership and affiliates

JPdL is affiliate with different institutions and partners. An important affiliate for the DMC side is Host Global Alliance. Hosts Global Alliance is a worldwide consortium of selected Destination Management Companies which is referring business to JPdL (Hosts Global Alliance , 2016). JPdL is their only DMC partner in Canada and therefore an important source for business opportunities. From the Congress organisation side, JPdL is member of IAPCO (International Association of Professional Congress Organisers), which affiliates the services of JPdL. Furthermore the different offices have a partnership with the tourism organizations in the according city (Tourism Quebec, Toronto, Ottawa, Montreal and Greater Niagara). Those partnerships are not only important to be informed about what is going on in the cities, the different tourism institutions also refer leads to JPdL. JPdL is also member of industry associations like MPI, PCMA or ICCA and has access to their online resources as well as networking events or annual meetings.

5.3 Communication

As discussed, communication is an important factor in order to inform stakeholders about the company’s sustainable commitment. Therefore it is necessary to disclose the communication channels JPdL is using in order to promote the business

JPdL is using the following communication channels (as per 21st April 2016):

Table 8 Communication channels of JPdL

Website	www.jpdl.com
Twitter	<ul style="list-style-type: none"> Different accounts for different offices/divisions JPdL @JPdL Events 1609 Followers JPdL Toronto Niagara @JPdLTorNia 437 Followers JPdL Tremblant @JPdL Tremblant 24 Followers JPdL Ottawa @JPdL Ottawa 137 Followers Intertask 16 Followers
Facebook	583 likes
LinkedIn	1,280 followers

YouTube	12 subscriptions
Newsletter/Blog on Website	Seasonal Newsletter sent out to registered users (bi-annually)
Business events	2016: <ul style="list-style-type: none"> ○ MTL Paris ○ Tourisme Montreal ○ imex Frankfurt ○ asae Springtime expo

Source: Table by the author

Promotion of green services:

JPdL's sustainable and eco-friendly effort and initiatives are mentioned on three different places of the company's website. There is a section for "Sustainable Meetings" under "Conference Management" on the home page. The link does lead to page stating: "Access denied". Under the option "About us" there is another section stating "sustainable and responsible" Some information is provided about JPdL's past effort for sustainable meeting management but it is not detailed at all and therefore does not give an all-round overview. There is no information available on how exactly JPdL ensures sustainability and neither are there any goals or specific measurements listed. Furthermore there is another section under "Conference planning" which provides a short overview about green meeting strategies. (see screenshots in Appendix VI)

Apart from the website another way to promote environmental friendly initiatives is the newsletter which is at the same time the blog (on the website). In the past years there have been a few articles featuring eco-friendly initiatives or green meetings. For the 2016 Earth day (22.04.2016) a newsletter has been sent out, stating all the environmental effort JPdL has done within the office and regarding the services offered to the clients. The newsletter lists initiatives JPdL is taking every day (Appendix VII). Those initiatives are only implemented in this dimension in the Montreal office but not in the remaining offices. Apart from that, those green initiatives are not stated somewhere else or promoted through other channels.

5.4 Conclusion and key issues discovered

Overall a basic approach has been made within all the offices to operate an environmental friendly practice. Expertise and knowledge about environmental sustainability and the organization of green meetings is available due to key persons including the founder. The main drive towards environmental sustainability came from the Montreal office already many years ago, when JPdL was definitely advanced in planning green events and meetings. Nowadays it is not a main focus of the company to especially offer event or conference services which have a minimized negative impact on the environment. In case it is requested by the client, such services could be offered. However this applies more to the conference organizing divisions (International & Intertask). Occasionally, for example on the earth day, sustainable initiatives taken by JPdL are promoted. Also on the website a minimal approach is made.

Key issues discovered:

The following key issues were discovered when examining JPdL's current strategy.

1. Within the different JPdL offices, there are major discrepancies regarding the environmental friendly practices taken.
2. Issue no. 1. Is connected with the dissimilarity in understanding and knowledge about environmental sustainability and eco-friendliness amongst the employees. This is also shown in the actions taken by the employees across the different offices (e.g. in regards to printing or taking public transport). Moreover several employees are unaware of the environmental friendly initiatives JPdL has been taking in the past or is still taking.
3. The promotion is limited on leadership actions which JPdL has been taking in the past (member of the Advisory board, APEX Green meeting panel, Goldschmied congress). These pioneering actions were taken 4 years ago and more. Since then many employees have moved on and have left JPdL, and no further big step towards sustainability has been made.
4. No mission statement has been developed which includes green considerations, neither are there any policies existing which include the environmental aspect. There is no one responsible for environmental sustainability.
5. There has been some effort made to promote the green initiatives JPdL has been taking in the past and the topic of green meetings. However the content is not equalized and it is not a priority at all. It seems to be a topic which is only promoted occasionally, e.g. on the Earth day.
6. Within the different offices, the client value and demand is estimated as low and therefore it is not a main focus
7. Based on issue No. 6, there is no green option send out with proposals, neither are clients consulted on how to organize a greener event
8. CSR programmes supported by JPdL do only take into account the social aspect but no environmental considerations

6 Best practice

In order to learn from the best with regards to environmental sustainability, four best practice examples are examined in the following chapter. This helps to understand what can be done to become a greener company and also determines the outcome of those actions for the company. In order to take into account a broader scope, not only examples from the event industry are considered. Most of the examples examined are following a general sustainable strategy, where environmental considerations are an important part of it. Disregarding the fact that the concept developed for JPdL will only take into account environmental aspects, in the following example sustainable actions as a whole are examined.

6.1 Enercare centre

The Enercare centre is located at Toronto Exhibition Place and is part of Canada’s largest exhibition and convention centre. The Exhibition Place is hosting up to 100 special events and trade shows annually and therefore is an important venue in the city. Enercare centre shows its environmental commitment by taking different actions in order to decrease waste and emissions by a strategy which they named “GREENSmart Program” (Enercare Centre, 2014). In 2000 the former chairman started the movement towards a more sustainable event venue by his effort to reduce GHG emissions. (Appendix X) Four years later a concept plan was developed and then in 2009 a strategy was developed (Enercare Centre, 2014).

An expert interview with Geoff Mak, CEM CMP Senior Account Executive and responsible for the North American corporate market was conducted in March 2016 in order to discuss the green strategy of the Enercare centre and its value for clients. Table 9 summarises the green actions taken by the Enercare centre.

Table 9 Smart Green strategy Enercare centre

Operations of the venue:	
Energy saving and GHG emissions	<ul style="list-style-type: none"> • LED lights across the whole building • Renewable resources are promoted. There is a wind turbine placed on the Exhibition Place. The wind turbine is not generating a huge amount of energy but it is a symbol and marketing tool to show the clients that Exhibition place is taking action to consider the environment. • Big windows allow a lot of daylight which saves energy • A geothermal plant located at the place, ensures energy savings through an adapted heating/cooling system • Transportation: connected to public transport (buses, local train). Local food providers are used to cut down on travel emission for the delivery. • Green roof which helps to cut down on GHG emissions • Carbon offset program: Clients can buy “Renewable Energy Credits” (REC). Those credits offset the emissions created during the event
Waste management	<ul style="list-style-type: none"> • The centre is 80% Waste free since 2010 through a waste diversion project • Recycling: Everything on-site can be recycled from wood, concrete to horse excrement • Reduce: no water in bottles is available during events, in order to reduce PET waste. No paper hand towels on public washroom • Food leftovers are donated to a local charity
Water Management	<ul style="list-style-type: none"> • No linens = less water used to wash them • Green roof which saves water • Use of rain water for toilet flush
Certifications	<ul style="list-style-type: none"> • LEED Silver certification
Controlling	<ul style="list-style-type: none"> • Everything is monitored and all the emissions are tracked • A responsible person is designated which ensures that the centre is operated as environmentally sustainable as possible • Every event taking place at Enercare centre is tracked and benchmarked regarding CO2 emissions, waste etc.
Office management	
Energy saving and GHG emissions	<ul style="list-style-type: none"> • As the office is located inside the Enercare centre it therefore follows the energy saving strategies applying to the centre.

	<ul style="list-style-type: none"> • S-M-A-R-T Movement program: employees are highly encouraged to minimize their own carbon footprint. For travelling purposes, actions such as carpooling are promoted. Competitions are taking place which reward the most environmental friendly employee
Waste management	<ul style="list-style-type: none"> • Recycling • Reduce: Paper free strategy. Every document printed is saved on the person's badge and everyone can see how much the employees are printing
Communication	
Educational program	<ul style="list-style-type: none"> • Enercare centre is supporting student trips to the centre where they learn about the importance of environmental sustainability • A map is showing all the "green sights" and invites visitors to do a self-guided walk where they can learn about the different green initiatives taken by the whole exhibition place
Website	<ul style="list-style-type: none"> • All information about Enercare centre's green initiatives can be found online on the website
e-mail	<ul style="list-style-type: none"> • Every e-mail sent from any employee at the Enercare centre includes the sentence "<i>Be GREENSmart: print emails only when necessary.</i>" which encourages the recipient to be environmentally sustainable as well.

Source: Table by the author based on Data collected by the author (Appendix X)

Geoff Mak acknowledges the importance of implementing environmental friendly strategies within the MICE industry nowadays. He points out the fact that events or tradeshow are always linked with emissions and this especially through the travel component. This makes it even more important to try to reduce the negative impact. Being as environmentally sustainable as possible and to promote this factor is almost seen as a norm today. Ten years ago, when clients started to show a raising interest in environmental sustainable practices, it was definitely a factor of differentiation for a conference and exhibition venue he states. Some clients even sent out surveys to rank the most environmentally friendly businesses and then decided for the most environmentally friendly one. Some clients are still following this procedure but today it is expected by the clients (Appendix X). In his eyes, Geoff Mak only sees a positive impact of implementing environmentally friendly practices. Deciding to go green and to implement an environmentally friendly strategy is a big investment. In his eyes this investment is worthwhile as in the long term the positive impact, ecologically and economically, pays back. Furthermore environmentally friendly strategies at this level are eligible for a financial support by the government as they are seen as a part of the capital investment towards a greener city. (Appendix X)

Figure 3 Clearly visible recycling bin placed in the exhibition area.

Due to the fact that those bins are on wheels, they can be adapted to the size and requirement of the event



Source: own picture

Figure 4 Simple action to remind visitors to recycle their show guide



Source: own picture

Conclusion

Enercare centre's all-embracing initiatives taken to follow environmentally friendly practices operating the exhibition and meetings space is leading and outstanding. The following points can be learned and should be remembered from Enercare centre:

- **Assign a responsible person (or a team) for environmental issues:** One person is responsible for green initiatives. It is his job to ensure that the space is operated environmentally friendly and coordinates all actions in this area.
- **Monitor the emissions and savings:** Everything is monitored and a system tracks all the energy used and carbon emissions produced. This allows deciding if the initiatives are bringing the desired outcome and allows also benchmarking different events. It also enhances transparency and prevents greenwashing⁵.
- **Enhance stakeholder awareness:** Internal and external stakeholders are made aware of the green initiatives: All the information is easily accessible on the website. The vision and goals to operate an eco-friendly exhibition centre and the actions taken to fulfil the goals, are clearly promoted. At the venue, recycling bins are placed clearly visible through the whole area which urges people to recycle. Add a signature to the corporate e-mail address to encourage others to take action as well and e.g. not print the e-mail.
- **Use the green factor for education:** Enercare centre is making an effort to promote their environmentally friendly services to visitors, clients and school kids.

⁵ Definition = Disinformation disseminated by an organization so as to present an environmentally responsible public image (Oxford University Press, 2016)

- **Ensure environmental friendly business operations:** Not only are the services offered sustainable but also the office operations. Different actions are taken and employees are educated towards environmentally responsible behaviour through different internal initiatives and competitions.
- **Provide offsetting possibilities:** The limits of energy saving and GHG emission reducing initiatives as well as the general negative effect a convention, exhibition or a meeting has towards the environment is acknowledged. Therefore clients are offered a possibility to offset their emissions.

6.2 Bell Canada

BCE inc. operated under the name Bell is one of Canada's biggest communications providers. Bell offers different communication technologies and telecom services to individuals, businesses as well as the government. For a company operating within the telecommunication field, which is not seen as especially sustainable, Bell has a very strong commitment towards its environment by taking different action within the operation of the business. Since 2011 Bell possesses and maintains the ISO 14001 Standards for Environmental Management of a business and since 2006 Bell actively participates in the UN Global Compact. (BCE Inc., 2016)

Bell not only publishes their sustainability approach and management principles online, they also publish their annual corporate responsibility report as well as Greenhouse Gas Emission Report. The annual corporate responsibility report lists every area where Bell is taking action to act environmentally friendly. Exact figures help to understand the outcome of the initiatives. Making those reports open for the public, shows transparency from Bell's side. (BCE Inc., 2016) Bell's sustainability management is highly elaborated

Bell's sustainable vision is *"to contribute to the wellbeing of society by providing high quality jobs, enabling responsible economic growing, connecting communities and safeguarding the natural environment."* (BCE Inc., 2014) Within the scope of this thesis especially the second part is important. The **framework** of Bell's sustainable strategy is the governance structure. Different **principles** are defined within the three dimensions of sustainability. In order to successfully reach the vision, **policies** are defined. Bell believes that every employee has to comply with this defined policies in order to achieve a successful outcome. Looking at the environmental policies, Bell takes different initiatives including the prevention and reduction of hazardous substances into the environment, the promotion and support of initiatives which minimize waste and resource use, as well as developing innovative product and services which are environmentally friendly. Furthermore Bell commits to the partnership with suppliers which are also environmentally friendly. Moreover cooperation with public or private interest groups can help to improve the environmental protection. There is a sustainability leadership team operating companywide which is responsible for sustainable initiatives. (BCE Inc., 2014)

Vikram Sumér, Product Manager, IoT (Internet of Things) at Bell confirms in an interview conducted in March 2016, that Bell believes in the power of stakeholders to implement sustainable initiatives. Even though he is not working in the sustainability leadership team, and his work is not directly related to this field, he is informed about what Bell does to ensure a sustainable development. This shows the strong effort Bell is making to ensure that the employees are aware of sustainable initiatives. He confirms that employees are generally well informed about sustainability and especially environmental considerations through different campaigns. The company also encourages employees to come up with new ideas. (Appendix IX)

Within the office⁶, Bell takes four initiatives to save energy. The LED lighting has smart sensors which turn off when not in use. Furthermore there is a strategy to save energy by adjusting the temperature within the office: In summer the temperature is slightly higher than comfort temperature in order to cut down the air conditioning. Employees are aware of this measurement and acknowledge it by wearing lighter clothes. Moreover the washrooms are equipped with eco-friendly hand-dryers instead of paper, in order to cut down on waste. The last initiative is a recycling strategy. *“With over 50’000 across the country, those [small] initiatives make a big difference”* so Vikram Sumér (Appendix IX). The challenge the company is facing by implementing sustainable initiatives in general is the time and the money it uses. It takes time for example to educate employees, change their behaviour and explain them why their commitment is important. Vikram Sumér considers it as its responsibility to act sustainable within a huge enterprise such as Bell. (Appendix IX) Looking at what Bell is offering as environmentally friendly services to the clients there are three main offers: the paperless billing, which saves paper and therefore decreases GHG emissions and the cutting of trees, E-Solutions like for example video conferencing or home office as well as the recycling of E-waste (Computers, Modem, Phones) (BCE Inc., 2016). An interesting initiative Bell is promoting and which is related to the recycling strategy is that customers are returning their old phone and accessory to Bell for free. This prevents people from putting them in the normal trash. Recycling the old phone helps to protect the environment. The phones which can still be used are sold to a second hand provider. The money raised by this action goes to the Canadian Mental Health Association. Bell actively supports this association with an own initiative called “Bell Let’s Talk”, which sensitizes people to mental health problems. (Bell Canada, 2016) This example above shows the opportunity to connect between CSR initiative and environmental considerations. Clearly Bell uses its environmental friendly approach as a marketing strategy.

Conclusion:

Bell as a company working within the communications field shows leadership in sustainable business operation through the different initiatives taken.

⁶ Mississauga office

- **Engage stakeholder and employee to take part in sustainable initiatives:** Bell takes different actions to make internal and external stakeholders aware of sustainable initiatives through mission statements and policies developed. Even though Bell is addressing the triple bottom line and not only environmental issues, there is a separate policy elaborated which concerns the environment.
- **Develop a Mission and Vision Statement:** The mission and vision statement developed is clearly stating the actions which Bell is taking towards environmental and social responsibility. This ensures a unique understanding and education about sustainability which is important to reach targets. Publishing those statements online helps to promote the idea amongst stakeholders.
- **Partnership with environmentally friendly suppliers:** By selecting the suppliers carefully and ensuring that they are themselves acting (environmentally) sustainable helps Bell to guarantee sustainability thorough the whole supply chain.
- **Making little changes with big outcomes:** Bell is taking small initiatives within the office. They can bring a big positive outcome if everyone is doing it, due to the size of the company.
- **Ensure a transparent communication:** The reports and commitments published online are ensuring transparency towards all stakeholders.
- **Connect CSR initiatives with environmental friendly actions:** A maximized positive effect is reached by combining social programmes with environmental issues.
- **Following standardized environmental management principles.** The ISO certification ensures that the business manages in the most environmentally friendly way and enhances the reputation of the company.

6.3 Whistler

Whistler is a destination and resort in British Columbia, Canada, which is popular for summer as well as winter tourism. The destination which is home to around 10'000 inhabitants, is visited by annually 2.5 million tourists. Whistler is surrounded by a mountainous territory and lies in the middle of nature (Tourism Whistler, 2016). Tourism is mainly based on outdoor activities. Whistler Blackcomb is the name of the local ski resort, which counts to one of the biggest in North America (Whistler Blackcomb, 2016). As a destination, Whistler is following a sustainable strategy. At the beginning of the 90ies, the authority of the resort started to take initiative to fight against the climate change by the reduction of their environmental impact. This development was led by the fact that the municipality realized, that the ongoing growth of tourism and construction related to it, as they were experiencing since 1980, will lead to a natural limit in capacity. To ensure the satisfaction of the local community but also of the visiting tourists, the municipality developed an official community plan, which includes the vision of social and environmental sustainability; Whistler 2002. This community plan led into many actions towards sustainability management and planning. However the dedication of the community and especially

the businesses was not as effective as expected. Therefore the destination cooperated with the Natural Step foundation in 2002 with the goal, to enhance the commitment of all the stakeholders within the community. Within the framework of the 2002 municipal environmental strategy, the Natural Step foundation helped to develop a new strategic environmental strategy, called Whistler 2020. Important stakeholders including the municipal government, Whistler Balckcomb (the ski resort), the Fairmont Hotel and Tourism Whistler, the marketing organisation, agreed to adopt the new strategy at an early stage to later share their acquired knowledge with the community. The potential of hosting the 2010 Winter Olympics (which in the end took place in Vancouver) and the thereby connected environmental and social threads and issues, increased the urge of possessing a strong sustainable framework. In 2005, the concept “**Whistler2020 - moving towards a sustainable future**” was officially adapted by the municipality council and made it to the highest level of policy statements. This shows its importance for the destination. (Szpala, 2008)

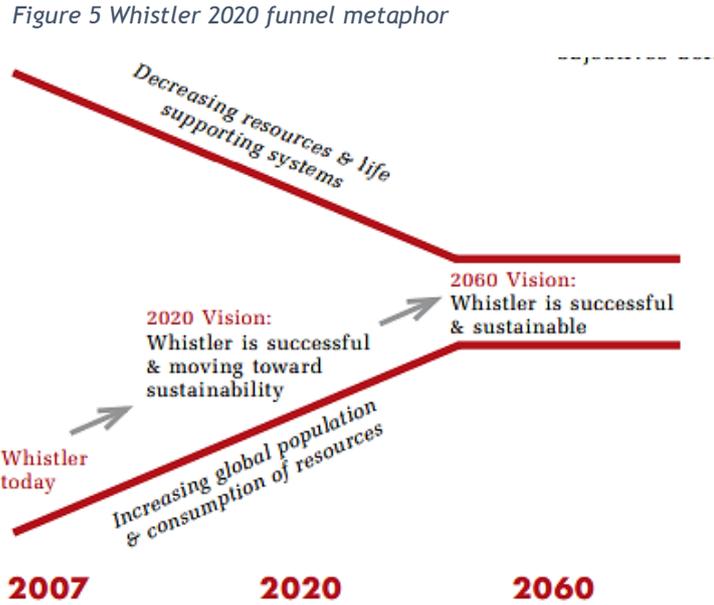
The concept of Whistler 2020 includes 16 strategies which are monitored through a reporting system. The different strategies are providing action planning for diverse areas and addressing different stakeholders, in order to provide an overall-sustainability approach which includes all three pillars. Environmental sustainability plays an important role across those strategies. Whistler shows commitment to sustainable environmental development by its environmental stewardship. This includes actions taken within the following areas

- Protection of wildlife and habitat: This includes amongst other initiatives the protection of wild animals, fighting against invasive species, tree cutting permits as well as ecosystem and species monitoring
- Climate action: initiatives to save energy and cut down on GHG emissions
- Air and water quality: ensuring the quality of water and air by avoiding burning trash or materials, which sets free hazardous gas.

(Resort Municipality of Whistler, 2015a)

All the actions taken towards a more sustainable future as well as the full concept are available online on the destination website, easy accessible for everyone which is interested in it. The engagement which Whistler is showing is promoted aside with the natural beauty of the destination. To make this information available and accessible is a way to enhance transparency. The strong community and stakeholder engagement of Whistler is outstanding and makes the sustainability strategy of the destination so successful. An annual community satisfaction survey ensures, that the community is satisfied by the infrastructure and services provided and uncovers potential hazard of discontent. (Resort Municipality of Whistler, 2015b) This initiative also shows the involvement of the community into decision making processes within the destination. Businesses, organizations but also individuals are following the guidelines of Whistler 2020. One example is the conference centre which is situated in the heart of Whistler. The conference

centre, which is operated by Tourism Whistler, is leader in sustainability and following an environmental sustainability strategy since almost 10 years. The centre is silver partner of GMIC and has achieved level one of the APEX/ASTM certification. (Tourism Whistler, 2016) Amy Howells, coordinator of conference services at Whistler conference centre explains in a personal communication in April 2016, that an ongoing training and reporting of all stakeholders ensures that they do have sufficient knowledge about sustainable practices. (Appendix XII) Especially the board of directors and executive team was always leading in regards to sustainable development and very involved, not only regarding the development of the conference centre but also within the whole destination. This shows a strong cooperation and collaboration between the destination and the individual businesses. (Appendix XII) The sustainable practice is offering a competitive advantage to the destination, due to the fact of combining the natural beauty and outdoor activities for which Whistler is known with actions to safeguard this environment. *“Our strong focus on a sustainable community in conjunction with our proven performance in sustainable event management is what makes Whistler a premier destination over similar resort towns.”* so Amy H. (Appendix XII) By achieving the APEX/ASTM certification, Whistler aims to attract more corporate clients to the destination, which are only considering green venues for their meetings. Those normally are bigger companies. Amy Howell names well-known companies like Apple or Microsoft. The certification enhances the awareness of sustainable practices and shows the excellence, Whistler possesses when it comes to sustainable meeting planning. To monitor the client value of sustainable services and get a feedback on it, the clients are asked to rank the importance of green meetings in advance and after the event. (Appendix XII) This allows adaption of enhanced actions if necessary.



Source: (Resort Municipality of Whistler, 2007)

Figure 6 Whistler 2020 framework

THE WHISTLER2020 FRAMEWORK

- **Values:** Our values represent what is important to us as a resort community and are the foundation for all we do.
- **Sustainability Objectives:** Based on the Natural Step principles, our sustainability objectives act as a compass to frame and guide decision-making and planning.
- **Vision:** Our vision is what we aspire to be. By describing Whistler in the year 2020, it helps guide our strategic planning and actions over time.
- **Priorities:** Priorities are the key areas around which we focus our efforts in moving toward achieving Whistler's vision of the future.
- **Strategies:** Designed to consistently guide our actions towards the vision, each of the 16 strategies focuses on an important area of implementation within the resort community. Community task forces created a specific description of success for each strategy that defines and articulates what success and sustainability will look like in the year 2020.
- **Actions:** Actions are initiatives, programs, and/or projects undertaken by individuals and organizations to move Whistler closer toward our vision.

Source: (Resort Municipality of Whistler, 2007)

Conclusion

Whistler's action towards sustainable development within a whole destination in every aspect is outstanding. The strong stakeholder approach and involvement ensures a common strategy for local businesses and individuals. Whistler uses its environmental sustainable efforts in public relation effort to promote a resort in a well preserved nature.

- **Commitment of leadership team:** A commitment and effort is made by the leading team (example conference centre) and helps to lead the development into the right direction and to ensure the involvement of the employees.
- **Define a clear strategy and statement:** A clear strategy for the whole destination with goals to be reached and how to reach them is developed. This provides guiding principles and ensures that every individual is on the same page. It also allows the individual businesses to develop their own concept according to the strategy.
- **Ensure Stakeholder engagement:** Whistler as a destination ensures stakeholder engagement by providing them with training and education and showing them their advantages.
- **Strategic partnership:** Strategic partnership with industry councils such as GMIC (example conference centre) or the Natural Step (whole destination) help to develop a sustainable strategy and to share expertise and knowledge.
- **Cooperation/collaboration:** The cooperation between different businesses and a common defined strategy improves the total impact of initiatives within the region.
- **Promotion of what you do:** Publishing of what you do (mission statement, concept, examples) enhances transparency and knowledge of customers and stakeholders about environmentally friendly and social initiatives.
- **Stay informed and educated:** Ongoing training and monitoring in the area of environmentally sustainability helps the decision makers to implement the newest tools and approach.
- **Acquire a Certification or Award:** The certification or awards acquired enhance the recognition of the initiatives taken and promotes the region and the individual businesses.

6.4 MCI

As a last best practice example, MCI was chosen in order to provide an example of a competing business to JPdL. MCI is an event and conference managing company which is operating worldwide. With 60 offices in 31 countries, MCI is one of the bigger internationally active event and conference management firms. MCI is committed to sustainable development of the MICE industry since 2006. In 2015, several IT industry events named the Symantec Vision Symposium Series, which were organized by MCI, won the IMEX⁷ Green Meeting award. The IMEX Green Meeting award rewards an event which is leading in regards to environmental considerations. The commitment of MCI towards a sustainable development is also shown by the fact that MCI maintains a separate website committed to sustainability.⁸ Furthermore a blog is written, where the newest trends and developments regarding sustainable development within the MICE industry are stated.⁹ MCI's sustainability effort is also promoted on social media channels like Facebook, twitter or LinkedIn. Moreover, MCI annually publishes on their website a sustainability report and their strategy as well as a supplier code of conduct, which every supplier of MCI has to agree with. This code of conduct also includes a section about environmental commitment, to ensure that the suppliers are working as environmentally friendly as possible. (MCI, 2015a) This code of conduct determines the importance the suppliers have to achieve sustainable goals. Choosing the right supplier therefore plays an important role. Employees on the other hand have to comply with the code of business ethics, which amongst others also determine the approach to safeguard the environment. A statement of Sebastien Tondier, the CEO of MCI, is published online. He confirms the importance of the sustainable development within the industry. This shows the commitment of the leader which can be evaluated as positive. (MCI, 2015b) Furthermore MCI recently was interviewed in the March 2016 edition of *Convene*, regarding the perspective of the meeting industry to fight climate change (McGee, 2016). This can be seen as an effective public relation initiative for MCI.

To ensure that the sustainable development and actions towards a greener meeting industry is implemented the same way in every MCI office across the globe, MCI built a specific sustainability department. This sustainability department is operating from Singapore. Pranav Sethaputra, MCI Group Sustainability consultant explains in an interview in April 2016 that his job consists of two main working areas: 50% of his work is related to the operation of the business, which means ensuring, that all the offices are following the same sustainable strategy and providing them with education and tools. The other 50 % of his work as a sustainability consultant is to

⁷ <http://www.imex-frankfurt.com/>

⁸ <http://mcisustainability.com/>

⁹ <https://lessconversationmoreaction.com>

consult clients what actions can be taken to make their event, congress or meeting more sustainable (ecologically or socially) and show them the opportunities and options they have. (Appendix XI)

The main reason for MCI to offer sustainable event services is to be attractive to clients and to lead a long lasting business. Especially the bigger and internationally operating businesses do care about the sustainable actions taken by the event planning company they are working with. They often have an own sustainable commitment they do comply with. Therefore it is important for their service provider to comply with this vision as well. For this reason MCI does state in their proposals which actions are taken by which supplier to consider the environment for example (Appendix XII). Pranav Sethaputra himself does not see any risks to implement environmental friendly or sustainable practice in the meeting industry *“Many people are assuming that being sustainable equals to higher costs, but actually it often is even cheaper. Sustainable practices are normally neutral or even cost saving”* (Appendix XI). By for example reusing materials not only waste can be reduced, the costs as well are reduced, as expenses are saved for buying new ones. When planning an environmentally sustainable event, MCI takes ten main points into account which include for example, food and beverage; favour local food providers and minimize food waste, transportation; cut down on GHG emissions, waste and water management and choosing a suitable destinations and hotels. (Appendix XI) Important is to plan those actions in advance in order to ensure that they are effective.

In order to be able to offer sustainable services to clients, MCI is internally also following a sustainable strategy within the office operation. Looking at what has been done in regards to the environmental aspect, a good example are the internal GHG emissions created by the travel of the employees. MCI constantly tries to cut these emissions down by various actions, in order to minimize their own carbon footprint. All measurements taken within the office operations but also in regards to the services offered to clients are part of the annual sustainability report. (MCI, 2016) The reports are written following the G4 Sustainability Reporting Guidelines, which is an initiative of Global Reporting (GRI). GRI is an independent internationally operating organisation whose commitment is to support businesses or organisation with tools to measure and communicate their impact on the triple bottom line and help them to understand their impact and value. (GRI Global Reporting, n.d.)

Conclusion

MCI is taking a holistic approach towards sustainability in the MICE industry which does include social aspects as well. However, MCI is focussed in promoting and offering event services which are sustainable especially in the way, that they have a minimal impact on the environment. Those lessons can be learned:

- **Incorporate sustainability into the business operations:** By forming a sustainability department and having a clear statement and vision what should be achieved sustainability is incorporated into business operations. This ensures the highest priority.
- **Promote your effort through different channels:** Effort is promoted not only on the main website but also on a separate website dedicated to sustainability as well as a blog which reports news about this topic. Social media are also integrated into promotion, news and trends about sustainable development of the industry or new green venues are posted online
- **Report and monitor the results of sustainable initiatives:**
Sustainable outcome of events organized for customers but also sustainable practices within the office are monitored (e.g. the GHG saving of an initiative). Every year the success and effort is reported in a report which follows strict guidelines.
- **Ensure a common strategy within different offices through a sustainability team:**
A dedicated sustainability team ensures the dialogue and training across the different offices worldwide.
- **Leadership commitment:** The CEO itself makes statements regarding the importance of sustainable development within MCI
- **PR:** Interviews are given regarding the importance of sustainable development within the MICE industry.

6.5 Conclusion of best practice examples

All the best practice examples examined show success with their sustainable strategy. In every example, sustainability is incorporated also within the business operations and not only in the services and products offered to the clients. All of the interviewed persons see sustainability as an important factor nowadays and a question of responsibility from the business' side. It is agreed on that sustainable practices are beneficial for the company and also create value to customers. Surprisingly none of the interview partners see risks implementing sustainable practices, and sustainable services or products not necessarily need to be higher priced. However it is acknowledged that there is an expenditure of time to implement sustainable practice, e.g. train staff or examine sustainable suppliers.

7 Market analysis

In order to determine the market opportunity of green meetings in the case of JPdL and to evaluate how a green meeting strategy influences the company's economic competitiveness, a quantitative survey was sent out to clients and prospective clients of JPdL.

7.1 Research design

The online-survey was sent out by e-mail, based on the contacts in JPdL's internal database, where current and prospective clients are listed. Every potential client which ever reached out to any of the JPdL offices with a request for a proposal is filed in the system. The first part of the survey identifies the demographics of the respondent: It determines the profile of the client, the industry they are working in, as well as the company size. The subsequent part identifies what kind of environmental practices are implemented in their office as well as the environmental awareness of the client and their knowledge about green meetings. Sufficient knowledge about environmental sustainability is important in order that there is interest in green services. Furthermore their perception of the different measurements which can be taken whilst planning and executing an event is examined. This should help to identify the points which should be focussed on, when developing a strategy for JPdL. The last part identifies the main reasons for clients to choose a green meeting option and answers the question if and how much more they would be willing to pay more for an environmentally friendly option. It also determines the value a potential certification or eco-label might have.

7.1.1 Limits of the survey

Due to the limited amount of feedback as well as the possibility of misunderstanding questions, the survey shall be considered as a reference point but the results are not meant to be generalized. In the scope of this thesis, the resources were limited to elaborate a survey which claims representativeness. In order to elaborate a representative survey, more participants needed to be surveyed over a longer scope of time and additional in-depth questions would need to be asked. If this fact is considered whilst evaluating the results, the survey can be used to provide a tendency for JPdL about clients' and potential clients' perception and interest in green meetings.

7.2 Results

In the following chapter the results of the survey are presented and their consequences on a green meeting strategy for JPdL are interpreted.

7.2.1 Profile of the respondent

The survey had a response rate of 58 fully completed questionnaires. In 48 %, the company they are working with is based in Canada. The US is with 45 % on the second rank. Only three respondents were based within Europe and one in Latin America. This result reflects the general distribution of the clients of JPdL. Most of the businesses, over 40 %, are non-profit organisations. Those are likely associations or confederations which use the services of a professional event and conference planning company. Approximately 10 % are professional travel companies or event-

and incentive travel planning businesses themselves. Those are mainly using the destination management services of JPdL. A bit less than ten percent of the respondents are either working in the professional service industry or within the healthcare sector. Other participants of the survey are working within the energy & utilities, finance, government and consumer services as well as transportation and technology industry. The survey was designed for the decision making bodies at the correspondent company. Therefore it is not surprising that more than three-fourths of the participants are in a senior managing position or even have a role as a director or president within the company. Furthermore more than half of the businesses are operating on an international level. Most of the participants, around a third, are working within a bigger company or organization with an operational size of more than 250 employees. Another third is working in a small firm of ten and less employees. The rest of the companies are lying in-between. (Appendix VIII)

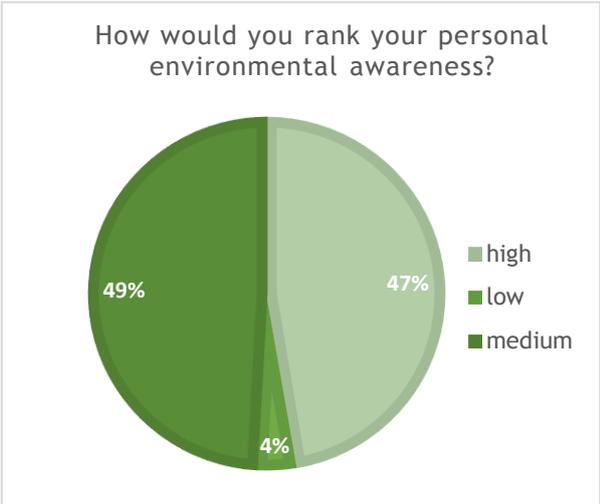
Around 60 % of the surveyed are existing customers which have used the services of JPdL in the past. Most of the surveyed, who were stating that they did not use the services of JPdL yet, have used the services of another event planning company. Only nine respondents do not use a professional event planning company. Based on that result, the survey can therefore be considered as accurate for JPdL, as most of the surveyed are actual or potential users of JPdL's services. Amongst the different services JPdL is offering, the DMC work is the one, that the most of the respondents have used so far (76%). This is followed by event and meeting planning services, which 23% of the respondent have used. Only a few clients used the congress organisation or the planning of incentive trips. This again shows the normal distribution between the demands of different services offered by JPdL. (Appendix VIII)

7.2.2 Environmental awareness

In order that consumer are interested in purchasing green services, they need to care about the environment and have at least a minimal environmental awareness. (Honabarger, 2011) Almost half of the participants' estimate their environmental awareness as either high or medium and only a small part (4%) rank it as low (Figure 7). As most of the respondents are in a decision making position at the concerning company, this result can be seen as a good basis for JPdL to start off, selling and promoting environmental friendly services. As reassured in the different expert interviews (MCI, Bell Canada, Enercare Centre & Destination Whistler) especially those companies who are themselves concerned about the environment and are taking action towards sustainable development, are also interested in buying green services in order to comply with their internal standards. Therefore companies were asked if they undertake actions within the company to act environmentally friendly and if yes, what actions are being taken. As visualized in the chart (Figure 8) almost in every company environmental actions within the office are taken. Those actions are mostly including the reduction of paper use, recycling or energy saving trough e.g. LED lightbulbs.

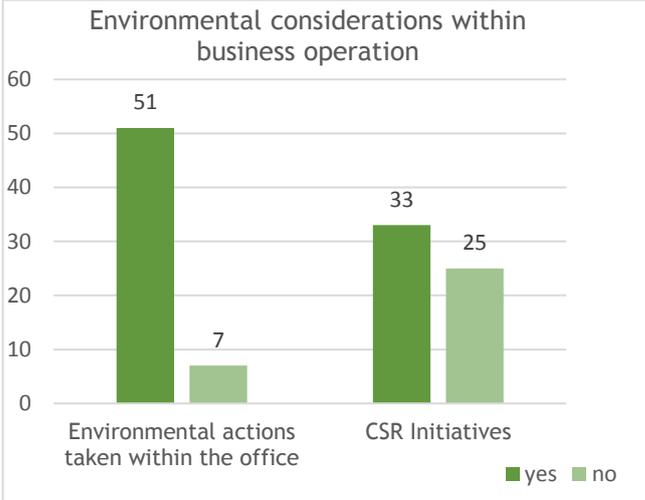
Two respondents even listed actions taken whilst attending internal meetings or organising events, for example cycling to meetings or eliminating water bottles. Not quite as many interrogated businesses are actively taking CSR initiatives, but still more than half of them (58%). All of the businesses which are actively following a CSR strategy do also follow an environmentally friendly practice within the office. CSR projects listed are for example tree planting activities, the support of local charities or even supporting university programmes about environmental sustainability.

Figure 7 Environmental awareness



Source: own illustration, based on Data collected by the author (Appendix X)

Figure 8 Environmental considerations



Source: own illustration, based on Data collected by the author (Appendix X)

To determine the general understanding of green meetings respectively the actions which can be taken within the meeting industry to conserve the environment, an open question was asked to the participant. They should describe what comes to their mind when hearing the term “Green Meetings”. One of the most comments was reducing and recycling waste. In addition to that, many respondents answered that a green meeting is a meeting, which has a reduced carbon footprint. Choosing the right location and venue was also a component that was mentioned several times. One person even mentioned that organising a green meeting does reduce the environment impact as well as the costs of running an event. On the contrary two people answered this question by stating that green events are related to higher costs and overly hyped. Those critics would need to be enlightened by the benefits green events have.

As explored in the study, most of the actual or prospective clients of JPdL have a high environmental awareness and most of the companies are taking actions within their business operation to act environmentally friendly. Many of them also support CSR projects. Furthermore most of them are educated about what a green meeting includes. This can be seen as a good basis for JPdL to implement a green meeting strategy.

7.2.3 Perception and value of green services

In order to evaluate the points which matter to existing and potential clients when considering using the service of a professional conference and event planning company, the interviewee were given different choices including “offering environmental friendly options” as well as “offering a program for offsetting emissions produced during the event”.

Figure 7 Considerations to be taken during event planning

When you are planning to launch a conference or meeting and considering using the services of a professional conference and event planning company, how important are the following points for you?						
	very important	important	somewhat important	less important	not important	Total
The company has good reputation	81.03% 47	12.07% 7	3.45% 2	0.00% 0	3.45% 2	58
Financial responsibility and stability	74.14% 43	20.69% 12	1.72% 1	0.00% 0	3.45% 2	58
Integrity, frankness and transparency	81.03% 47	12.07% 7	3.45% 2	0.00% 0	3.45% 2	58
Knowledge about the destination/city	74.14% 43	18.97% 11	1.72% 1	1.72% 1	3.45% 2	58
Offering environmental friendly options	10.53% 6	38.60% 22	36.84% 21	7.02% 4	7.02% 4	57
Operational efficiency and cost effectiveness	67.24% 39	29.31% 17	0.00% 0	0.00% 0	3.45% 2	58
Experience in event organisation	86.21% 50	8.62% 5	0.00% 0	1.72% 1	3.45% 2	58
Offering innovative services	48.28% 28	41.38% 24	5.17% 3	1.72% 1	3.45% 2	58
Providing high-end options	27.59% 16	31.03% 18	25.86% 15	12.07% 7	3.45% 2	58
Offering a programme to offset the emissions produced by the meeting/event	10.34% 6	31.03% 18	22.41% 13	24.14% 14	12.07% 7	58
Offering low budget options	31.03% 18	34.48% 20	17.24% 10	12.07% 7	5.17% 3	58

Source: illustration created with SurveyMonkey¹⁰, based on Data collected by the author (Appendix X)

The comparison of those points with other values, shall examine the importance of green services to the client. Analyzing the results, it can be determined that neither the option to be able to buy environmentally friendly services, nor a possible carbon offset programme is considered as a main decision point. However, 10% of the surveyed people perceive the offer of environmentally friendly option as very important when deciding for a company they work with, but more than one third of the surveyed perceive it as important, another third as somewhat important whilst only 15% do not value the choice to have an environmentally friendly option at all. The fact that two third of the surveyed people see still medium to higher importance in the

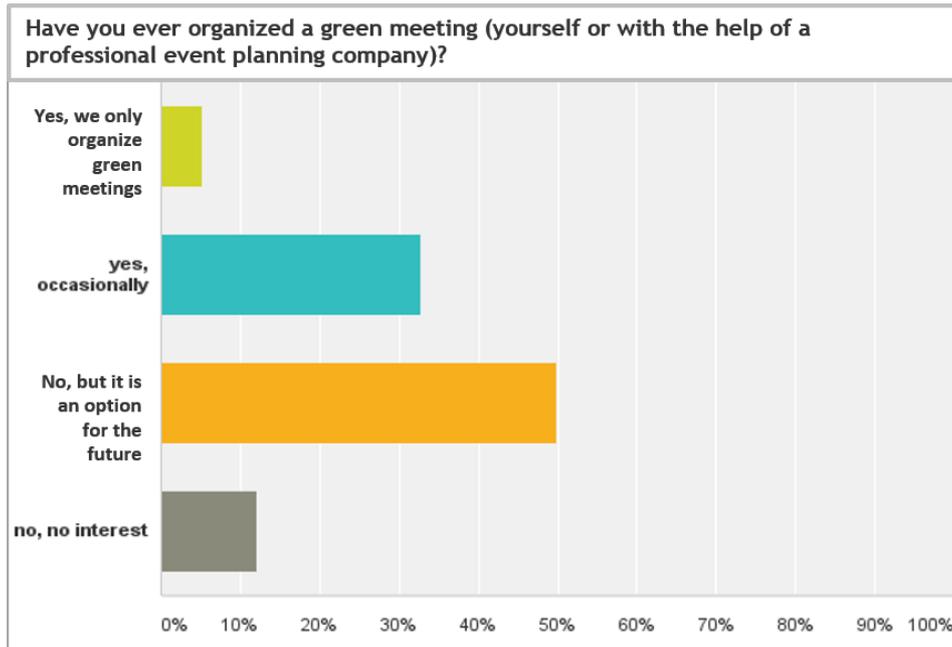
¹⁰ www.surveymonkey.com

offer of green services, can be seen as a potential for JPdL. The ability to choose a programme to offset the carbon emissions produced during the event is rated as very important by 10 %. Just over 30 % consider this option as important, 20 % say it is somewhat important. For the remaining respondents the option is less to not important (14%). The most important points for the participants are the experience in event management, the good reputation of the company as well as integrity, frankness and transparency. Over 81% rated those facts as very important. Therefore it can be concluded that the green option and the offsetting alone is not the main decision point, but rather a successful additional factor if approached in the right way.

As JPdL is operating within the MICE industry for over 30 years, their expertise in event planning is ranked as high. Concentrating on offering environmentally friendly services would not change anything about this fact, but could rather be an additional factor. The fact, that many of the respondents see a high value in the good reputation of the company they are working with, could be seen as a motivation for JPdL, to enhance the corporate environmental management and to offer environmentally friendly services to clients. Companies which are considering sustainability aspects and promote them to the outside generally do have a better reputation and image than those who don't (Heck & Xiao, 2013). Integrity, frankness and transparency are moreover closely linked with business ethics and the responsibility of a business towards its environment (McKague & Cragg, 2007, pp. 26-27; 70). A Green Meeting strategy would need to comply with those three factors in order to favour the business. Especially transparency plays an important role, as all stakeholders deserve the right to know which actions are taken to ensure sustainability. Transparency moreover is important in order to avoid greenwashing. Operational efficiency and cost effectiveness is another point which is important to the participants. As disclosed in the interview with MCI (Appendix XI), green meetings do not necessary have to be more expensive if the right decisions are taken. They even can enhance cost effectiveness. To keep that in mind would be important for JPdL when offering green services to customers.

The participants of the survey were also asked if they have ever organized a green meeting by themselves, or by using the services of a professional event and meeting planning company. For half of the respondents this is not the case yet, but they would definitely consider it in the future. Over a third says that they occasionally organize green meetings, whilst only a few (less than 10%) answered that they only organize meetings, which are green. A small amount of ten percent of the participants does not see any interest in organizing a meeting or event in a way that considers the environment. The fact that that 90 % of the participants either already have organized (or let organize) a green meeting, or would consider it, confirms, that a demand for green services exists amongst prospective and existing clients of JPdL. However it has to be kept in mind, that the exact environmental scope those meetings have is not defined within the survey.

Figure 8 Organization of green meetings



Source: illustration created with SurveyMonkey, based on Data collected by the author (Appendix X)

When choosing a company to work with, environmental considerations such as that the company is offering “green” services or a programme to offset carbon emissions is currently not the main decision point. Even though offering green services is generally rated as important, other values like the good reputation of a company, destination knowledge as well as cost effectiveness are rated as more important. A green meeting strategy therefore shouldn’t neglect other factors, which were evaluated as important by the target group of JPdL, in order to provide the most benefit. A sustainable environmental practice implemented the right way can also help to improve other factors which are of high value for the target group.

Among the bigger companies participating, having over 250 employees, unless one, all are actively taking actions inside the company to act environmentally friendly. 15 out of the 18 companies of this size are also supporting CSR initiatives. Most of them state that they occasionally organize green meetings or if they don’t, that it would be an option for the future. No one said that there is no interest. On the other hand someone even answered that they do only organize green meetings. This reassures the hypothesis that bigger companies are generally undertaking environmental action and are more interested in organizing green meetings. However, due to the limited amount of feedback, this result has to be interpreted carefully.

In order to evaluate the importance of the different actions, which can be taken at the stage of planning an event, the participants were asked to rank the following measurements by their importance but also to estimate its positive effect on the environment:

- Choose a destination or/and venue which is central and easy to access in order to cut down on travel distance.

- Choose a venue which offers environmental services, for example: energy saving through solar panels, local food for catering etc.
- Consider environmental friendly policies during the event, for example: reuse décor, name badges, no plastic bottles etc.
- Transportation: promote sustainable means of transportation, cut down on travel by choosing destination and venue accordingly.
- Waste management: recycling strategy, donating food leftovers to local charities

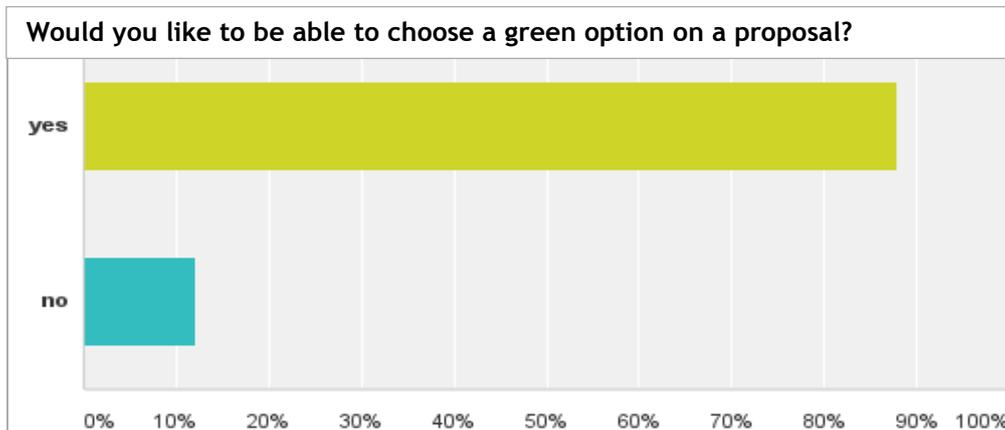
Generally all the measurements were valued as important by the majority of the people asked (Figure 8). This is of advantage for JPdL if deciding to implement a green meeting strategy. The interviewees valued the action to choose a destination and venue which is central and easy to access as the most important measurement to consider, when planning an environmentally sustainable event. Further to that, the participants see value in promoting sustainable means of transportation and cut down on travel distance by choosing destination and venue accordingly. Both components are addressing the travel component, which was identified as the most environmentally harmful component of a meeting or event (deBlanc Goldblatt, 2012, S. 98). Important for the participants is also the consideration of environmentally friendly policies during the event such as for instance reusing décor, recycling name badges, no bottled water and so on. This measurement is with over 57 % of the participants considering it as very important or important the third important component. The estimated positive outcome of those measurements is at the same time the ones, which are ranked as the most important ones. The result can be used for JPdL to give directions which measure to promote the most.

Furthermore the participants were asked what their main reason is or would be to consider a green meeting option. For over 70 % it is to do something good for the environment. 9 % would do so, in order to comply with regulation and around 7 % consider, or are actively organizing green meetings as it enhances their image. The clients who didn't choose any of the options above mentioned the following reasons to organize a green meeting: client concern and cost effectiveness /saving money. Some of the prospective or current clients of JPdL are themselves meeting organizer which serve corporate clients. They would consider organizing green meetings, if requested by their client. This could be a potential issue for JPdL as the clients addressing are not the end clients. This issue is reflected in the response of this participant: " *I try personally to incorporate green, ask the venue and to do a CSR component to our meeting but very difficult to implement and no appetite or very little with our delegates*" (Appendix VIII). Positive on the other hand is the fact, that some of the surveyed realize that green options can also be cost saving.

The participants were also asked if they would like to be able to choose a "green option" on a proposal presented to them. The answer to this question was explicit yes. Almost 90 % of the

participants would like to be able to choose a green option on a proposal. This clear result shows an important area of action for JPdL.

Figure 9 Customers value of a green option on a proposal



Source: illustration created with SurveyMonkey, based on Data collected by the author (Appendix X)

On the other hand, the survey disclosed that the majority of the surveyed people would generally not be willing to pay more. Only 38 % would agree to pay more if their service will be environmentally friendly. Those who indicated that they would be willing to pay more would pay 10% more on average. Respondents answered with *“Cost saving is more important than green”* or *“Basically, if being green works and doesn't cost anymore to implement, then we will do it, but it is not part of any criteria.”* Another opinion of a respondent is: *“Green should not be an option that costs more; It should be part of everyday operations; Hospitality seems to use green as a way to “add value” to upcharge; this is a turn off. People should do the right thing because it is the right thing to do not to upcharge”*. That consideration is important for JPdL when selling green services. Furthermore the fact, that the company they are working with possesses a certificate which states them as “green” is for the most of the participants (60%) not the main decision point and for none of the surveyed it is inevitable. Just 30 % evaluate it as important. Therefore, acquiring a certificate like for example on the ISO20121:2012 standards would not be at the first place a marketing strategy but more an internal consideration which provides guidelines for the company.

The market opportunity for JPdL to implement a green meeting strategy and offer environmentally friendly services can be estimated as good, based on the results of the survey. Most of the participants either already have organized a green meeting or would see it as an option for the future. Choosing the right destination and venue, which allows to cut down on travel distance, sustainable transportation methods as well as sustainable policies taken during the event value the most to the surveyed persons and are evaluated as the most effective considerations in order to preserve the environment. Protecting the environment is also the most important driver to consider a green meeting option. To be able to choose an environmentally friendly option on a proposal is demanded but this option should not be more expensive. A certification is at this stage not evaluated as necessary.

8 Concept

Based on the findings of the theoretical part, the best practice examples as well as the survey conducted, this part of the thesis shall provide a roadmap and suggestions which JPdL can follow when deciding to implement a green meeting strategy.

8.1 Stakeholder analysis

In order to implement a new strategy, the first step is to conduct a stakeholder analysis which identifies the bodies affected by what JPdL is doing. The stakeholder analysis gives an overview who would need to be informed of the new strategy, which stakeholder might raise concerns and which actions to take. (IISD , 2013 b) The following stakeholder analysis for JPdL provides an overview of the different parties affected by JPdL’s company activity, the influence and expectations they have, as well how they would be affected by a new business concept of JPdL and what strategy would need to be applied.

Table 10 Stakeholder analysis

Stakeholder group	Influence	Expectation/ Interests	How are they affected by the implementation of a new concept?	Strategy
Employees	High The employees are obviously an important part of the company as they are the company’s capital and are contributing to the success of a firm	High expectation of the company, Safe and trustworthy working environment, financial responsibility, integrity, chances of growth	<ul style="list-style-type: none"> •The working environment of the employees will change. • New rules and policies apply. Employees would need to acquire or deepen their skills and to be willing to do so. • They might or might not be comfortable 	<ul style="list-style-type: none"> • Involve in policy development, • Provide information, educational tools, take their concerns for serious to ensure their

			with changes within the company. • The employees would need to comply with a new corporate strategy.	commitment. •Ask for their input
Event/on-site staff	High They are an important part as they are at the actual event and responsible for the outcome of a good event	Safe working environment, financial responsibility of the company	• They would need to comply with the rules and policies applying to a green event. •Their behaviour would need to be consentaneous with the policies and guidelines during the event	Inform and educate about environmental sustainability, ensure their compliance with the policies applying to the event.
Suppliers	High - all the events are based on suppliers	Interest in working for JPdL. Fair wage, timely payment, fair and good conditions	They need to comply with the environmental strategy of JPdL and would need to present their effort towards environmental sustainability.	To be managed closely. They need to be informed about policies and encouraged to provide and incorporate environmental friendly solutions
Sponsors	Important part of conference/event management, they are a financial source and important for a certain image of the event.	Interest in getting their name out there and reach potential customers. They expect good conditions, suitable image for the company	The image of an event/conference changes if made "green". Their philosophy and image needs to comply with the according event.	Define how their image can be enhanced, keep informed
Affiliate partners (e.g. Host Global) and industry associations	They are promoting and reselling the services of JPdL or acting as partners	Services carried out by JPdL influences their company image as they for example offer a certain standard to their clients which need to be complied by JPdL. Therefore expectations are: meeting a certain standard, responsibility, etc.	A new strategy of JPdL would influence them, as the variability of what JPdL is offering changes. As they are reselling/promoting JPdL's services, a change in JPdLs business operations and service offered would affect them	Ensure that service quality and standard stays the same, inform about policies and standards, share knowledge on platforms

Clients & prospects	High - consuming and buying services. Business purpose of JPdL	Financial responsibility, delivery of promised services, reliability, transparency, good corporate governance	They would need to recognize and understand the value of environmental friendly event services and willing to buy those services.	Inform, educate, consult
Competitors	High influence, as they are influencing the competitive environment of JPdL	Fair market and competition	No direct influence but it would lead to a change in their business environment	Monitor, benchmark
Attendees of the events	No direct influence, but they give a feedback to their organization which influences its behaviour regarding future work relationship with JPdL	Good experience, safety	They would have a new experience at the event, learning effect, adaption of rules (e.g. willingness to recycle their badges etc.)	Monitor, ask client for feedback, seek for feedback of the end consumers
Government	policies and guidelines	Compliance with guidelines		Inform
Banks and creditors		Financial stability		inform

Source: Table by the author

8.2 Policies and objectives

A further important step in sustainability management is to formulate policies and objectives. Those policies and objectives which are normally formulated by the senior management, define the target of the operating performance. It is important they are adapted by the employees but also by the suppliers. For JPdL this would mean to develop a statement of policies and objectives, stating the importance for JPdL to be environmental sustainable and listing the actions JPdL is taking to be more environmentally sustainable. Those objectives need to be clear, succinct and whenever possible measurable. (IISD , 2013 b)

Based on the requirements above and looking at the best practice examples, here a suggestion how such an **environmental policy statement** could look like:

JPdL acknowledges the importance of protecting the environment whilst operating its business and therefore it is JPdL's commitment to reduce the negative environmental impact by all its activities and services offered.

To comply with this commitment, JPdL strives to:

- *Prevent negative environmental effects by taking actions within every office to minimize the energy used and waste created*
- *Actively promotes and offers event services which have a minimal negative impact on the environment*

- *Measures its company internal carbon footprint, the footprint created during the events organized as well as the positive outcome of different actions taken, and publishes those results to their stakeholders on a regular basis*
- *stays informed about environmental trends and innovations within the industry and actively takes part in networking activities and knowledge exchanges*
- *Works with suppliers which are committed to protect the environment wherever possible and which comply with this policy.*
- *Ensure that every employee as well as on-site staff understands the importance of the action towards an environmental sustainable development and acknowledges their part within this development.*

Furthermore JPdL would need to formulate goals which they would like to achieve in the short term as well in the long term (United Nations Global Compact, n.d.b) Objectives suggested by the author are:

Table 11 Short - and long term goals

Office internal		Short-term (1 year)	Long term (5 years)
Indicator	Goal		
Paper use	Cut down on internal paper use (less printing, enhance the use online tools)	25 % *	50%
Carbon footprint	Cut down the internal carbon footprint through energy saving actions (heating/cooling, lights, staff travel activities)	7 %*	15%
Recycling	Recycling of internal waste produced	55 %	75%
Carbon off-setting	Percentage of the annual carbon emission produced within the offices, which are offset through offsetting programs	40 %	90%
Education	Amount of employees which are actively participating in Industry events regarding environmental sustainability, workshops or training sessions	60%	90%
CSR projects	Annual donation to an NGO which supports environmental projects/Support of projects related to environment	1 every of-fice	2 every of-fice
Services provided to customers			
Environmentally friendly initiatives/Option on proposals	Event operations: percentage of services offered which include an environmental sustainable component	43%	60%
Event operations	Green meetings executed	10 % of the events/programmes executed	45 % of the events/programmes executed

*compared with the precedent year/base year (2016) where there were no actions taken

Source: Table by the author

Another important part is to define environmental goals with the client when planning an event or meeting.

8.3 Mission statement

It is important that all the employees at all offices of JPdL have the same understanding and awareness of environmental issues. As disclosed in the company analysis (Chapter 5), a big issue is, that there is no common strategy existing through all the offices. Furthermore not all the employees have the same environmental awareness nor the same knowledge about environmental sustainability. This can also be seen in the difference of the actions taken within the business operations. The first step therefore would be to agree on a common understanding of sustainability through a mission statement for all the JPdL as a whole company. A clear statement which includes the policies and objectives of JPdL shall provide decision guidance for the employees but also set a target for the operating performance. (IISD, 2013b)

The current mission statement of JPdL is:

„To exceed the expectations of today’s event host with innovative and trustworthy special event solutions employing a broad base of skills and abilities to deliver the highest level of service and value.

- *We always give first consideration to our client’s safety, comfort and economy.*
- *We are a dynamic company, committed to bringing about positive change within the conference planning and destination management industry on behalf of our clientele.*
- *We are good corporate citizens. We are concerned and active members of our community and respond to humanitarian needs whenever possible.*
- *We ensure a fair exchange for ourselves to protect our high quality of service in ever-changing markets.*
- *We assume full responsibility for the mandates we are given and to carry out those mandates with diligence and professionalism.*
- *Our strength is our people, a highly trained and motivated team of proud professionals.”*

In order to underline the importance of offering environmental friendly services and taking actions to act as an environmental sustainable company, the mission statement should clearly include that factor as well. A simple addition to the current mission statement would do so. Here an example how that could look like:

*„To exceed the expectations of today’s event host with innovative, **environmentally friendly** and trustworthy special event solutions employing a broad base of skills and abilities to deliver the highest level of service and value.”*

*“**We are environmentally responsible and committed to reduce our environmental footprint through sustainable business operations, and the ones of our clients by the services we provide.***

“ <added under values to do so>

8.4 Implementation

This chapter should enclose which actions JPdL has to take in order to implement a green meeting strategy.

8.4.1 Environmental sustainability manager:

Within all the organizations examined as best practice examples, a special team has been determined which is responsible for sustainability management. Due to the company size of JPdL, it would not necessary need a sustainability team, but there is an urge to name a responsible person. The task of this „environmental sustainability manager“ would be to:

- Coordinate environmental sustainability initiatives taken within the different offices and ensure, that every office is following a similar procedure
- Coordinate company internal repetitive meetings where environmental sustainability initiatives and issues are discussed
- Supplier management: ensure that suppliers used for the organization of green meetings are complying with an environmentally friendly strategy
- Ensure that all employees are trained and have the same knowledge about environmental issues. Coordinate education programmes and workshops
- Ensure compliance of all employees with the environmental policy
- Work together with the marketing department in order to coordinate the content promoted in regards of environmental sustainability
- Monitor news and innovations within this area
- Coordinate monitoring processes and develop annual reports

8.4.2 Education

Education and awareness of the employees is an important part, as they are the ones who are either creating or selling the experience. Selling or creating a product is easier when the person involved has knowledge about it and has faith in it, than promoting something without proficiency or interest. A study conducted by Boo & Park in 2013 across 278 meeting planners proves that: *“educational experiences were found to be a strong influential factor contributing to meeting planners’ intention to implement green meeting practices”* (2013, p. 1129) The study also discloses that especially the structured and formal education in this field plays an important role (Boo & Park, 2013, pp. 1143 - 1144).

At the current state, not all employees at JPdL have the same awareness of environmental issues, neither is everybody aware about JPdL’s current contribution to the environment. In ad-

dition to the mission statement developed in chapter 8.3 and the compliance with the environmental policy, employees also need to have enough knowledge about environmental issues. In order that JPdL can offer the coordination and execution of green meetings, the sales, as well as the operations department need to be able to design a green meeting and to sell it to the customer. Therefore the following actions need to be taken

- As certain employees already have the knowledge and expertise in organizing green meetings it is important that they can transfer their knowledge to those who lack it.
- Employees should be encouraged to participate in educational industry events where environmentally friendly issues are discussed and conduct formal training about this topic. Industry councils like for example GMIC offers different workshops and training tools for sustainable event planning as well as an annual meeting, where trends and news in this field are discussed. Many of those courses can be taken online, in the form of a webinar.
- It's also recommended, that especially the employees in managing positions would conduct further education in this field. An example would be to participate in the sustainable event professional training in order to gain a sustainable meeting professional certificate. The training is built around the Sustainable Meeting Planning Program which incorporates procedures and policies based on ISO20121:2012 and APEX/ASTM standards (Meeting Professionals International, 2016). The program takes all the aspects of sustainability into account. JPdL could first concentrate on the tools and policies concerning the environmental sustainability. If deciding at a later stage to extend the strategy and also include social aspects, there basis to build on already exist.
- The ISO20121:2012 guidelines should be purchased and incorporated into event and meeting planning. Based on the client's feedback, JPdL does not necessarily need to seek certification at the first place. However, the ISO20121 guidelines would definitely provide a framework and handbook for every employee when planning or offering sustainable services to clients.
- Education is also very important for new employees at JPdL. Therefore this aspect needs to be included in the training schedule and the newcomers need to be familiarized with the policies.
- Current manuals need to be updated with environmental sustainability considerations

8.4.3 CSR Strategies

Currently JPdL is acting as a social responsible company by supporting several social programmes. In addition to this, JPdL could take voluntary actions considering environmental sustainability. An example would be to voluntarily offset the company's annual carbon footprint through a non-government institution like for example myclimate. Myclimate is non-profit organ-

isation which supports different climate protection projects but also educational projects worldwide. An online calculation programme allows businesses and individual households to calculate their carbon footprint and donate money according to their footprint and thereby support environmental and social projects (myclimate, n.d.). Another suggestion is to support environmental projects directly, for example environmental education projects, wildlife protection or other related activities. A famous and powerful organization to support is for instance the World Wide Fund For Nature (WWF, 2016). JPdL could support their commitment to preserve wildlife and actions towards climate change through an annual donation of an amount depending on the profit made per annum.

8.4.4 Network and industry partnerships

J. Estes suggests in his book *“Become part of both the local and national communities of committed individuals like yourself [...]”* (p.37). JPdL is currently member of different Industry affiliations amongst others the MPI (see chapter 5.2). MPI is offering many resources online regarding event sustainability and CSR strategies. Further to that it would be recommended that JPdL joins the Green Meeting Industry Council. A membership gives access to their research papers, statistics as well as other educational resources. Moreover it is an opportunity to exchange ideas with other industry members, who are taking action towards sustainable event planning and staying informed about news within this area. Annual membership fees of GMIC vary and already the lowest membership fee (of 1’500 USD) allows JPdL to access the online resources and research about sustainability. Another advantage of a GMIC membership is, that it would allow JPdL to use the GMIC logo on marketing material or for example on the website. JPdL would furthermore be listed as a partner on the council’s website. Being acknowledged as a partner of GMIC increases the client’s awareness about JPdL’s effort towards sustainability. Furthermore it would be beneficial to join a strategic partnership with Green Key Global. Their Green Key Meeting programme supports environmental friendly venues as well as accommodation facilities. A partnership would allow JPdL to network, exchange and share knowledge on national and international level. Furthermore JPdL would stay informed about the latest environmental development of the lodging and meeting facilities.

8.4.5 Actions to be taken within business operation

As discovered in chapter 5 the JPdL main office in Montreal as well as the office in Ottawa is following the most environmentally friendly practices of all the offices, whilst the other offices make little effort to cut down on energy or waste within the daily business operations. Especially in the Toronto office, lights are often left on and computers are not shut down in the evening. As seen in the best practice examples (e.g. MCI and Bell Canada) it is necessary to have a common strategy in every office of the company, in order to implement a successful sustainable business operations strategy. JPdL needs to act as one company and there shouldn’t be discrepancies in

the actions taken within the various offices. The JPdL offices in Ottawa and Montreal are both located in ecologically friendly buildings. Even though a relocation of the other offices into environmentally friendly buildings is in the near future may not be feasible, there are many measures which can be taken within the everyday office operation in order to be more considerate towards the environment. The following measurements should be implemented or improved in every office:

- Replace normal light bulbs with **LED lights** and install a **timer**, which shuts down the lights automatically at a set time. Alternatively posters can be fixed next to the light switch, to remind people to turn off the lights before leaving. Also turn lights off in rooms, which are not in use.
- Following the example of Bell Canada: the **office temperature** could be set higher than currently in summer, and slightly lower in winter, in order to save energy for air conditioning in summer, and heating in winter. Ensure that windows closed whilst heating or cooling the office. Reducing air conditioning represents a high value for the climate.
- **Recycling:** Recycling facilities are currently provided in all the offices. In the offices, where there is no compost bin yet, one should be added. In addition to that, employees should be informed by the means of a leaflet/poster which garbage goes to which bin. Instructions also need to be provided on how to recycle special goods (ink cartridges, toner etc.). Old office supplies should be donated to charity institutions in order to be reused.
- **Save energy** by shutting down computers at the end of the day and by not leaving any electrical equipment in standby mode.
- Environmental issues need to be included in the agenda of the **weekly office meeting** to ensure constant commitment of the employees and to promote innovative new ideas in this area.
- Every employee need to acknowledge the **environmental policy** and guarantee to comply with it
- Following the example of Bell Canada, the employees of JPdL should be made aware on how they can contribute to environmental sustainability, for example by the means of a poster campaign.
- **Paper saving strategy:** In most of the JPdL offices, there has already been minor effort made to cut down on printing, for example through an online filing system. In addition to that, employees should be advised to think twice before they print. They need to be encouraged to print less, avoid printing mistakes, print double sided and whenever possible black and white instead of color. Implementing a challenge for employees (following the example of Enercare) would encourage employees to change their habits in printing. An option is for example to check every month, who has printed the least and to announce this result internally. Furthermore the company internal manuals, which are provided to new employees not

necessarily have to be printed and rather consulted on the computer screen. Also the weekly company internal meeting agenda can be completed online.

- **Travel:** Cut down the carbon footprint of the employees. Due to the centralized location of all the offices, most of the employees in the different offices are already using public transportation to commute to work. Disregards to that, taxis are often used for travelling to side inspections or events. Leaving the office a few minutes earlier to reach the destination by public transport whenever possible is not only economically interesting but also considers the environment. In general the benefit and necessity of side visits or the participation in industry events, which are not taking place directly in the city, should be examined. If possible a representative from the nearest office should be sent. For cooperative projects between offices, videoconferencing should be used whenever possible. If a physical appearance is needed, promote low emission transportation, like the train rather than a plane. The example below shows the carbon emissions of different means of transportation for a business trip of an employee between Toronto and Montreal (return).

Table 12 Carbon Footprint of different means of transportation (Montreal - Toronto return)

Means of Transport	Carbon Footprint
Airplane	0.15 metric tons of CO ₂
Car	0.13 metric tons CO ₂ ¹¹ :
Bus/Coach	0.02 metric tons CO ₂
Train	0.01 metric tons CO ₂

Source: Table by the author. Calculation based on (Carbon footprint Ltd., n.d.)

Alternatively if due to practical reasons, environmental friendly travel methods are not preferred, the emissions of those actions should be compensated with an offsetting programme.

8.4.6 Offering green services

JPdL as an event planning and coordinating company has all the necessary means to coordinate and execute green meetings. As detected in the results of the online-survey, most of the actual or prospective clients would like to be able to choose a “green” option on a proposal and are interested in organizing a green meeting in the future. Looking at the proposal writing stage, two different cases have to be distinguished. Granted, that JPdL would promote green meetings, the client who is sending a request for a proposal to JPdL would either directly ask for environmentally friendly meeting or event options, or send a general request. Currently JPdL International normally sends out the part about their past industry memberships in proposals. However, it is suggested to add a standard page in the proposal which explains the importance of environmental sustainable initiatives within the MICE industry as well as JPdL’s commitment towards environmental sustainability. Furthermore environmentally friendly options would need to be

¹¹ based on an US average van , manufactory year 2013

marked specially in the proposal. It is suggested to develop specific goals with the client in advance to the event or meeting (e.g. on how much energy should be saved with new initiatives). Those would provide a framework and basis to work on. Formulating those goals in advance of the event also help to control if they were reached by the end of the event.

If JPdL decides to offer green meetings to their client, the service to calculate the environmental impact of the event or meeting needs to be offered as well. As learned from the best practice examples, especially the carbon gas emission are easy to calculate and to keep track on. They allow to benchmark between different companies or also individual events. Therefore online Carbon Footprint calculating programmes, as for example the ICAO Green Meetings Calculator (ICAO, n.d.) or the online calculator offered by myclimate (myclimate, n.d.), which has a section for events, could be used. Furthermore waste (the amount of landfill and recycling) produced at the event is also an easy measurable tool. Many event venues like for example the Enercare centre (presented in chapter 7.1) offer the service to measure emissions as well as the waste produced during the event. It is important that transparency is guaranteed regarding the method chosen to measure the environmental impact and to consider possible error rates.

8.4.7 Supplier management

In both cases, the most important part is the collaboration with environmentally friendly suppliers as they are an important part of the supply chain. Table 13 shows the influence JPdL has on different areas of meeting and event planning and includes specific advice on how to implement environmentally friendly strategies within the different areas. Most of the areas within conference and event planning are highly depending on suppliers. Therefore different actions need to be taken:

- **Build a green database:** The GMIC offers a Green Supplier Directory (GMIC, 2016). This directory does not have all the necessary supplier available, which are important for JPdL, but it gives an idea how a green database could look like. JPdL would need to build its own database with environmentally friendly suppliers.
- **Communication:** A clear communication with the supplier about how they ensure that their services have a minimal impact on the environment is necessary.
- **Examine the strategy of the suppliers:** An effective tool to do so is to develop a survey or a verification form to evaluate the measurements taken by the supplier to be environmentally sustainable. The green meeting guide (EC, 2007) provides an example how this could look like. (p. 42) Let suppliers sign this sheet and make a statement.
- **Choose certified suppliers:** Cooperate with suppliers which possess a certification like the ISO14000 standards, Green key global or LEED.

Table 13 JPdL's influence on actions to be taken at the stage of event planning

Component	JPdL's influence	Action to be taken	Chances	Challenges
Venue /hotel selection	Although JPdL has a minor influence on the environmental actions taken by the venue, JPdL has the ability to choose/offer venues and hotels which are environmentally friendly	<ul style="list-style-type: none"> • Offer LEED certified venues and Green Key certified hotels. Negotiate contracts with those venues and hotels in order to get preferred rates which can be passed on to clients • Choose restaurants which are offering local food • Offer/choose venues which are strategically near the meeting location/hotel • Choose hotels that offer day tickets for public transportation included in the tariffs 	Since beginning of 2016 JPdL is expanding the business to the West Coast of Canada. As seen in the best practice example, for example Whistler as a destination is following an impressive sustainable strategy. To encourage clients to choose Whistler as a destination for their conference or meeting and to promote their environmental actions in line with the ones of JPdL could be a chance for JPdL.	<p>Environmentally friendly venues might charge more for the event or an environmentally friendly venue is maybe not the most strategic one regarding the distance/transportation. Therefore it would need to be calculated, which option would make more sense.</p> <p>Group size and requirements could restrict the options which JPdL can offer to their clients.</p>
Food and beverage	If food and beverage is not determined by the venue chosen, JPdL as the event or conference planner can choose or propose catering or restaurant options	<ul style="list-style-type: none"> • Choose an environmentally friendly catering company • Select restaurants which are using seasonal and local ingredients. For example: farm to table restaurants • Offer vegetarian meals only • If a dinner/lunch is part of a tour/programme ensure that restaurants are selected which are walkable from the conference/meeting venue or hotel • If catering or restaurant option does not offer sustainable food options, clients can be advised which menu option would be the most seasonal • Provide beverages e.g. water or soft drinks as fountains instead in plastic bottles • avoid food waste by accurate planning. Donate leftovers to local charity. 	<ul style="list-style-type: none"> • Farm to table restaurants are in trend as well as consuming organic and biological food (National Restaurant Association, 2015) • New innovations are providing solutions to fight food waste. An example is <i>foodspoileralert</i>¹², an online sharing platform for food leftovers 	<ul style="list-style-type: none"> •Clients preferences may not match with what makes sense from an environmental perception (e.g. not willing to have only vegetarian meals) •Group size and requirements could restrict the options which JPdL can offer to their clients •Local or biological food options tend to be more expensive than conventional due to the cheap import prices of food (e.g. chicken from China) •Regulations and standards complicate food donations

¹² <http://www.foodspoileralert.com/>

Décor	Décor is an important component which is often managed by the event/conference planning company	<ul style="list-style-type: none"> • Work with a local décor provider which does not have long delivery distances • Choose décor options which are reusable • Instead of florals which need to be thrown away e.g. choose living plants • If possible, forgo linen and choose suitable tables which go without linens 	There are a lot of possibilities within the décor part which are trendy but also sustainable	Specific décor requests
Transportation	Often transportation is included in the event or meeting planning and it is JPdL's responsibility to coordinate it	<ul style="list-style-type: none"> • Airport arrivals/departures: If manifest is not existing yet, encourage client to manage the attendees arrival/departure within the same time frame so that group transportation is possible • Select venues strategically so attendees can walk or take public transportation and encourage attendees to walk 	Group transportation result in cheaper per person costs	Executives are maybe not willing to travel by group transportation or to take public transportation
Housing	The PCO division of JPdL is often solely responsible for conference housing	Only consider Hotels which are following a green strategy, e.g. concentrate on hotels which are Green Key or LEED certified.	More and more hotels are acquiring an eco-certificate.	<p>The selection of hotels is restricted through this consideration</p> <p>Group size and event date may determine hotel selection</p>
Actions taken during the event/meeting	JPdL has a big influence on the practices and actions taken during an event/meeting.	<ul style="list-style-type: none"> • Promote recycling actions during the event, e.g. recycling of name badges • Try not to use bottled water, serve water in pitchers • Online registration, no printed leaflets etc. 	Recycling actions like e.g. reusing the name badges after the event are not only environmentally friendly, but also cheaper, as they do not need to be purchased for the next event	Some actions like for example not using bottled water can cause logistical challenges e.g. with a big group of attendees
Tours and activities	Spousal programmes and activities are often the responsibility of the event planner. JPdL therefore has a big influence on this tours, especially the DMC divisions	Promote walking city tours, bike tours or outdoor activities which do not require transportation	New activities connected to gamification which are environmentally friendly: e.g. treasure hunt are becoming popular and demanded	For example in winter, people will tend to go on a tour including transportation

Source: Table by the author

8.4.8 Carbon offset programme

Although a carbon offsetting programme is not the main decision point for customers, in order to complete a green meeting strategy, such a programme should be offered. A cooperation with a carbon offsetting organization would make sense. A simple carbon offsetting solution offers the organization myclimate (see chapter 8.4.3). It could be offered to the clients to offset their carbon emission to an organization similar to this one.

8.5 Marketing and communication

“Next to doing the right thing, the most important thing is to let people know you are doing the right thing” - John D. Rockefeller (Estes, 2009, p. 113).

In order to make clients aware of the possibility to organize an environmentally friendly event, the promotion of such services needs to be improved. Marketing activities should activate clients to make a commitment towards sustainability. Currently some effort been made to promote green meeting options (chapter 5.3) but as there is no common strategy existing yet, the promotion itself is also not sufficient. Therefore the promotion of green services needs to be improved at the same time as the green meeting strategy will be implemented. Within the scope of this thesis, there will be no suggestions made, how to generally enhance marketing channels, neither will be a marketing plan provided. The sections below only provide suggestions on how the content of environmental sustainability and green meetings could be promoted through existing channels.

8.5.1 Website

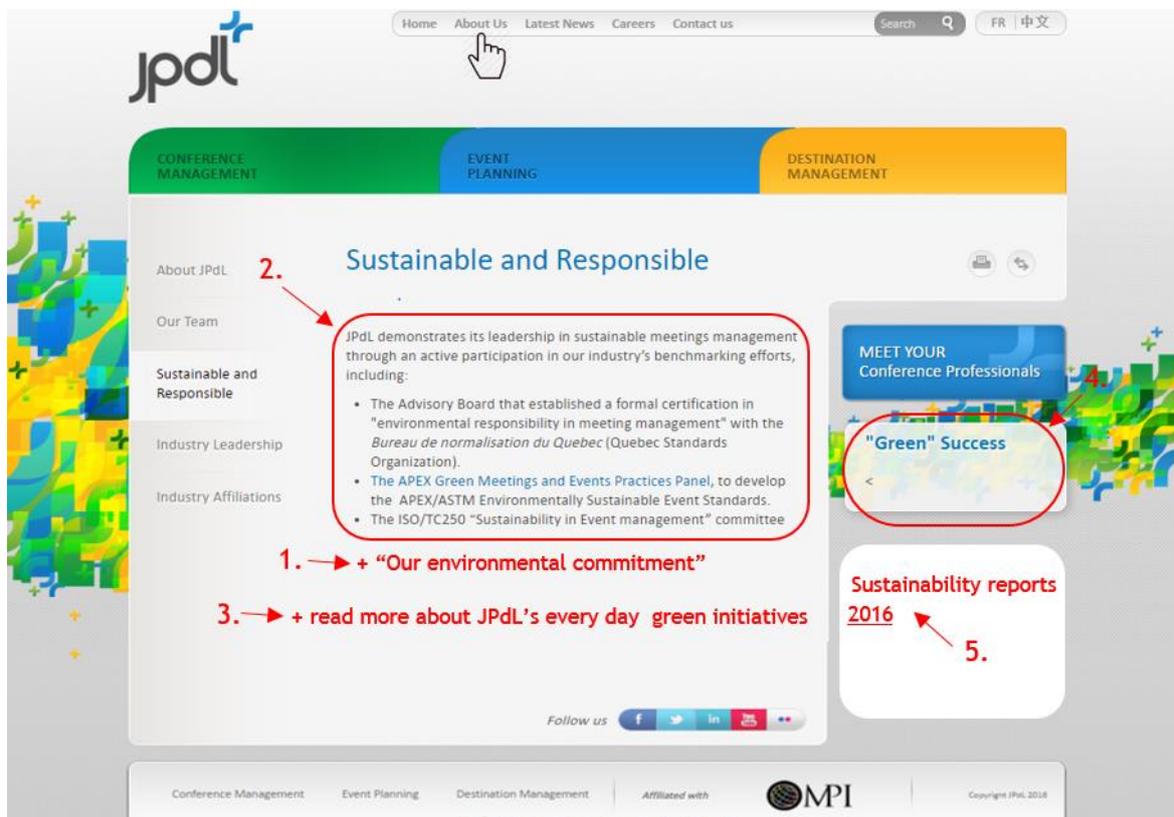
The website of a company is an important online marketing tool. The website can be seen as a first contact point between the customer and the client. It therefore needs to include information about the company history, products offered as well as the values which the company stand for (Kotler, 2005, p. 124). As examined in chapter 5.3, there has been limited effort made to promote the sustainable services JPdL is offering through the company's website. When deciding to improve the green meeting strategy, it needs to be clearly promoted on the website. On all the websites of the best practice examples examined, detailed information can be found about their effort towards sustainability. On the JPdL website, there are already categories created, where information about green meetings and sustainability can be found. Here is how the content of the website can be enhanced in order to promote green services:

The section “Sustainable and Responsible” found under “about us” (Figure 10)

- The location of the content is reasonable but a section „*our environmental commitment*” should be added. In addition to the environmental policy, JPdL's goals and mission towards environmental sustainable development should be listed here. (1.)

- The leadership initiatives which have been taken many years ago (participation in the advisory board for formal certification, APEX Green Meetings and Events Practices Panel etc.) can still be listed on the website, but it is important to add up-to date information. An example would be, if JPdL decides to join the GMIC, this should be listed under this section and a link should go to the GMIC page. (2.)
- In this section, JPdL's effort and initiatives taken inside the company and during their daily business operations should be listed. For example: "read more about how JPdL's every day green initiatives" (3.)
- The category on the right of the website, saying "Green success" (which is empty at the current state) could list reviews of current environmentally friendly meetings or events held. (4.)
- Annual sustainability reports should be listed here. Publish them in a downloadable format (e.g. PDF) (5.)

Figure 10 Suggestions how to improve the communication through the website



Source: (JPdL 2016), edited by the author

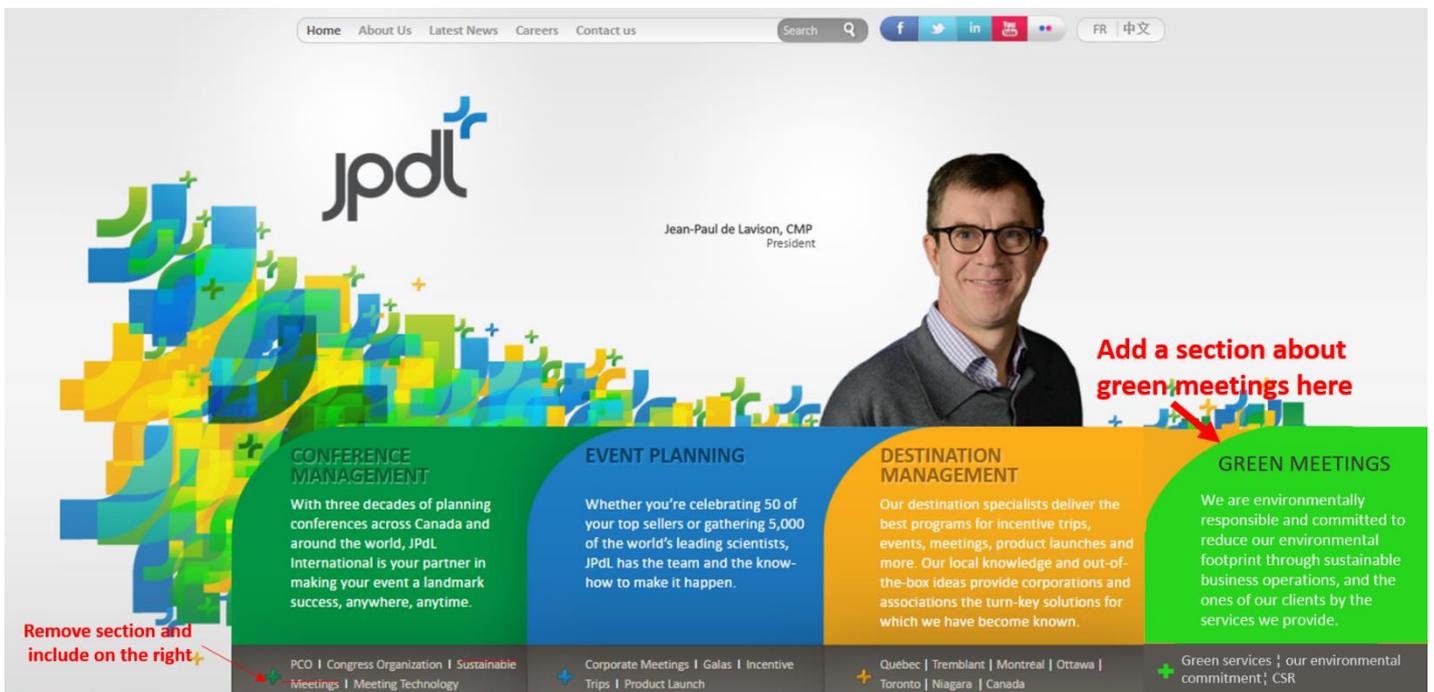
Information about the organisation of green meetings

- Currently there is an option under "Conference Management" which says "Sustainable Meetings". However the link is not working and the message showing up states "access denied". As the environmentally sustainable initiatives not only concern the conference management but also DMC services, it is suggested to remove this link and create a category on the main page, saying "Green Meeting" (see suggestion in Figure 11). There is currently a section under

conference management/expertise/Green meetings which gives an insufficient overview on the topic green meetings. This section can be eliminated and elaborated in this section. Under this newly created section, a short introduction shall be given about what a green meeting is and how it can benefit clients. The customer should see on the first sight, what he can expect when deciding for a green meeting or environmentally sustainable event services and why he should decide for it.

- Examples about the different green actions which can be taken during conference or event management shall be listed here. These actions can be linked with examples, where JPdL implemented this measurement and the positive result of it.
- As JPdL possesses a YouTube account a promotional video should be created. This video should give a short overview how JPdL is acting environmentally friendly and how they can help the clients to be environmentally friendly too. Link this video with the website.

Figure 11 Suggestions for home page



Source: (JPdL 2016), edited by the author

8.5.2 Newsletter

At the current state JPdL International is sending out a bi-annually newsletter including news about the company as well as industry news (Appendix VII). As done for the earth-day (2016) the newsletter can also be used to promote environmental actions. Based on the low frequency of the newsletter, there could be an annual or bi-annual statement on the outcome of the different actions taken (e.g. JPdL cut down on xy% carbon emissions by a certain initiative.). The newsletter could moreover be linked with the annual sustainability report.

8.5.3 Social media

JPdL is currently actively using Facebook, Twitter, LinkedIn and YouTube as social media channels. Twitter would be a suitable tool to tweet news and articles about environmental sustainability. Due to the convenience of retweeting articles, trends and news regarding this topic could easily be shared with the followers. On LinkedIn, a professional social network, JPdL's profile includes a company overview as well as the services offered. The network would be ideal to promote industry news about sustainable development and environmental initiatives taken by suppliers. On Facebook JPdL is publishing pictures from current events organized, site visits and also news and articles. Facebook therefore would be ideal to promote pictures of green events or green event solutions, like for example recycling actions which are taken on-site or also within the office. As discovered in the survey, the most important consideration for clients or prospective clients in regarding green meetings is choosing the right destination or venue. On Twitter and/or Facebook, JPdL could promote a green "venue" or also supplier of the month. This would be beneficial for the supplier but also enhances the awareness of the client. YouTube is a further effective marketing tool, as there can be a lot of content integrated in a video. Looking at what the best practice examples are doing, MCI as well as Bell Canada are promoting their sustainable initiatives through YouTube videos. JPdL could create video reportages about how to organize a green event or how JPdL is doing so. If the client agrees, video material from an actual green event or meeting organized can be used to promote environmental sustainability from the client as well as JPdL alike. As mentioned before, the video material should be integrated on the company's website.

8.5.4 Industry Events

JPdL is currently attending several business events. The participation in those industry events are usually promoted on their website. It would be suggested to take part in business events concerning the sustainable development of the meeting industry, like for example the annual *Green Meeting Summit* organized by GMIC (GMIC, 2015). At their annual congress, GMIC invites different speakers related to the industry. Considering a longer time frame, at a later stage a representative of JPdL could participate as a speaker.

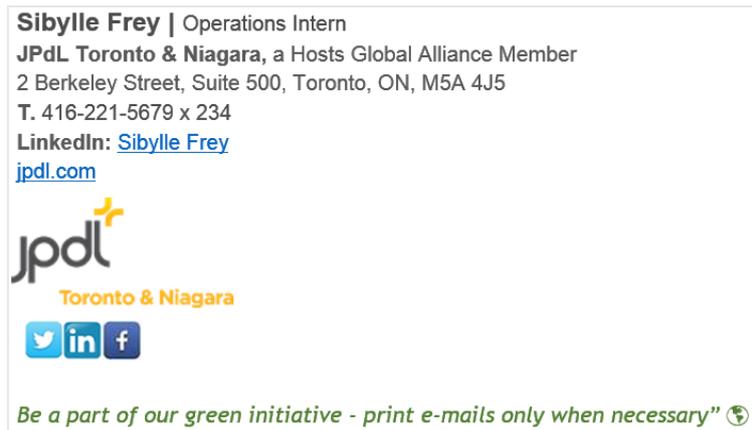
8.5.5 PR and Media

From time to time JPdL features articles in newspaper or industry related magazines. Feature an article about environmental sustainable solutions in one of the industry magazines (e.g. *Convene*, *The Meeting Professional*) or giving an interview related to this topic would be a good way to promote green actions taken by JPdL.

8.5.6 E-mail signature

E-mail is one of the main means of communication of JPdL. Therefore it is suggested to include a part under the signature which reminds the recipient to take action to be environmental friendly themselves and shows the leadership of JPdL. It could include a link to the website where it is listed what JPdL is doing to protect the environment. Figure 12 gives an example how this could look like.

Figure 12 Suggestion for the e-mail signature



Source: own illustration based on current signature

8.6 Measuring, monitoring and return on investment

Monitoring the outcome of sustainable strategies is important in order to examine the positive impact created, but also to expose potential areas of improvement. There are different areas, where data can be collected and evaluated.

Customer satisfaction

If JPdL decides to focus on offering environmental friendly services to its clients, it is important that those services offered respond to the client's expectation. At the current state a feedback form is sent out to the clients after the programme several evaluation questions provide a feedback on the service offered by the designated sales and operations contact. Currently feedback is sought on response time, accuracy, product and destination knowledge, creativity as well as the overall service provided. A good example is Whistler with a highly developed feedback system to seek insight into customer's perception (see Chapter 6.3). In the case of JPdL it is suggested to add a section for clients who have consumed green meeting services in the feedback form. Here some sample questions which could be asked:

- Please rate your JPdL sales/operations contact's service level in regards to the environmental knowledge <give options 1-10>

- Would you recommend JPdL in regards to the environmental sustainable services offered? <yes> <no>
- How did your business benefit from the fact that their event was organized in an environmental friendly way? <open response>
- How did your attendees benefit from the fact that their event was organized in an environmental friendly way? <open response>

Measuring monetary benefits:

In addition to the positive environmental outcome, a green strategy also has to be financially interesting for JPdL and of course not cause loss for the company. Therefore an important part of a new strategy is to evaluate the return on investment (ROI), which means the difference between the investment made and the positive financial outcome. The ROI is based on the following formula: $ROI (\%) = \text{Net Project Benefits} / \text{Project Costs} \times 100$ (Phillips & Phillips, 2011, ch. 4, loc. 1734).

The higher the percentage resulting from this calculation, the higher the financial benefit of the project or initiative. Using this formula, JPdL could evaluate the ROI over a certain period of time in regards to the initiatives taken within business operation as well as the outcome of particular projects. Due to the lack of specific data, the author is not able to calculate the estimated ROI for JPdL in the case the company decides to implement a green strategy. However some points are listed below, which would need to be included, when analysing the ROI over a certain time or related to a specific project.

Potential costs (appearing to general costs):

- Additional time invested for training, supplier management, planning etc.
- Money spent to purchase material or access e- resources regarding environmental sustainability
- Money spend on memberships, e.g. joining new associations like the GMIC

Potential benefits

- Cost of resources saved (e.g. paper, ink, energy)
- New business acquired due to the green meeting strategy

Intangible benefits

Intangible benefits are the benefits which cannot directly be converted in monetary value. Using Philips & Philips framework (2011, ch. 5, loc. 2063) intangible benefits for JPdL when implementing a green strategy could include:

- General learning (internal)

- Environmental awareness (internal and external)
- Image
- Reputation
- Employee motivation and satisfaction
- Awards earned
- Improved stakeholder management
- Enhanced effectiveness

Internal as well as external market research on an annual basis is necessary to determine the question, which intangible effects a green meeting strategy would have on the stakeholders of JPdL.

Measure environmental outcome

The environmental outcome of the green strategy company-internal and the environmental friendly services offered to the clients need to be tracked. In order to measure the outcome of environmental strategies, Key Performance Indicators (KPI) are often used. Those indicators have to be specific, measurable, achievable, realistic and timely (SMART). Examples of KPI's would be the amount of paper used, energy consumed or waste and recycling generated. Furthermore they can also include amount of new clients attracted through the new concept or the amount of green projects organized. (deBlanc Goldblatt, 2012, pp. 60 -69).

Company internal, measurement would need to be made in every office and then compared with the previous year. Aspects as for example the paper or energy use or internal travel could be tracked easily and its CO₂ emission measured. In regards to the services offered to the clients, green certified venues often have the ability to track the environmental outcome of the events hosted (e.g. Enercare centre). Here too, the carbon emissions are fairly easy to track. However it is important to set indicators to be measured and the desired outcome with the client in advance of the meeting or event.

Reporting

In order to keep the stakeholders and the public informed about the outcome of the actions taken, an annual reporting shall include the points above (environmental outcome, benefits etc.) as well as the question, if and how the goals set at the beginning of the period (see chapter 8.2) were reached. The Global Reporting Initiative offers a free guideline on how to elaborate sustainability reports (GRI Global Reporting, n.d.). This reporting tool does include over all sustainability aspects and not only the environmental side. However in the case of JPdL the reporting tool could be completed with the actions taken regarding the environment. If the company wishes to include all the sustainability aspects at a later stage, those aspects could then be added step by step. The sustainability reporting is a complex process, as it includes amongst other

things a risk and opportunity analysis, stakeholder analysis, evaluation of goals etc. The process of reporting therefore is time consuming. Once the report is produced, it shall be published online in order to offer a maximum of transparency to all the stakeholders. It is important not only to measure the external effect generated (e.g. how many events were organized green and which was the beneficial outcome of those events) it is also important to measure success of internal initiatives (e.g. to compare the energy use within the office with the previous year).

9 SWOT Analysis

The SWOT Analysis is one of the most used marketing tools and provides an overview about the internal strengths and weaknesses in regards to the implementation of a green meeting strategy by JPdL. Furthermore it discloses possible opportunities and risks which are given by the environment of the business. (Deutsches Institut für Marketing, 2013)

Chances

- An approach to organize green meetings has already been made in the past. Expertise and knowledge in many aspects is available but not used enough.
- Leadership commitment is available through the founder Jean-Paul de Lavison.
- Environmentally friendly business operations can lead to economic profit for the company for example through minimized costs for printing, a lower energy bill etc.
- The event industry in Canada is a seasonal business. Especially the summer periods are busier whilst the winter is not that attractive for corporate events (due to harsh winter conditions). The period in winter could be used to implement the new concept, examine suppliers' strategies and conduct further education in this field.

Weaknesses

- Time-consuming: Implementing a new strategy is time-consuming due to the fact that employees would need to be trained and the strategy of suppliers needs to be examined. The changes necessary would mostly not require a direct investment of money, but they do require a lot of time.
- General costs in implementing the new strategy would be purchasing training tools, memberships etc.
- Employees would need to agree and comply with the new strategy and be willing to acquire new skills. If they are not willing to commit and being engaged in this topic, it won't work.
- Other restrictions sometimes apply to meeting planning; for example the budget provided by the client, the destination/venue choice already made, the group size etc. Those restrictions affect the implementation of a green meeting strategy.

Opportunities

- Customer demand and acknowledgement of environmentally sustainable services is present as identified in the survey (Chapter 7.2).
- Protecting the environment will continue to be an issue in the future. As this issue won't disappear it is a chance for JPdL to show leadership in this area.
- For businesses to commit towards sustainable development is a current trend. There are many examples when this strategy was successful for the business (see the best practice examples).
- The importance of encouraging businesses to participate in sustainable development is acknowledged in the UN sustainable development strategy (UN Global Compact, n.d.b) as well as within Canada's new Federal Sustainable Development Strategy 2016-19 (Government of Canada, 2016)
- Sustainable principles like the ones developed by the United Nations (United Nations, 2016b) create a framework for businesses.
- Considering the past development of laws and regulations related to the environment it can be expected that in the future, there will be even more regulations which might also influence the MICE industry in the long term.
- The rapid development of IT services and new technologies support the development of green services (e.g. conference registration via the smartphone).

Threats

- It is still in the head of clients that environmental friendly services are more expensive. Some clients may automatically consider that those services offered by JPdL would cost more.
- Clients are at the current state are generally not willing to pay more, therefore it would need to be ensured, that green options are not more expensive, which may cause a challenge.
- Some green components are still more expensive. This is shown for example in the costs for organic food compared with normal food.
- Offering green options on proposals could lead to a "greenwashing" from the side of the client. The client might promote the event as a green meeting even though only one action has been taken.
- Offering green services is depending on the environment of the company for example on the infrastructure within the city or country. Measurements including public transportation are for example harder to implement in Canada than they would be in Switzerland, due to the better developed transport network.

Conclusion

The theoretical research of the topic underlines the importance of sustainable development in general as well as environmental initiatives taken by businesses. The different best practices examined confirm the urge in taking action in this direction. They also prove the hypothesis that those actions influence the company's economic competitiveness in a positive way. Considering the importance of the MICE industry within a large country like Canada, sustainable development within this industry is a crucial point. Combined with the results of the survey conducted across existing and prospective clients of JPdL, it can be concluded that implementing a green meeting strategy definitely would make ecological but also economic sense for the company.

Considering the fact, that due to JPdL's engagement in the past, a good basis is already existing to implement environmental sustainable initiatives, it is highly recommended to enhance the current strategy and follow the suggestions provided within this thesis. This recommendation is also based on the fact that environmental sustainability is not just a temporary trend which will disappear soon. This is due to the challenges the world is facing now and will continue to be facing the future. Once a consistent basis and knowledge about environmental sustainability will be formed amongst the offices of JPdL and the employees will be engaged into environmental sustainable actions, green services could then be offered to the clients.

The quantitative survey and the benchmarking conducted allowed to develop recommendations and to draw a road map for JPdL. However the results of the survey are limited to a small amount. An in-depth market research could reflect a better insight into customers demand and would allow to estimate the expected economic profit of the implementation of the strategy. Furthermore an extended benchmark including examples from countries other than Canada, would provide a bigger scale of measures which can be taken. Moreover further research could also be conducted on the actual environmental effect of the individual actions taken towards environmental sustainability, in order to rank them by their effectiveness.

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Appendix I Research material JPdL International

Questionnaire, March 7th 2016, Jean-Paul de Lavison

Frey Sibylle

BT Green Meetings - Questionnaire 1A: JPdL Offices

Please indicate your Name & the concerning JPdL office:

Jean-Paul de

JPdL

1.) How would you rank your environmental awareness in general?

Please describe

Above average

2.) Is your JPdL office currently following a CSR Strategy or has followed one in the past?

Please provide details

General, basic aim to be open to interesting CSR initiatives.

3.) **Within the office:** Are you following any environmental friendly rules/guidelines within the office?

This can include for example: only printing when necessary, recycling, turning off light, using LED lights etc...

If yes, please list the actions taken

We have a green committee that has taken on the responsibility of encouraging environmentally friendly steps including: composting, reduction of paper towels and adding cloth towels in daily use.

4.) **Regarding the services offered to the clients:** What have been done within this JPdL office regarding "Green Meetings"/offering environmental sustainable services to the clients?

Please indicate

recycling name badges, eliminating delegate bags and introducing re-usable water bottles.

Frey Sibylle

- 5.) Are there any environmental guidelines existing when planning a meeting/conference or tour in general? (For example, which venues to select, which supplier to choose, choices on environmental friendly materials etc.)

If yes, please state them and give examples

encouraging the use of public transit

- 6.) I came across some old correspondence regarding Green meetings. After what I can read from the record, in 2007 the former employee Genevieve Leclerc has been working on developing green initiatives, tried to get a green certification and developed a statement on JPdL's services for "an environmentally responsible meeting" She stated the ideas below. Are any of these ideas still in use?

Please indicate which ideas are still used in practice and how

Within the company	Yes Please provide an example	Somewhat please indicate how	No
JPdL actively promotes the use of electronic communications and archiving for daily management tasks; all documents are centralized on a server and all material that is received by paper is requested by electronic means and made available to the whole office.	yes		
JPdL does not encourage unnecessary printing and all internal documents and faxes are printed on both sides of the paper.	yes		
All fluorescent bulbs were replaced with energy-saving bulbs	yes		
All the office lights at JPdL are on a timer and are shut off for more than 12 hours per night.	yes		
JPdL has installed recycling facilities for paper, foil, plastic and glass (and encourages their employees to do so)	yes		
The vast majority of JPdL employees travel to the office by bicycle or public transportation.	yes		
JPdL encourages employees to take public transportation	yes		

Frey Sibylle

JPdL's employees are regularly encouraged to adopt small environmentally-conscious steps such as carrying Tupperware to get take-out food from the food-court or using the office's dishwasher in a more energy-saving way, etc.	yes		
--	-----	--	--

Services JPdL offers to the clients	Yes <i>Please provide an example</i>	Somewhat <i>please indicate how</i>	No
JPdL actively works with its clients to implement various "green initiatives" in the management practices	yes		
JPdL is working with suppliers which are "green"/offering environmentally green services	occasionally		
Aspects like waste management, energy saving, recycling are taken into account when organizing a conference/meeting/incentive/tour for a client	when possible		
JPdL is offering solutions to offset carbon emissions generated by an event through various social and environmental initiatives	on occasion		
JPdL regularly holds "green meetings" updates to keep its team informed	yes		
Project managers are encouraged to implement various actions towards "green meetings"	yes		

Furthermore:

7.) Did JPdL ever applied or possessed (or is still possessing) a certification related to green services/environmentally sustainable initiatives? If yes, which one?

8.) Is there any mission statement (can also be company internal) which includes an environmental sustainable component?

If yes, please cite the statement

No

- 9.) Do you personally see a potential for success in JPdL following a Green meetings strategy in the future? / How would you evaluate the market opportunity of green meetings? *Please outline your ideas and thoughts*

It has become 'main-stream' to be more socially responsible and cut down on wasteful practices.

- 10.) Have you ever answered a request from a client asking for green/environmentally sustainable services / have you proposed green options?
If so, please provide details.

It is done on a case by case approach.

- 11.) In case the topic "Green Meetings" was never really discussed, can you think of a reason why so?

It is discussed regularly.

- 12.) Anything else you would like to share?

You can always call me to discuss further - JP

THANK YOU VERY MUCH FOR YOUR HELP!

Notes of a Phone call with Jean-Paul de Lavison, President and Founder of JPdL

April 7th 2016

SF: Could you provide me with an example of a CSR initiative you did in the past?

JP: We are involved in different projects. We are supporting a women's shelter here in Montreal or helped to build a children's park. We are encouraging firms to take corporate initiatives and to get involved into local projects for example as a part of their team building activities.

SF: It looks like you have been taking actions to consider the environment whilst planning an event/meeting but it is not the main focus? Am I right to conclude this? Are you actively promoting "green options" or do you rather consult clients, in case they are asking for environmental friendly services?

JP: We did efforts before. About 10 years ago we had this idea of JPdL being green and sustainable. We had a huge RFP [Request for Proposal] for the Canadian Medical Association. We did a huge effort to develop and provide green ideas. Everything. The client finally decided for another event planning company. When asking them what the reason for that was, they answered: the price. Apparently we were slightly more expensive than our competitor. I am sure that you can understand that this was not very motivating for us. We had to realise that other factors as for example the price of the service is more important. We did a lot within the company to be environmental sustainable at this time: replaced the light bulbs to LED ones, installed timers which turn off automatically when not in use, recycling etc. We are still doing this.

SF: If you have a request for environmental friendly services, what are the challenges/problems you are facing?

JP: As mentioned: the price. Many clients say they value the environment but then when it comes to the actual decision, green seems less important than the price. Companies this times are saying a lot and doing complete the opposite. They are doing one good thing and then they have to promote it all over. Is it still a good thing when the main reason was to use it as a medium to tell other people how good you are?

SF: So transparency is very important?

JP: Yes.

Canada still has a lot to learn from Europe regarding sustainability.

SF: I had the impression the topic sustainability and environmental consciousness is quite developed here?

Frey Sibylle

JP: Are you using the subway to commute? **Yes. Why?** If you are looking at the moving staircase did you realise that they are constantly on? Whilst in Europe most of them are having detectors. Or look at the lights of all that offices at night. They are all left on, even though no one is using it. I think it's rather important to be sustainable from the core than just take one action and promote it everywhere and tell everyone how great you are.

SF: Do you know if any of the other JPdL offices is still taking actions in providing green services?

JP: No not so far. But even in Toronto we had this project one Christmas, where we helped to pack baskets for Christmas for a shelter

SF: So it's more the social aspect you are currently involved in?

yes

Notes of a Phone call with Alain Carbonneau, Director of Sales JPdL International, May 26th 2016

Main part of conference planning and where there are chances to implement environmental friendly options:

- **Administration** → Administration is the main part, it has to be paperless and eco-friendly
- **Registration** → can be electronically → but in the end the attendees have to have a name badge at the end. They can do the registration on the phone but they have to wear something saying their name. An example is to reuse the badges, for sure.
There are many details which needs to be taken care of. You would even need to cooperate with a bank which accepts e-solutions, in order to get rid of printed cheques ¹⁵
- **Scientific content** → this would be electronically as well.
- **Logistics** → everything on-side
- **Sponsorship** -> find the right sponsor, which is environmentally friendly.
- **Housing** → Selecting green key venues for example. You can decide to only cooperate with a specific hotel, which is eco-friendly.

First of all the understanding needs to be clear. Clients are maybe not aware of green options or they don't have the same perception. A la carte option are maybe not the right solution if the meeting should be green. Can you still call it a Green Meeting if you only implement some com-

¹⁵ The main payment method in Canada is currently still cheques. The e-banking system is not that developed as it is e.g. in Switzerland

ponents in an environmentally friendly way? It could maybe be a “light version” of a green meeting, as then only some components are environmentally friendly. But this would need to be communicated like that.

Some solutions of green meetings are maybe not in the same way realizable in Canada as they would be for example in Europe. Speaking of transportation e.g. in Switzerland, attendees could easily take the public transport. There could be for example be a reduction in the conference admission fee, when showing a proof of having used public transportation. It is important to see the reality of the environment to decide on what is possible and feasible and what rather not.

What has been done in the past?: Back in 2007 JPdL organized the “4th world environmental education congress” which was completely organized in an environmentally friendly way. Unfortunately the person who was organizing this event is not there anymore.

You would need to make a statement. To tell the people how you make the difference. There would be an urge for a solution to report green. The outcome needs to be measured.

What is done within the office? Recycling, compost, commute by public transport

Challenges: The price is normally the decision point for the clients. They are normally not willing to pay more. Sustainable products are normally more expensive. An example can be given when buying food: unfortunately a product e.g. berries, which has been shipped many kilometres are cheaper than the ones from Ontario.

Frey Sibylle

Appendix II Research material JPdL Ottawa/Intertask

RE: questionnaire 'Green Meeting strategy' JPdL Ottawa

Paul Akehurst

You forwarded this message on 4/18/2016 11:48 AM.

Sent: Monday, April 04, 2016 9:41 AM

To: Sibylle Frey

Special request from a Federal Government client.

Paul

From: Sibylle Frey

Sent: April-04-16 9:38 AM

To: Paul Akehurst

Subject: RE: questionnaire 'Green Meeting strategy' JPdL Ottawa

Good Morning Paul,

I've been reading through the document. I was wondering if this appendix was something you used to send out with every proposal? And are you still including it in proposals? Or was it rather specially request by the client?

Thank you!

Sibylle

Sibylle Frey | Operations Intern

JPdL Toronto & Niagara, a Hosts Global Alliance Member

2 Berkeley Street, Suite 500, Toronto, ON, M5A 4J5

T. 416-221-5679 x 234

LinkedIn: [Sibylle Frey](#)

jpd.com

From: Paul Akehurst

Sent: April-01-16 4:01 PM

To: Sibylle Frey

Subject: FW: questionnaire 'Green Meeting strategy' JPdL Ottawa

Hi Sibylle,

You caught me at a good time...☺ Please see attached questionnaire (partially completed) plus excerpts from a previous proposal – it's a little dated and some people have moved on (Andree and Genevieve), but it should help you a little.

Good luck!

Paul

Paul G. Akehurst

Managing Director

Intertask Group of Companies, a JPdL company

Intertask Conferences | JPdL Ottawa | Imagehouse Limited: Creative Design and Production

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Additional JPdL offices: Québec City, Montréal, Tremblant, Toronto, Niagara

From: Sibylle Frey

Sent: April-01-16 3:25 PM

To: Paul Akehurst

Subject: FW: questionnaire 'Green Meeting strategy' JPdL Ottawa

Hi Paul,

I hope you are doing fine!

I am aware that you are busy right now and I guess that I overwhelmed you a bit with all the questions I've sent to you beginning of last month. My apologies for that!

However I rely on some basic information from your side in order to develop a strategy as I cannot just assume something.

Therefore I cut down the questions to the three most important ones and I would appreciate if you could give me a short feedback until Friday next week if that is possible?

- 1) Does the JPdL office in Ottawa follow any CSR strategy or has followed in the past? (if yes, please provide short overview)
- 2) Do you follow any environmentally friendly rules/guidelines within the office? (if yes, please provide short overview)
- 3) Do you offer environmentally friendly services to your clients or only in case they do especially ask for it?

Thank you very much for your help and I wish you a nice weekend!

Regards,

Sibylle

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jpdl.com

Extract of a proposal for a Federal Government Client (Intertask):

For ease of evaluation, please see our **SECTION I, Appendix C**, forming part of our response to SECTION I – D. RFSA Part 4 M.2, herein, which includes a description of each project with supporting information as required in the RFSA M.2 a) – k), a **Certified Statement of Intertask Scope of Work (list of services provided) for each, plus a Letter of Reference for each.**

M.3 LANGUAGE CERTIFICATION:

Intertask Conferences hereby certifies that its firm is capable of providing services in both official languages (English and French).



Paul G. Akehurst
Managing Director

Date: October 22, 2013

M.4 ENVIRONMENTAL CONSIDERATIONS

Our corporate commitment to environmental sustainability is reflected in a series of policies and internal practices adopted by us during the mid-1970s' world energy crisis, and applied consistently since, in our internal day-to-day operations and in-plant procedures. We take a holistic approach.

This is ingrained into our corporate culture and easily applied with success, because it involves things that we believe in.

In addition, our relationship with JPdL enables Intertask to offer to Canada, highly specialized expertise and consultative advice to PWGSC clients in environmentally-responsible meeting management practices.

The JPdL Manager of Congress Operations in Montreal, has been an active member of the Advisory Board that established a formal certification in "environmental responsibility in meeting management" with the Bureau de normalisation du Québec (Québec Standards Organization).

Together with industry suppliers, large corporations committed to sustainable development, and provincial government bodies, this group defined indicators for measuring and applying environmental standards to be applied to all types of meetings and events in Québec.

A JPdL employee sat on the APEX Green Meetings and Events Practices Panel to develop a North American standard in conjunction with US-EPA for ASTM International, one of the largest voluntary standards development organizations in the world.

Andrée Gauthier, manager of JPdL Québec City, was Head of the Canadian Delegation on the ISO/TC250 "Sustainability in Event Management Committee". She was also president of the Canadian Committee on Sustainability in Event Management.

These resources are part of the Intertask Conferences organization and are available as consultants and resources to Intertask clients, including Canada, to advise on the greening of meetings.

Please also see SECTION I, **Appendix B. A.3 Environmental Considerations.**

a) **Corporate Environmental Policy and Mission**

As a primary policy, we have made our environmental commitment quite visible and apparent by example, to new staff and to visitors. We thereby generate awareness of Intertask's commitment to maintain its green credentials and, to the extent that it is appropriate and practical to do so, we encourage clients and suppliers to follow suit.

Our environmental statement and mission are demonstrated in what we do and how we do it. We find that this often produces more effective results than writing or talking about it.

However, in 1984 Intertask printed its first corporate marketing brochure extolling environmentally sensitive meeting management practices such as: paper and badge-holder recycling, the use of re-usable lanyards instead of badge clips and pins, avoiding disposables and single-use containers, moderation in meeting-room lighting and heating, travel economies, and use of re-cycled paper.

We updated and re-published this pamphlet numerous times over the past 29 years, distributing it to every potential client and included it in our various proposals to all PWGSC RFP solicitations over the years.

It was discontinued after the Government of Canada issued its Policy on Green Procurement in 2006 and when the Green Meeting Guide was issued by Environment Canada (version 2) in August, 2007. These essentially advocated the same things, making our own long-standing corporate initiatives appear redundant or dated.

Intertask Office Operations:

Intertask has a long-term lease at 275 Bay Street occupying two secure floors of its three-story building and once owned the building. We constructed a new floor on the office building in 1988 which featured: an inverted flat roof with its insulation on the outside. It was designed by Ted Fancott, the architect of Ottawa City Hall and Dalton Minty then-Dean of Environmental Engineering at Carleton University whose futuristic environmental sustainability theories in industrial design and construction techniques were attracting international acclaim.

Today they are commonplace and we believe that our initiative then, although 25% more expensive than conventional, has resulted in an enormous energy savings in the heating and cooling of the 9,000 square foot office building.

We were among the first in Ottawa to install tinted, low-E, Argon-filled windows, use automated mechanical dampers in our ductwork, electronic set-back thermostats for off-hours heating and cooling, have individual light switches in every office and a completely "dark" overnight building environment. Interior heated stairwells were eliminated. Awnings were installed. Russian Olive trees were planted on Bay Street to block and absorb heat from sun in summer.

The rest of the office building was re-fitted for energy efficiency at the same time. Heat pumps replaced furnaces and air conditioners. A water-cooled heat pump was installed in our 18-seat Boardroom.

Our staff kitchen contains only re-usable china, glassware, cutlery and towels. We have replaced T12 fluorescent bulbs and magnetic ballasts with T8 linear lamps and electronic ballasts, reducing energy consumption from this source by 35%.

In 2012, Intertask reduced its office space-use (over 33%) by consolidating onto two floors from three. We acquired modern cubical offices for over 50% of our personnel resulting in more efficient workspace and a smaller footprint.

This evident corporate commitment to environmental sustainability in our day-to-day workplace continues to send an evident message to staff and clients that very much assists in enabling the application of our corporate environmental credo:

"Given two very similar choices, we recommend that our clients choose the one with the green credentials in all meeting planning and management decisions."

Environmental Management Systems:

In our workplace environment, some employees have experienced physical difficulties from long hours using computers. Posture problems have been corrected by acquiring special chairs, adjustable-height work stations and custom-made devices to elevate monitors.

We have recently had a more serious case of carpal syndrome, resulting from and affecting one senior, long-term employee's ability to keyboard and thus her overall capability to function in logistics management.

On the advice of consultants, Intertask purchased voice-activated keyboarding technology and engaged a trainer for the employee.

This has been so successful that, in this case manual keyboarding has been almost eliminated with virtually 100% accuracy. There has been no loss of time due to disability.

The outcome has positively affected overall staff morale by demonstrating corporate workplace-environment concern and employee support in a caring, meaningful manner.

We manage surplus electronic equipment disposal by taking used computers, printers, FAX machines and other such devices to a company in Smiths Falls which services them for re-distribution through aid organizations in lesser-developed countries.

We donate surplus office furniture, supplies, telephones and anything that is re-usable without processing to REAL (Rideau Environmental Action League) in Smiths Falls. Intertask pays all storage and transportation costs as this is a corporate charitable initiative.

Internally we: shred paper for re-cycling; we re-use envelopes and cardboard boxes and other containers; turn out office lights; turn off computer monitors when unused for 15 minutes to avoid use of phantom energy that powers screen-savers; avoid unnecessary printing and photocopying; lower and louver west-side blinds in all offices; use 30%+ re-cycled paper; make note-pads from used paper; use electronic messaging. We have a graffiti-removal building contract; an unheated trailer for dead storage and bicycles.

We used to write "Thank you for thinking of the environment before printing this e-mail" as a tag used by staff on e-mail messages, but we stopped now that the industry is conditioned to conserve paper.

b) Energy Sourcing Action Plan

In (a), we have described a number of measures that the Intertask Group has had in effect internally for many years to improve energy efficiency and use alternative power/fuel sources: air and water source heat pumps; special roof insulation and windows; turning off lights, computers, copiers and printers when not in use; avoiding unnecessary printing; and use of electronic communication wherever possible.

Two old oil furnaces have been replaced with high efficiency units. All incandescent bulbs have been replaced with fluorescent bulbs in the 275 Bay Street office building.

We traditionally have shipped huge quantities of supplies and equipment to site for major conferences, often over long distances, by air, especially in winter.

Today, we have been able to cut such shipments dramatically: by procuring supplies, food and equipment locally in distant cities; by having Final Programs and other documentation printed in the conference cities because of the reliable supplier network that our subsidiary Imagehouse has created over many years; by publishing electronically and posting to the Internet when clients agree, and avoiding printed publications altogether; installing Internet kiosks on site; by recruiting more staff locally (and using JPdL staff in conference cities where they have offices), rather than flying our entire on-site team, thus avoiding travel, hotel and meal costs and energy use.

Locally, we use a limousine company for VIP airport pick-ups and ground transportation that fuels its vehicles with used French-fry oil.

Bullfrog Power is available from the Brookstreet Hotel and the Metro Toronto Convention Centre, preferred suppliers of Intertask.

Motorcoaches rather than taxis are used for group pick-ups at the airport.

c) Materials/Equipment Sourcing

We recycle and use recycled: printer and FAX toner cartridges; Company-owned motor vehicles; paper for printing; walkie-talkie radio batteries; cell phones; computer terminals; keyboards; plastic badge holders for conference delegates; lanyards, bull-dog clips for badges; cutlery, plateware and napkins; some signage.

On the issue of re-cycled signage, most clients want their logo on signs. We have tried to re-use signs by removing logos, post-event, cutting them with guillotine knives. But the size of the resulting product is reduced, often unsightly because it is out of scale with new ones.

We have had some success re-cycling generic plastic signs. In fact, we have a storage trailer full of them. But plastic yellows within a few months, cardboard warps, and clients will not pay the cost of masonite whose shipping is more expensive because of its weight.

The energy consumption in making signs, shipping to and back from a conference and storing signs for indefinite periods until clients decide what they want to do with them is very high. It is one of the single most energy-wasteful aspects of conference planning. For annual, repeat clients, we generally have our Display Contractor store signage on our clients' behalf so it can be reused the following year, thus minimizing shipping.

Waste management is the industry's most significant environmental opportunity. We try to make arrangements for left-over food to be sent to homeless shelters and missions like Second Harvest in Toronto. Some hotels and convention centres have developed methods that are acceptable to health authorities. We encourage composting of other waste food and use of compostable lids, straws, and napkins.

Waste management strategies at conferences include: use of re-cycling boxes; retrieval of badge holders and lanyards; use of china, glass and flatware; elimination where possible, of paper at registration counters; donation of surplus food; moderation of heating, lighting and cooling supply; local procurement to reduce shipping costs; use of used computers and other equipment; re-cycling signs where possible.

We ask suppliers for their environmental policies in our RFPs.

d) Transportation Logistics

The use of teleconferencing wherever possible for Planning Committee meetings is probably the single most effective way to reduce transportation energy consumption, especially when committee and sub-committee members are scattered geographically.

Limiting the long-distance shipping of conference materials by printing publications and procuring event supplies, equipment and materials in the conference location is a major contributor to environmental sustainability.

Through strategic partnerships, other corporate alliances and the development of an excellent network of reliable and professional personnel agency specialists, we have found we can substantially reduce the number of personnel we need to send to distant conferences, eliminating their travel and accommodation costs, and thus their carbon footprints.

We recommend the use of green hotels and convention centres to clients and we keep our own list of the good ones. Over 700 Canadian hotels now claim to be "green" according to a 2008 M&IT study. Measuring impact can be challenging.

Wherever possible we inspect and check these facilities ourselves to determine what real environmental benefits they offer, often by questioning front-line hotel staff and doing back-of-the-house tours to make sure things are actually happening. We are concerned about the "green washing" which occurs in our industry, exaggerated claims to create marketing advantage in a field that is highly competitive and that has been suffering, continent-wide, since 9/11 and the 2008 Global Recession which totally disrupted meeting, travel and accommodation patterns, perhaps permanently.

However, the Hotel Association of Canada's Green Key and the Audubon International Green Leaf Eco-Rating programs are good ones. The test is how individual hotels maintain their ratings.

We have little influence over the use of video-conferencing or Web-casting although we have had experience arranging both. By the time we are engaged (because of the services we provide), the decision has been made by the client to hold an event, usually in a specific location with dates chosen.

Video-conferences and Web-casts involve a different skill-set in planning and management. We are able to recommend suppliers who provide the required technology and production services/facilities.

Environmental Attributes of Intertask Conferences:

(Please see SECTION I, Appendix B, A.3)

Over the years, Intertask Conferences has been chosen by the Government of Canada to help produce several significant events which have contributed to forming and reinforcing the overall federal environment and climate-change policies of succeeding governments:

- * A series of 11 cross-Canada "Critical Environmental Science and Technology" workshops for Industry, Science and Technology Canada in March, 1990
- * A series of 28 cross-Canada educational seminars for Environment Canada on the Environmental Assessment Act in 1994/95
- * The OECD Ministerial Conference on Electronic Commerce for Industry Canada in October, 1998
- * The Climate Change Solutions Showcase for the December, 2005 UN Climate Change Conference in Montreal, for Environment Canada
- * The World Canals Conference in September, 2008 in Kingston to showcase the selection of the Rideau Canal as Canada's newest and Ontario's only World Heritage Site, substantially for its environmentally-sustainable Management Plan created by Parks Canada.

Needless to say, Intertask's own environmental policies and practices were credentials that encouraged Environment Canada, Industry Canada and Parks Canada to choose the Company repeatedly to support their green mandates.

In addition, our associates at JPdL have had "green meeting" mandates for several national and international events in recent years, such as the World Congress on Environmental Education and the ISO 7th Plenary Meeting on Social Responsibility. Each demanded the highest environmental standards.

JPdL produced the World Energy Congress 2010 for the World Energy Council held in September 2010 in Montréal. The challenge was to reduce the carbon footprint of this 5,000 delegate event and make it more environmentally responsible.

The Company has available, senior-level consultants to government in the planning and implementation of "green conferences".

Questionnaire, April 1st 2016, Paul Akehurst,

BT Green Meetings - Questionnaire 1A: JPdL Offices

Please indicate your Name & the concerning JPdL office:

Paul Akehurst

Ottawa

1.) How would you rank your environmental awareness in general?

Please describe

Basic awareness

2.) Is your JPdL office currently following a CSR Strategy or has followed one in the past?

Please provide details

Not really. We do charity drives from time to time, we have a book club to share books, and support professional associations' CSR efforts (MPI Charity Auction)

3.) Within the office: Are you following any environmental friendly rules/guidelines within the office? This can include for example: only printing when necessary, recycling, turning off light, using LED lights etc...

If yes, please list the actions taken

See attached doc.

4.) Regarding the services offered to the clients: What have been done within this JPdL office regarding "Green Meetings"/offering environmental sustainable services to the clients?

Please indicate

See attached doc.

5.) Are there any environmental guidelines existing when planning a meeting/conference or tour in general? (For example, which venues to select, which supplier to choose, choices on environmental friendly materials etc.)

If yes, please state them and give examples

see attached doc.

6.) I came across some old correspondence regarding Green meetings. After what I can read from the record, in 2007 the former employee Genevieve Leclerc has been working on developing green initiatives, tried to get a green certification and developed a statement on JPdL's services for "an environmentally responsible meeting" She stated the ideas below. Are any of these ideas still in use?

Please indicate which ideas are still used in practice and how

Within the company	Yes <i>Please provide an example</i>	Somewhat <i>please indicate how</i>	No
JPdL actively promotes the use of electronic communications and archiving for daily management tasks; all documents are centralized on a server and all material that is received by paper is requested by electronic means and made available to the whole office.	yes, all communication s are via email		
JPdL does not encourage unnecessary printing and all internal documents and faxes are printed on both sides of the paper.	2-sided printing is the default +	*2-sided printing is the default on all computers * entire building was updated with T12 Bulbs and wiring * all interior lights are turned off a night except stairwell, outside lights are on timers for security only.	
All fluorescent bulbs were replaced with energy-saving bulbs	entire building		
All the office lights at JPdL are on a timer and are shut off for more than 12 hours per night.	all interior		
JPdL has installed recycling facilities for paper, foil, plastic and glass (and encourages their employees to do so)			
The vast majority of JPdL employees travel to the office by bicycle or public transportation.			no
JPdL encourages employees to take public transportation	yes +		

Questions 6b - 9 as well as 11-12 (see Appendix I for reference) n/a

10.) Have you ever answered a request from a client asking for green/environmentally sustainable services / have you proposed green options?

If so, please provide details.

see attached do

= attached doc = Extract of a proposal for a Federal Government (see above)

Appendix III Research material JPdL Tremblant

RE: questionnaire "Green Meeting strategy" JPdL Tremblant

Stéphanie Cuillerier

You forwarded this message on 4/1/2016 4:54 PM.

Sent: Friday, April 01, 2016 4:47 PM

To: Sibylle Frey

Hi Sibylle, see below.

I really don't have much time and didn't have much to say considering we're such a tiny office.

Stéphanie Cuillerier | Gérante des ventes / Sales Manager
JPdL Montreal & Tremblant, a Hosts Global Alliance Member
Postal 1555 Peel, Suite 500, Montréal, QC, H3A 3L8
T - Montreal: 514 287.9898 x 249 | www.jpdl.com
T - Tremblant : 819 425.6881
M : 514.654.6640
[LinkedIn: Stephanie Cuillerier](#)

From: Sibylle Frey

Sent: April-01-16 3:22 PM

To: Stéphanie Cuillerier <scuillerier@jpdl.com>

Subject: FW: questionnaire "Green Meeting strategy" JPdL Tremblant

Hi Stéphanie,

I hope you are doing fine!

I am aware that you are busy right now and I guess that I overwhelmed you a bit with all the questions I've sent to you beginning of last month. My apologies for that!

However I rely on some basic information from your side in order to develop a strategy, and I cannot just assume something.

Therefore I cut down the questions to the three most important ones and I would appreciate if you could give me a short feedback until Friday next week if that is possible?

- 1) Does the JPdL office in Tremblant follow any CSR strategy or has followed in the past? (if yes, please provide short overview)
There is no JPdL Tremblant office. It's just me working out of Montreal, doing Montreal and Tremblant sales + my colleague Chantal who works in Tremblant from her home. We do not do much in regards to CSR other than encourage our groups to do so! We've done great projects like a full park build or bike builds for kids in need.
- 2) Do you follow any environmentally friendly rules/guidelines within the office? (if yes, please provide short overview) – Being that we work from a distance, we are very "online" and barely print. Chantal doesn't need to drive to work and I take the subway! :P
- 3) Do you offer environmentally friendly services to your clients or only in case they do especially ask for it? – In the last 4 years of working in the DMC field, I've never once had the request. We make the effort when we can, but it's rarely used as a selling point as these ele-

Frey Sibylle

ments are defined further on in the program. I'm thinking of caterers that donate the leftovers, requesting that our staff carpool to come to Tremblant, never using disposable dish-ware and prioritising food that is edible without dishes for standing cocktails... We also aim for locally sourced produce and products for the catering, gifts to our participants, etc. We'll prefer shuttle systems in large coaches rather than sedans for groups landing in Montreal that need to make their way to Tremblant.

Thank you very much for your help and I wish you a nice weekend! Hope this helps!

Regards,
Sibylle

Sibylle Frey | Operations Intern
JPdL Toronto & Niagara, a Hosts Global Alliance Member
2 Berkeley Street, Suite 500, Toronto, ON, M5A 4J5
T. 416-221-5679 x 234
LinkedIn: [Sibylle Frey](#)
jpd.com

From: Sibylle Frey
Sent: March-07-16 11:35 AM
To: Stéphanie Cuillerier
Subject: questionnaire "Green Meeting strategy" JPdL Tremblant

Good Morning Stephanie,

I hope you are doing fine!

My name is Sibylle and I am currently doing my internship at the JPdL office in Toronto. During my internship I am writing my Bachelor thesis in order to complete my degree.
I choose to examine the impact of the implementation of a *Green Meeting Strategy* on the competitiveness and profitability of JPdL.
The thesis will provide decision guidance for JPdL whether to implement/improve the strategy of organizing sustainable meetings and events in the future or not. It will bring clarity whether and how it is profitable and worthy for the company to offer environmentally friendly conference/meeting options to the client and allocate resources to this field.
Furthermore the thesis will provide a concept for JPdL which includes practical guidance on how the company could implement a green meeting strategy in order to get the most profit out of it.

I decided not only to include the Toronto & Niagara office, but rather to conduct my research companywide and including all JPdL offices and divisions in order to make it more significant. As I therefore need information from the **JPdL office in Tremblant**, I am contacting you.

To start off with my thesis I would need to know what have been done in the different offices related to this topic.

I created a questionnaire which is attached to this e-mail.

May I ask you to do fill out the attached document for JPdL Tremblant and return it back to me?

Thank you very much for your help and have a nice week!
Regards,
Sibylle

Frey Sibylle

Appendix IV Research material JPdL Quebec

RE: questionnaire "Green Meeting strategy" JPdL Quebec

[Andrée Asselin](#)

You replied on 4/20/2016 10:46 AM.

Sent: Wednesday, April 20, 2016 10:43 AM

To: [Sibylle Frey](#)

Bon matin,

Non, nos clients ne semblent pas vraiment respectueux de l'environnement... 😊

AA

From: Sibylle Frey

Sent: 20 avril 2016 10:22

To: Andrée Asselin

Subject: RE: questionnaire "Green Meeting strategy" JPdL Quebec

Bonjour Andrée,

Merci pour la réponse!

J'ai seulement une dernière question, qui concerne les services que vous offrez à vos clients: Est-ce que vous avez déjà eu un client qui a demandé pour une option 'verte'/ respectueux de l'environnement?

Merci et bonne journée

Sibylle

Sibylle Frey | Operations Intern

JPdL Toronto & Niagara, a Hosts Global Alliance Member

2 Berkeley Street, Suite 500, Toronto, ON, M5A 4J5

T. 416-221-5679 x 234

LinkedIn: [Sibylle Frey](#)

jpd.com

From: Andrée Asselin

Sent: April-19-16 6:09 PM

To: Sibylle Frey

Subject: RE: questionnaire "Green Meeting strategy" JPdL Quebec

Bonjour,

J'ajouterais à ce que Nicky a détaillé dans son courriel que nous avons récemment donné tous les vieilles composantes d'ordinateurs (clavier, écran, etc.) à un organisme certifié dans la récupération de matériel électronique.

Merci.

Andrée Asselin

Frey Sibylle

From: Sibylle Frey
Sent: 19 avril 2016 09:39
To: Nicky de Champlain
Cc: Andrée Asselin
Subject: RE: questionnaire "Green Meeting strategy" JPdL Quebec

Hi Nicky,

No worries at all, I can understand that completely. I've been in contact with the Montreal office already. My intention was just to figure out if there was any special effort done within the Quebec office, in regards to offer environmentally friendly services to clients and if sustainable business operations is a topic. If there is not, that's enough for me to know as well 😊

Thanks' a lot and have a nice day!
Sibylle

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[jpd.com](#)

From: Nicky de Champlain
Sent: April-19-16 9:29 AM
To: Sibylle Frey
Cc: Andrée Asselin
Subject: RE: questionnaire "Green Meeting strategy" JPdL Quebec

Sibylle,

I am sorry that I did not answer you back, I usually at least acknowledge, but deadlines of proposals are on top of my list right now.

Also, I have cc my colleague Andree – most of the questions are oriented towards the division of International.

Most incentives are not requiring a CSR activity and when they do we associate ourselves with TeamBuilding Quebec and a local charity i.e. build a bike, put together hygiene kits for homeless shelters...

In the office, we recycle, print on recycled paper etc.

I will let Andree give her two cents in your questions.
Thanks and have a great week.

Nicky

Nicky de Champlain
Director of Sales / *Directrice des Ventes*
JPdL Quebec, a Hosts Global Alliance Member
nde Champlain@jpd.com
T. 418 692.6636
F. 418 692.5587
LinkedIn: Nicky de Champlain
[jpd.com](#)

Frey Sibylle

From: Sibylle Frey
Sent: April-19-16 9:22 AM
To: Nicky de Champlain
Subject: FW: questionnaire "Green Meeting strategy" JPdL Quebec

Hi Nicky,

I hope you are doing fine!

I am aware that you are busy right now and I guess that I overwhelmed you a bit with all the questions I've sent to you beginning of last month... My apologies for that!
However I rely on some basic information from your side in order to develop a strategy.

Therefore I cut down the questions to the three most important ones and I would appreciate if you could give me a short feedback until Friday if that is possible?

- 1) Does the JPdL office in Quebec follow any CSR strategy or has followed in the past? (if yes, please provide short overview)
- 2) Do you follow any environmentally friendly rules/guidelines within the office? (if yes, please provide short overview)
- 3) Do you offer environmentally friendly services to your clients or only in case they do especially ask for it?

Thank you very much for your help and I wish you a nice week!

Regards,
Sibylle

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Frey Sibylle

Appendix V Research material JPdL Toronto

RE: question for my thesis

[Michelle Piromalli](#)

You forwarded this message on 3/16/2016 4:52 PM.

Sent: Wednesday, March 16, 2016 2:28 PM

To: [Jennifer Ginsberg](#); [Sibylle Frey](#)

Sorry Sibylle I can't add more to it than Jennifer. I was also not here (on maternity leave) but I really don't think #1 was implemented. I also agree with Jennifer to reach out to Montreal about #2 as this is completely based on Montreal's office.

Michelle Piromalli | General Manager, Operations
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[jpd.com](#)

From: Jennifer Ginsberg
Sent: March-16-16 10:48 AM
To: Sibylle Frey
Cc: Michelle Piromalli
Subject: RE: question for my thesis

Hi Sibylle,

I have never seen the first document regarding JPdL Toronto/Niagara as this was created when I was not working at JPdL. The other document created by Genevieve was something that she was very passionate about. I am not sure if JPdL International is still working these tools to be greener. You might contact Marie-Lou Coupal or Marie-Josée Talarico at JPdL International to see what they are doing.

Sorry I could not be more help.

Jennifer

From: Sibylle Frey
Sent: March-15-16 5:41 PM
To: Michelle Piromalli; Jennifer Ginsberg
Subject: question for my thesis

Hi Michelle & Jennifer,

I was wondering if you could help me with a question for my thesis if you have a moment this week.

I've been talking to Anne-Marie about it but she has never seen it before, so I was wondering if someone of you might now as you've been working for JPdL Toronto the longest.

Frey Sibylle

- A) I had a look around in the common drive as well as the old e-mails and found the Toronto&Niagara CSR Business Strategy attached. Do you know by any chance if this was ever used/ any of the strategies ever applied in this office? (was created by a girl called Mariella in 2014)
- B) I found an old e-mail (from 2007) from a girl called Geneviève Leclerc (I think she was working for JPdL International). She did a lot of work regarding environmentally responsible meetings. I've attached her statement as well. Were any of here suggestions ever applied to the Toronto office?

Thank you ☺

Sibylle

Referral to this e-mail form 2007:

JPdL is Green... sustainable development and "green" meetings

Geneviève Leclerc

You forwarded this message on 3/3/2016 5:00 PM.

Sent: Friday, October 19, 2007 1:06 PM

To: Montreal; Tremblant; Québec; Equipe-Vitamine; Toronto

Attachments:  An Environmentally Respons~1.doc (37 KB)[Open as Web Page];  Conferences become more ec~1.pdf (39 KB)[Open as Web Page]

Dear colleagues,

As many of you know already, I have been actively working over the last year in developing a greener side to our internal operations as well as building expertise on holding green meetings. I'm becoming very involved with various people in our industry on this issue, and I believe that our efforts have permitted JPdL to position itself now as the leader in this developing trend in Canada. I would like to make sure that we are all aware of the various initiatives being undertaken by JPdL to achieve this leadership, and that we are jointly building on them and sharing them amongst ourselves so that we keep our edge and turn this into an excellent business opportunity for our companies.

Laure and I have developed a "one-sheet" on JPdL's services for "An Environmentally responsible meeting", which you will find attached. I encourage each of the offices to do a similar one, based on your reality. This is sent with proposals when applicable.

Here's a recap of the ongoing projects or initiatives I'm also involved in. Feel free to share this information with your clients when promoting this service.

- I have been sitting on an Advisory Board actively working at establishing a formal certification in "environmental responsibility in meeting management" with the *Bureau de normalisation du Québec* (Quebec Standards Organization). Together with industry suppliers, large corporations committed to sustainable development and government bodies, we are working at defining indicators for measuring and applying environmental responsibility in the meetings industry and developing a standard which can be applied to all kinds of meetings and events held in Quebec. Research has shown this is one of very few such initiatives of its kind worldwide, and there are already talks that it be used as a stepping-

stone to broaden the scope of this certification once established. JPdL is currently the only DMC / PCO sitting on this.

- I have organized one of the events (SIL 2007) that served as pilot-project for the certification process. Please see www.sil2007.org (Green Congress tab) to have a look at what kind of action plan we put in place for making this event environmentally-responsible. An article was written last April on our initiative with this congress (see attached) and our efforts were featured in a Radio-Canada/Le Téléjournal news broadcast during the congress (http://www.sil2007.uqam.ca/wmv/LCN_16Aout_18h.html)

- The next 3 congresses I am working on are going to have a “green event” component to it. Maybe some of you are also doing it, if so, please share.

- We have been actively working with the Palais des Congres in Montreal and the MTCC in Toronto on their providing green services to our clients.

- We are also starting to address the issue with our main suppliers to get them to follow our lead and develop a “green package”.

- PCMA Chapter Canada East is holding an educational event on Green meetings on November 30 in Ottawa, and I will be sharing the panel with other industry leaders. For those of you interested, you can find the information at http://www.pcma.org/chapters/regional/calendar/default.asp?EVENT_ID=1484&EVENT_FILTER=Chapter+Events&CHAPTER_ID=1

- JPdL will be present at the next Green Meetings Industry Council Annual Meeting in February 2008. I will be giving a presentation on the Quebec certification initiative as part of an international panel. http://www.greenmeetings.info/GMIC_Agenda08.pdf (Session 3)

- Jean-Paul and I are working on an idea to put together an educational PCMA event which would be a “part-2” to the PCMA Canada East November panel and which would be held in Montreal in 2008.

- In efforts to build on our own internal knowledge on the subject, Jean-Paul and Marie-Jo have asked me to give a presentation here in the upcoming weeks on Green meetings. We could explore the possibility to do this as a live meeting on the web if some of you in other offices are interested to attend. Let me know and I'll research possibilities and costs.

- I'll also make little “green capsules” from time to time that I will distribute to all offices, with tips and tricks and being more environmentally responsible in our industry.

So in conclusion, green meetings is probably the biggest growing trend in our industry in 2007 and it's not going away, so we have found that it makes excellent business sense to develop expertise on this and fast. I'll be happy to help you build your own expertise on the subject. Make sure you “toot” (I have no idea how this is written...) our horn loud and clear to your clients!

Gen

P.S. Additional resources for you:

http://www.conventionindustry.org/projects/green_meetings_report.pdf

http://www.greeninggovernment.gc.ca/F5B1C0BC-741C-4493-B4B7-B0D56BBE6566/Green_Meeting_Guide_07.pdf

<http://www.bluegreenmeetings.org/>

<http://www.greenmeetings.info/>

http://archive.pcma.org/conv/dec06/Convene_Dec%2006_036-066%20Green%20Meetings.pdf
http://www.fairmont.com/EN_FA/Environment
http://www.pcma.org/resources/convene/archives/displayArticle.asp?ARTICLE_ID=5286

Geneviève Leclerc, CMP

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 **gleclerc@jpd.com**

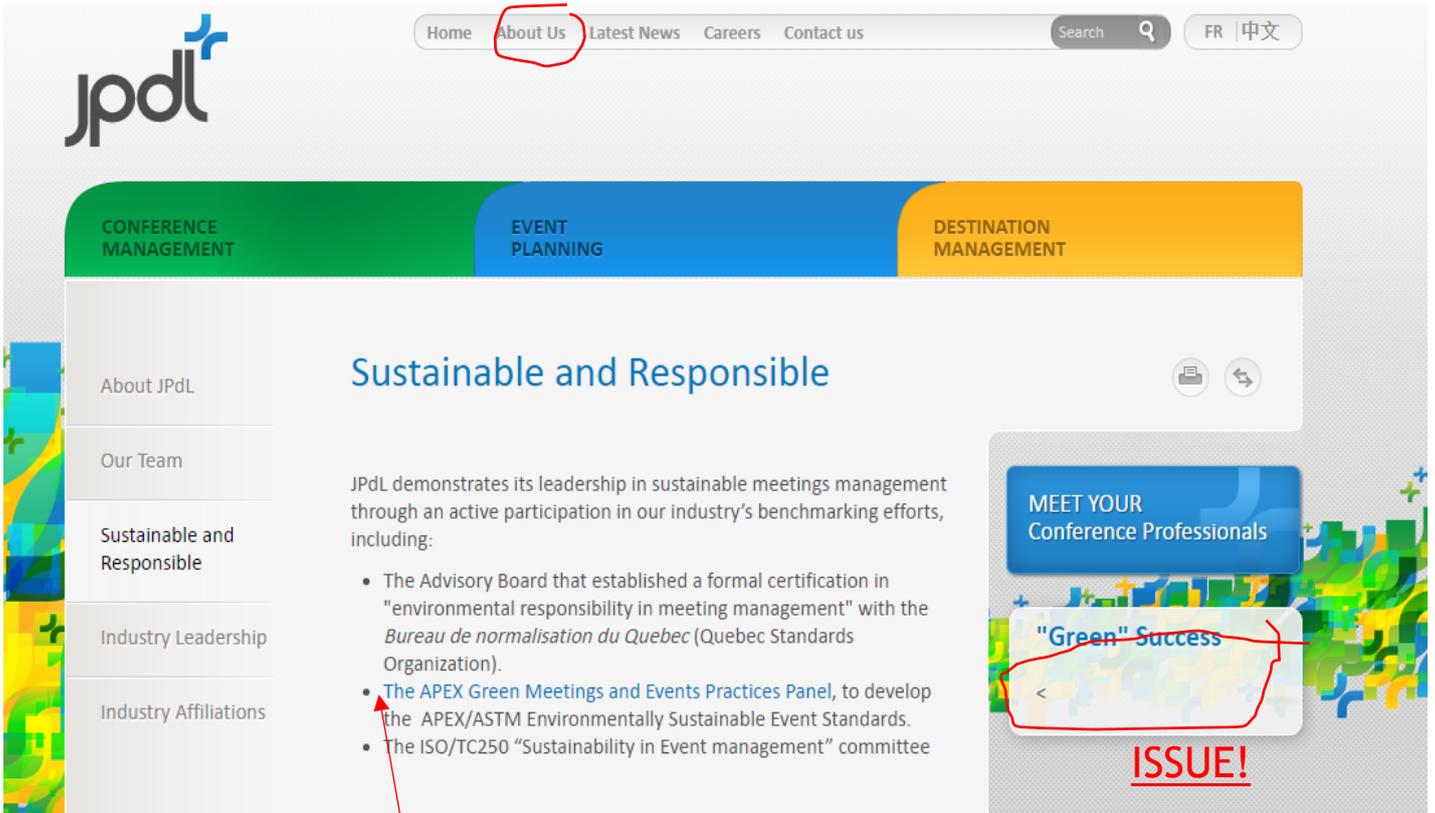
 **www.jpd.com**

Appendix VI JPdL Website

1. URL: <http://jpdL.com/keeping-it-green-sustainable-meetings>

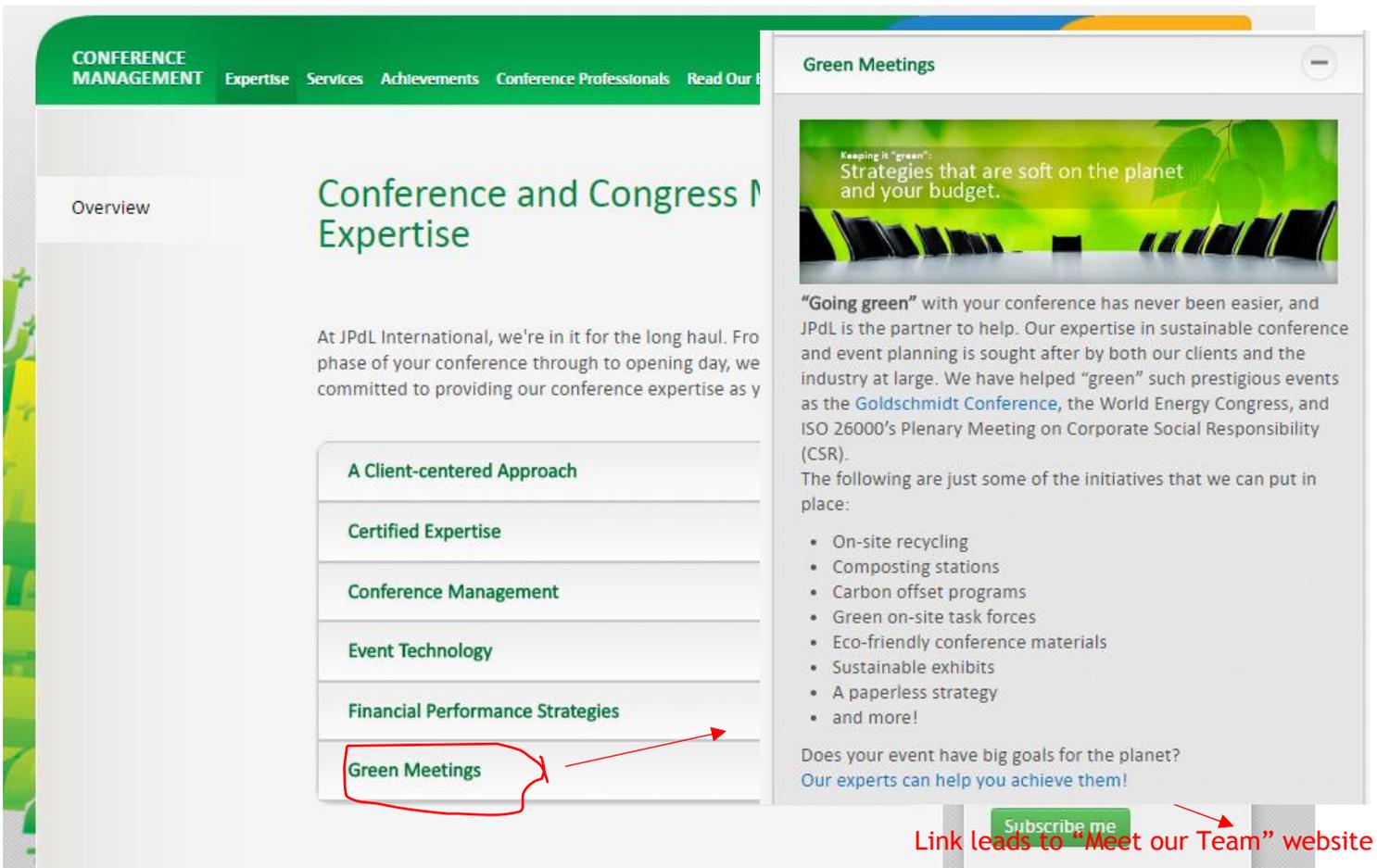
The image shows a screenshot of the JPdL website. At the top left is the JPdL logo. To the right is a portrait of John Kotchan, CMP, Registration and Scientific Program Manager. Below the logo is a colorful graphic with the text 'CONFERENCE MANAGEMENT' and 'EVENT PLANNING'. A red arrow points from the 'Sustainable Meetings' link in the footer to the 'EVENT PLANNING' section. An inset window shows a navigation menu with 'CONFERENCE MANAGEMENT', 'EVENT PLANNING', and 'DESTINATION MANAGEMENT'. Below the menu is an 'Access denied' message: 'You are not authorized to access this page.' and a 'SIGN UP for JPdL plus!' button. The footer contains links for 'PCO | Congress Organization | Sustainable Meetings | Meeting Technology', 'Corporate Meetings | Galas | Incentive Trips | Product Launch', and 'Québec | Tremblant | Montreal | Ottawa | Toronto | Niagara | Canada'.

1. URL: <http://jpdL.com/en/sustainable-and-responsible>



Link connects to GMIC website stating an entry of 2012

3. URL: <http://jpdL.com/en/conference-and-congress-management-expertise>



Link leads to "Meet our Team" website

Frey Sibylle

Appendix VII JPdL Newsletter earth day

From: Ashley Frankel
Sent: 22 avril 2016 14:45
To: Toronto; Tremblant; Québec; Montreal
Subject: JPdL Plus Newsletter - Earth Day

Salut à tous / Hello everyone,

Happy Earth Day one and all! As you all are aware, JPdL highly values green meetings and initiatives. Take a look at the spring edition of the *JPdL plus* newsletter where you can find JPdL's current green initiatives, tips, upcoming events and latest news for JPdL International → [JPdL Plus – Spring 2016](#)

If you are not yet subscribed to the newsletter, please do so through our web form (in the right hand column): <http://www.jpdl.com/en/event-planning>

Thank you and have a nice weekend!

Warmest regards,

Ashley Frankel | Coordonnatrice marketing / Marketing Coordinator
JPdL International, 1555 Peel, Suite 500, Montréal, QC, H3A 3L8
T: 514 287.9898 x 255 | www.jpdl.com
LinkedIn: [Ashley Frankel](#)

Spring / Printemps 2016

[View this email in your browser](#)



Happy **Earth Day!** / Joyeuse journée de la **Terre !**

Read about growing list of green initiatives and our upcoming events below! JPdL *plus* is your semi-annual source for news, tips and tools that matter most to your conference or event.

Apprenez d'avantage au sujet de nos initiatives vertes et nos événements à venir ! JPdL *plus* est votre source par excellence pour des nouvelles, des conseils et des outils en vue d'une meilleure planification et exécution de votre conférence ou de votre événement.

Feature Article / Article en vedette

Thinking GREEN for 2016

Read all about JPdL's green initiatives

[Click HERE](#)

Vers une année 2016 VERTE

Jetez un coup d'oeil aux initiatives vertes de JPdL

[Cliquez ICI](#)



Event Pro Tip / Conseil de pro



GREEN up your commute / Un trajet VERT

Try taking a walk or carpooling with co-workers instead of driving to your next business meeting; it can make a **WORLD** of a difference!

Essayez de prendre une marche ou de covoiturer vers votre prochaine réunion d'affaires; ça peut faire un **MONDE** de différence!

Upcoming Events / Événements à venir



29th International Electric Vehicle Symposium & Exhibition
Montreal, QC
June 19 - 22 juin 2016



4th World Parkinson Congress / 4e congrès mondiale de Parkinson
Portland, OR
September 20 - 23 septembre 2016

[Come Meet JPdL at these Industry Events!](#)

[Venez rencontrer JPdL à ces événements !](#)

JPdL News / Nouvelles de JPdL



JPdL article featured in The
PCO (p.3)



Takeaways from PCMA



Interview with Alain
Carbonneau (p.38)

Thinking GREEN for 2016



Sustainability. Carbon Footprint. Eco-friendly.

In any industry, these words get tossed around on a daily basis and yet the topic of “going green” still does not get the attention it deserves. Rarely do employees take a step back to ask themselves “What is my company doing to help the environment? Am I doing all I can to contribute to these initiatives? What can I do to further improve this situation”?

Grand or small, every gesture to make a difference; just imagine the combined impact if each employee picked up a couple of new habits toward a greener tomorrow! To inspire you to take some initiatives of your own, the following are several environmentally friendly initiatives that JPdL has taken over the past few years, both large and small.

Leadership Initiatives

JPdL International has been a leader in developing and supporting sustainability initiatives in the industry, through our leadership and active participation in our industry’s benchmarking efforts.

- JPdL was an active member of the Advisory Board that worked at establishing a formal certification in "environmental responsibility in meeting management" with the Quebec Standards Organization.
- JPdL was represented on the APEX Green Meetings and Events Practices Panel, to develop a North American standard in conjunction with US-EPA for ASTM International, one of the largest voluntary standards development organizations in the world.

Green Meetings

JPdL has helped various clients undertake over 35 different initiatives for their events, including:

- On-site recycling and waste management
- Implementation of an internal waste minimization plan
- On-site composting
- Green alternatives to delegate materials
- A sophisticated carbon-offsetting program
- Careful selection of environmentally responsible suppliers
- The creation of a green on-site task force

For example, JPdL helped the Goldschmidt Conference attain level 3 certification of the Québec Standards Bureau's 9700-253 standard on eco-responsible event management, the highest level of certification available by the Bureau and an unprecedented one for an event of Goldschmidt's magnitude with over 2,500 attendees back in 2012.

Work Environment Initiatives

At JPdL, we truly value eco-friendly initiatives; even our president drives an electric car and uses Bixi Bikes (Montreal's Bike sharing program) around the city! Here are a few more initiatives our company and employees take on a daily basis:

- Automatic lights that switch off from 6 PM to 8 AM (reduced energy consumption by 55%).
- Eco-friendly computer equipment and lighting
- Common compost bin strategically placed in the office kitchen
- Employees are encouraged to reduce waste by re-using paper when printing internal documents
- Large collective recycle bin to dispose of larger items
- Employees are encouraged to use public transportation to get to work
- Common Bixi bike memberships for professional use.
- Minimizing ecological impact of business trips by sending other offices on site visits within close proximity to their office location

At the end of the day, it is up to each employee to pull their weight in order for a company's green initiatives to succeed. Whether it is recycling or greening up your daily

Frey Sibylle

commute, this Earth Day (April 22, 2016) and every day we encourage you to take the time to do something nice for the planet we all share!

Learn about our latest green meeting, EVS29!

Read more “green meeting” advice from JPdL on how to Green Up Your Trade Show Booth!

RE: JPdL Plus Newsletter - Earth Day

Ashley Frankel

Sent: Friday, April 22, 2016 4:48 PM

To: Sibylle Frey

It's pretty new content (the actual list of initiatives) but the first part of my article with our memberships and whatnot is usually in our proposals for JPdL International, yes!

No problem and let me know if there's anything else I can help with.

Have a nice weekend!

Ashley Frankel | Coordonnatrice marketing / Marketing Coordinator
JPdL International, 1555 Peel, Suite 500, Montréal, QC, H3A 3L8
T: 514 287.9898 x 255 | www.jpdl.com
LinkedIn: [Ashley Frankel](#)

From: Sibylle Frey

Sent: April-22-16 4:18 PM

To: Ashley Frankel

Subject: RE: JPdL Plus Newsletter - Earth Day

Hi Ashley,

I am fine as well. Thanks! Its Friday.. ☺

Ok great thank you for answering so quickly!!

That actually helps a lot for my project! I also heard different perceptions on green policies from different people at JPdL I was asking and I got a bit confused..

So just to confirm that I catch it right: you DO include green options in proposals from time to time?

Thanks so much! Enjoy the weekend,

Sibylle

Sibylle Frey | Operations Intern
JPdL Toronto & Niagara, a Hosts Global Alliance Member
2 Berkeley Street, Suite 500, Toronto, ON, M5A 4J5
T. 416-221-5679 x 234
LinkedIn: [Sibylle Frey](#)
jpdl.com

From: Ashley Frankel

Sent: April-22-16 4:05 PM

Frey Sibylle

To: Sibylle Frey
Subject: RE: JPdL Plus Newsletter - Earth Day

Hi Sibylle,

I'm good thanks, and yourself? 😊

Hmm good question...besides listing them on the website through articles/blog posts we've written, they are not listed in very many other places. I do know that we often will write about some of our green policies in proposals we write. In fact, some employees weren't even aware of our green policies before this article which is pretty crazy. Most of the initiatives I found out about were through an interview with Jean-Paul.

Hope this helps!

Ashley Frankel | Coordonnatrice marketing / Marketing Coordinator
JPdL International, 1555 Peel, Suite 500, Montréal, QC, H3A 3L8
T: 514 287.9898 x 255 | www.jpdl.com
LinkedIn: [Ashley Frankel](#)

From: Sibylle Frey
Sent: April-22-16 3:57 PM
To: Ashley Frankel
Subject: RE: JPdL Plus Newsletter - Earth Day

Hi Ashley,

How are you?

Anne-Marie just forwarded me the JPdL Plus Newsletter you've published. I am currently writing my Bachelor thesis during my internship at JPdL in order to complete my degree. I choose to examine the impact of the implementation/enhancement of a *Green Meeting Strategy* on the competitiveness and profitability of JPdL, therefore I was very interested to see the newsletter and the featured article. I was wondering how much you promote the green services JPdL is offering at the current state (apart from the current newsletter for the earth day)? I saw that there is a section on the Website as well regarding, green initiatives & sustainability but are you or were you using other communication channels as well?

Thank you very much for letting me know 😊

Have a nice weekend!
Regards,
Sibylle

Sibylle Frey | Operations Intern
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LinkedIn: [Sibylle Frey](#)
jpdl.com

Appendix VIII Online Survey and Results

Green Meetings

Dear participant

During my current internship at the Destination Management Company **JPdL Toronto & Niagara Inc.**, I am writing my thesis to complete my bachelor degree in tourism management.

The main objective of my thesis is to analyze the market opportunity for Green Meetings* in the case of JPdL and to evaluate how a Green Meeting strategy influences a company's economic competitiveness.

Therefore I am interested in YOUR opinion!

What is your perception and interest in environmentally friendly initiatives within the MICE industry? Have you ever been thinking of organizing a Green Meeting?

This survey will take you about 10 min and is confidential.

Thank you for participating!

* **Definition Green Meeting :**

A meeting or event [that] incorporates environmental considerations to minimize its negative impact on the environment, (Convention Industry Council, 2004)



Sibylle Frey +1 (416) 839-
2273 sibylle.frey@stu-
dents.hevs.ch
<http://www.hevs.ch/>

Green Meetings

Company Profile

* 1. In what industry are you?

Options given: Healthcare, Non-Profit, Technology, Energy&Utilities, Transportation, Materials, Consumer, Finance, Education, Government, Professional Services, Manufacturing, Other (Please specify)

** =mandatory question*

* 2. Where is your company based?

Please indicate City and Country

* 3. Does your company operate regionally, nationally or internationally?

Regionally

Nationally

Internationally

* 4. How many offices do you operate?

Please type in number

* 5. Roughly how many employees currently work for your organization?

10 or less

11 - 49

50 - 249

250 or more

6. What is your role at this company?

Please specify

7. Have you ever used the services of JPdL? (If no, question 8.)

- Yes
 No

* 8. Have you ever used the services of a conference and event planning company?

- yes no

9. Which services have you been using?

- Event and meeting planning
 Congress organisation
 Destination Management Services
 Incentive Trips

Other (please specify)

Environmental awareness and CSR strategies

* 10. How would you rank your personal environmental awareness?

Options given: high, medium, low

* 11. Are there actions undertaken within your company to act environmental friendly? (e.g. less printing, energy saving light bulbs, recycling etc)

- yes
 no

if yes, please specify

* 12. Does your company undertake voluntary activities to operate in an economic, social and environmentally sustainable manner (CSR initiatives)? *If yes, question 13.*

- yes no

13. Please provide a brief overview of the CSR initiatives supported by your company

Value of Green Meetings

14. What comes to mind, when you hear the term “green meeting”?

* 15. Have you ever organized a green meeting? (yourself or by using a professional event and meeting planning company)

Please select the most accurate answer

yes, we only organize green meetings yes, occasionally no, but it is an option for the future no, no interest

* 16. When you are planning to launch a conference or meeting and considering using the services of a professional conference and event planning company, how important are the following points for you?

	very important	important	somewhat important	less important	not important
The company has good reputation	<input type="radio"/>				
Financial responsibility and stability	<input type="radio"/>				
Integrity, frankness and transparency	<input type="radio"/>				
Knowledge about the destination/city	<input type="radio"/>				
Offering environmental friendly options	<input type="radio"/>				
Operational efficiency and cost effectiveness	<input type="radio"/>				
Experience in event organisation	<input type="radio"/>				
Offering innovative services	<input type="radio"/>				
Providing high-end options	<input type="radio"/>				
Offering a programme to offset the emissions produced by the meeting/event	<input type="radio"/>				
Offering low budget options	<input type="radio"/>				

* 17. A) How do you evaluate the minimized negative environmental effect of the measurements below, which can be taken whilst planning/executing an event or conference?

	1	2	3	4	5	no answer
Choose a destination & venue which is central and easy to access (cut down on travel distance)	<input type="radio"/>					
Choose a venue which offers environmental friendly services (e.g. energy saving through solar panels, providing local food etc.)	<input type="radio"/>					
Consider environmental friendly policies during the event. for example: reuse décor, name badges, no printed handouts, no plastic water bottles etc.	<input type="radio"/>					
Transport: e.g. promote sustainable means of transportation, cut down on travel by choosing destination and venue accordingly	<input type="radio"/>					
Waste management during the event (recycling, avoiding food-waste by donating to local charity etc.)	<input type="radio"/>					

* 18. B) At the stage of planning an event - how important is the consideration of the facts above (Question A) for you?

	inevitable	very important	important	less important	not important at all	no answer
Choose a destination & venue which is central and easy to access (cut down on travel distance)	<input type="radio"/>					
Choose a venue which offers environmental friendly services (e.g. energy saving through solar panels, providing local food etc.)	<input type="radio"/>					
Consider environmental friendly policies during the event. for example: reuse décor, name badges, no printed handouts, no plastic water bottles etc.	<input type="radio"/>					
Transport: e.g. promote sustainable means of transport, cut down on travel by choosing destination and venue accordingly	<input type="radio"/>					
Waste management during the event (recycling, avoiding food-waste by donating to local charity etc.)	<input type="radio"/>					

* 19. What is / would be the main reason for you to consider a green meeting option?

- Image
- Doing something good for the environment
- Complying with regulations
- Other (please specify)

* 20. Would you like to be able to choose a "green" option on a proposal?

- yes
- no

* 21. Would you generally be willing to pay more for environmental friendly services?

- yes
- no

22. How much more would you be willing to pay?
please indicate a percentage (numbers only)

23. If you decide to purchase environmental friendly services, how important is it for you that the company you are working with is "green" certified?

24. Anything else you would like to share?

Thank you very much for your time!

Evaluation of the results

Survey duration: March 13th to May 19th, 58 Participants

Q1: In what industry are you?

Industry	Number of re-sponses	%
Consumer	1	1.72
Education	2	3.45
Energy & Utilities	3	5.17
Finance	2	3.45
Healthcare	3	5.17
Professional Services	7	12.07
Transportation	1	1.72
Non-Profit	25	43.1
Other please specify	14 (*see below)	24.08

* other

Association

Events and Incentive Travel

Insurance

Travel (x3)

DMC and luxury travel company

based in Vancouver

Not for profit professional association

Third party planning company

National Union central body

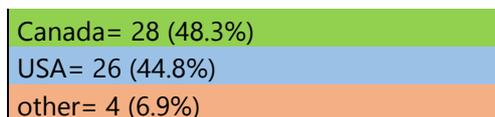
Association

Insurance

Corporate events and incentive travel

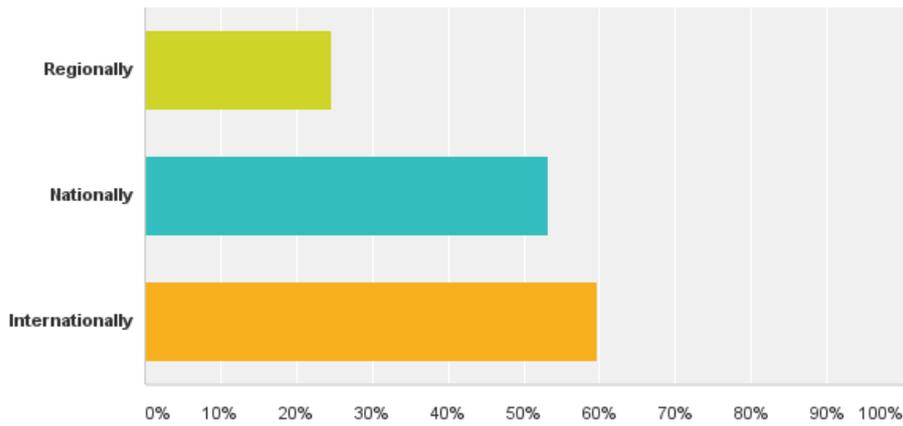
Third party site selection

Q2: Where is your company based? Please indicate City and Country



Other = UK (2), Brasil (1), France (1)

Q3: Does your company operate regionally, nationally or internationally? (multiple responses allowed)



Q4: How many offices do you operate?

Offices	No. of responses
1	32
Between 4 and 11	18
Between 12 and 50	5
Between 51 and 99	3
Between 100 and 150	

Q5: Roughly how many employees currently work for your organization?

Employees	No. of responses
10 or less	17
Between 11 and 49	14
Between 50 and 249	9
250 or more	18

Q6: What is your role at this company? Please specify - Open-Ended Response

Administrative Professional	Executive director
Events and Rewards Program Specialist	Managing Director
Senior Manager, Hospitality Services & Special Events, Toronto	Creative director
Principal	Executive Director
Meeting Planner	Chairman / CEO
Communications Specialist	Executive Director
n/a	President
Senior Travel Manager National office	Manager
Accountant	National Meeting and Convention Planner
Convention & Conference Planner	Director of Global Events
Account Manager	Director of Meetings
Executive Director/CEO	Groups Sales
Trade Association	Meeting Planner
Trade Show and Meeting Planner	director – Transportation electrification
Director of Meetings and Conferences	Account Manager
Owner/President	Convention and Meeting Services Officer
Meeting Planner	Director
Special Events Coordinator	Meeting Services Senior Manager
Senior Group Sales and Operations Manager	Vice President, Sales
President	Associate Manager, Event Contracting & Sourcing
full professor	Meeting & Publications Manager
Manager	V P
Conference Manager	Manager, Business Development
Transportation	Meeting Planner
Executive Director	Meetings Manager
Executive Director	Executive Director
Program Manager	Meeting Planner
Senior Specialist, Sales	Director of Events
Membership driven AIDS Service NGO	Director of Events
admin Assist.	

Q7: Have you ever used the services of JPdL?

answer	No.
Yes	34
no	24

Q8: If answer Q7 = no, Have you ever used the services of a conference and event planning company?

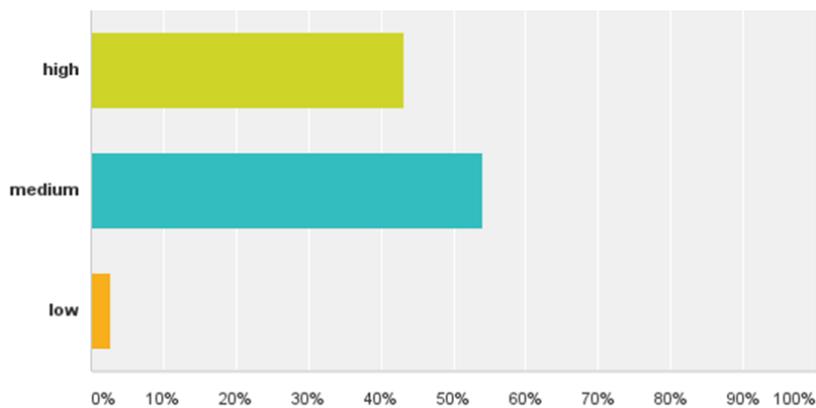
Answer	No.
Yes	15
no	9

Q9: Which services have you been using? (Multiple answers possible)

	Event and meeting planning	Congress organization	Destination mgt services	Incentives
All respondents	19 (32%)	5 (9%)	35 (60%)	4 (7%)
No. of respondents who used JPdL	8	1	26	3
No. of respondents who used other DMC/PCO	11	4	9	1

Q10: How would you rank your personal environmental awareness?

Awareness	No. of respondents
High	28
Medium	28
low	2



Q11: Are there actions undertaken within your company to act environmental friendly? (e.g. less printing, energy saving light bulbs, recycling etc)

Answer	No. of responses
Yes	51
no	7

if yes, please specify (open ended question)

think twice before printing emails & work from home
energy saving lightbulbs, sensor lighting, recycling, separating garbage types, elimination of water bottles
As little printing as possible, cycling to meetings , energy saving lightbulbs, lower heat, minimal usage of A/C, recycling as much as possible.
Double-sided copiers, recycling, light and AC/heat conservation
paperless, telecommuting, Gold LEED certified building

less printing, more apps, recycling, repurposing energy saving lighting, auto lights out at 6:00, composting, paper recycling,
recycling, energy saving light fixtures
less printing, energy efficient lighting, recycling (paper and products)
recycle paper (use for drafts in copier); file folders; no bottled water in meetings (pitchers); car pooling when possible for events ; office lights on motion sensor for efficiency; office recycling; tech equip recycling
Recycle, LEED Gold Buildings, automatic light systems
but very little by my association
All of the above
all of the above
not enough, if it was up to me, I would be more strict (I'm trying)
Those you mention plus limit travel on aircraft and automobile
less printing, recto-verso printing, recycling
Printing, lights, recycling
energy saving light bulbs, recycling, compost
Less printing, recycling, reusing paper for faxes, energy efficient lighting
Paperless, technology, recycling
Too many to name, recycling of all sorts....we are very environmentally friendly
double sided printing, recycling, telecommuting, Office Lighting
Recycle
limited printing, recycling
LED lighting; recycling; membership in enviromental groups
recycling all paper, no disposable products used
less printing and posting - energy saving bulbs
"think before you print"; recycling; less communting
Everything is done virtually, there is no paper being stored.
Electrical consumption reduction, global recycling, consumables reduction, green travel policies
http://www.gapinc.com/content/gapinc/html/sustainability.html
software to manage contracts, accounts payable, each person has a recycling bin at desk, turn off lights in rooms not in use
Paper recycling, less printing, ink cartridge recycling
less printing, recycling, CFP bulbs
recycling, less printing, less meetings (webinars in place of in person meetings), awareness
recycling, E-star rated equipment, LED/cfl lighting, thermostat controls
less printing and stepped up recycling program
very minimal; less printing motivated more out of cost-savings. (However I do use an award winning "green" printer.
Jight bulbs, energy savings, recycling, General awareness of the importance
Less printing, recycling - basics
less printing, recycling, lights off at the end of the day
reduced printing, reduced energy consumption, reduced travel
reduction of waste to landfill, reduction of carbon footprint by reducing air travel (distances), no water bottles at meetings

Q12: Does your company undertake voluntary activities to operate in an economic, social and environmentally sustainable manner (CSR initiatives)?

Answer	No. of re-sponses
Yes	33
no	25

Please provide a brief overview of the CSR initiatives supported by your company

Support the United Way and other charities
That is a question for our marketing department (I do not know)
Mostly around helping underprivileged children with education.
Tree planting, Earth Day Clean Ups, adopted a forest, One of Canada's Greenest Employers
Support watercan projects, red cross, local charities where our conferences are being held. etc
chage over to led lighting
All mentioned above
FM Global is committed to the public priority of sustainability and, specifically, to our role as a contributor of the economic, environmental and social sustainability goals. Our efforts to reduce our carbon footprint are guided by an internal corporate sustainably committee.
At annual conference try to give back. CSR policy establish for the industry
health and wellness lunch and learns, recycling program, encourage local foods, automated lights, energy efficient infrastructure
university programs and courses on environmental science
Waste management
paper, etc
We prefer to work with vendors or sponsors who have environmentally friendly practices
Not my department, just know that we have many initiatives
Reduce printing, more social media and web based
Bike Share, Walking, Teleconferences, Metro rail incentives
Writing, producing content about sustainability
conference proceedings are all electronic
Re using mis printed paper as note pads, turning off unused lights
general mindset for lower energy use; etc.
We have a virtual office, which eliminates the need for paper records being kept and meetings being held face-to-face.
school supply for poor children, donation to slam NGO etc.
As a socila justice organization we are all about CSR, from local initiatives to global projects.
http://www.gapinc.com/content/gapinc/html/sustainability.html
Eco-tourism, fair use of local products and services; as well as involvement and cooperation with local communities so as to improve the quality of life of local people, donation
see Hydroquebec.com
Speaking on our annual convention in particular, we try to examine new ways of reducing our carbon footprint each year. Currently, that includes using green vendors where possible, reducing paper production, not shipping our program books, reducing the amount of program books printed, and encouring the use of our mobile app or pdf version, printing our convention badges onsite rather than mailing ahead of time.
Food donations, personal time donation to local charities

We are committed to supporting programs that benefit local communities across Canada. Aside from our grass-roots support all across Canada, we also partner with national organizations like Imagine Canada, Free the Children, Food Banks Canada and Volunteer Canada
Recycling
reduced coffee breaks at events, reduced container beverages,
Reduction of landfill waste and carbon footprint with air travel

Q13: What comes to mind, when you hear the term “green meeting”? - Open-Ended Response

No waste
Environmentally friendly, sustainable food sources, reduced waste
low carbon footprint wherever possible
A meeting that is conducted in an environmentally friendly manner
Less waste at meetings (i.e. paper, food etc)
A meeting that tries to reduce its negative impact on the Earth by such measures as reducing its carbon footprint etc.
efficiency- less waste
less waste
Environmentally conscious, less of a carbon footprint
Eco friendly, no printed items, energy saving location
costs savings on the hotels part
Using venues and vendors that use sustainable resources.
saving
energy efficient and environmentally friendly
Recycled products
digital documents, sustainable, local food, working with venues that are committed to reducing waste, recycling, easily accessible area
Recycling as much as possible. Walk instead of taking busses (where possible), use properties who are "green".
No waste - a carbon neutral meeting
online registration (not onsite), virtual conference bag and bag contents
No paper
LEED certified facility, recycling and compositing procedures and policies in place.
good stuff I want to support
no printing,
Environmentally friendly
reduce, reuse, redirect
Everything possible is done to be eco friendly
Reduce, replace
Bike Share, we use Bike share for tours
Eliminate waste, recycle
Environmentally friendly
flowers on tables
no paper
Expensive
overly hyped
Saving the environment
no printing, no bottle water etc.

Reducing the environment impact and cost of running an event
A necessary component of meeting management
eliminate carbon footprint, waste management, no paper handouts
Minimize the environmental, social and economic impacts imposed by such activities as meetings, business incentives...
Hotel towels and sheets
conference call or vision conference
taking steps to reduce - paper, primarily and plastic products
reducing waste, minimizing consumption of paper, energy, etc.
Reduction of waste
trying to be environmentally friendly
An effort to consistently, reduce/reuse/recycle in all aspects of event production
wast not want not
being more environmentally friendly at a meeting
reduced carbon footprint
no water bottles, no disposable hot beverage cups, no daily maid service in guest rooms
No paper hand outs or printing

Q14: Have you ever organized a green meeting (yourself or with the help of a professional event planning company)? Please select the most accurate answer

	No.	%
no interest	7	12%
option for future	29	50%
yes, occasionally	19	34%
yes, only	3	5%

In relation to actions taken within the office:

actions taken within the office: YES	
no, no interest	4
no, but it is an option for the future	25
yes, occasionally	19
yes, we only organize green meetings	3

actions taken within the office: NO	
no, no interest	3
no, but it is an option for the future	4
yes, occasionally	0
yes, we only organize green meetings	0

Q15: When you are planning to launch a conference or meeting and considering using the services of a professional conference and event planning company, how important are the following points for you?

	very important	important	somewhat important	less important	not important	Total
The company has good reputation	81.03% 47	12.07% 7	3.45% 2	0.00% 0	3.45% 2	58
Financial responsibility and stability	74.14% 43	20.69% 12	1.72% 1	0.00% 0	3.45% 2	58
Integrity, frankness and transparency	81.03% 47	12.07% 7	3.45% 2	0.00% 0	3.45% 2	58
Knowledge about the destination/city	74.14% 43	18.97% 11	1.72% 1	1.72% 1	3.45% 2	58
Offering environmental friendly options	10.53% 6	38.60% 22	36.84% 21	7.02% 4	7.02% 4	57
Operational efficiency and cost effectiveness	67.24% 39	29.31% 17	0.00% 0	0.00% 0	3.45% 2	58
Experience in event organisation	86.21% 50	8.62% 5	0.00% 0	1.72% 1	3.45% 2	58
Offering innovative services	48.28% 28	41.38% 24	5.17% 3	1.72% 1	3.45% 2	58
Providing high-end options	27.59% 16	31.03% 18	25.86% 15	12.07% 7	3.45% 2	58
Offering a programme to offset the emissions produced by the meeting/event	10.34% 6	31.03% 18	22.41% 13	24.14% 14	12.07% 7	58
Offering low budget options	31.03% 18	34.48% 20	17.24% 10	12.07% 7	5.17% 3	58

Q16: A) How do you evaluate the minimized negative environmental effect of the measurements below, which can be taken whilst planning/executing an event or conference? 1 = high, 5= low

	1	2	3	4	5	no answer	Total	Weighted Average
Choose a destination & venue which is central and easy to access (cut down on travel distance)	46.55% 27	20.69% 12	13.79% 8	6.90% 4	8.62% 5	3.45% 2	58	2.07
Choose a venue which offers environmental friendly services (e.g. energy saving through solar panels, providing local food etc.)	13.79% 8	29.31% 17	18.97% 11	15.52% 9	18.97% 11	3.45% 2	58	2.98
Consider environmental friendly policies during the event. for example: reuse décor, name badges, no printed handouts, no plastic water bottles etc.	29.31% 17	27.59% 16	15.52% 9	13.79% 8	10.34% 6	3.45% 2	58	2.46
Transport: e.g. promote sustainable means of transportation, cut down on travel by choosing destination and venue accordingly	41.38% 24	18.97% 11	13.79% 8	8.62% 5	12.07% 7	5.17% 3	58	2.27
Waste management during the event (recycling, avoiding food-waste by donating to local charity etc.)	25.86% 15	27.59% 16	22.41% 13	15.52% 9	5.17% 3	3.45% 2	58	2.45

Q16B: At the stage of planning an event - how important is the consideration of the facts above (Question A) for you?

	inevitable	very important	important	less important	not important at all	no answer	Total	Weighted Average
Choose a destination & venue which is central and easy to access (cut down on travel distance)	31.03% 18	34.48% 20	17.24% 10	6.90% 4	8.62% 5	1.72% 1	58	2.26
Choose a venue which offers environmental friendly services (e.g. energy saving through solar panels, providing local food etc.)	8.62% 5	27.59% 16	22.41% 13	24.14% 14	15.52% 9	1.72% 1	58	3.11
Consider environmental friendly policies during the event. for example: reuse décor, name badges, no printed handouts, no plastic water bottles etc.	13.79% 8	32.76% 19	22.41% 13	20.69% 12	8.62% 5	1.72% 1	58	2.77
Transport: e.g. promote sustainable means of transport, cut down on travel by choosing destination and venue accordingly	29.31% 17	27.59% 16	18.97% 11	13.79% 8	6.90% 4	3.45% 2	58	2.39
Transport: e.g. promote sustainable means of transport, cut down on travel by choosing destination and venue accordingly	29.31% 17	27.59% 16	18.97% 11	13.79% 8	6.90% 4	3.45% 2	58	2.39
Waste management during the event (recycling, avoiding food-waste by donating to local charity etc.)	21.05% 12	22.81% 13	29.82% 17	19.30% 11	5.26% 3	1.75% 1	57	2.64

Q17 : What is / would be the main reason for you to consider a green meeting option?

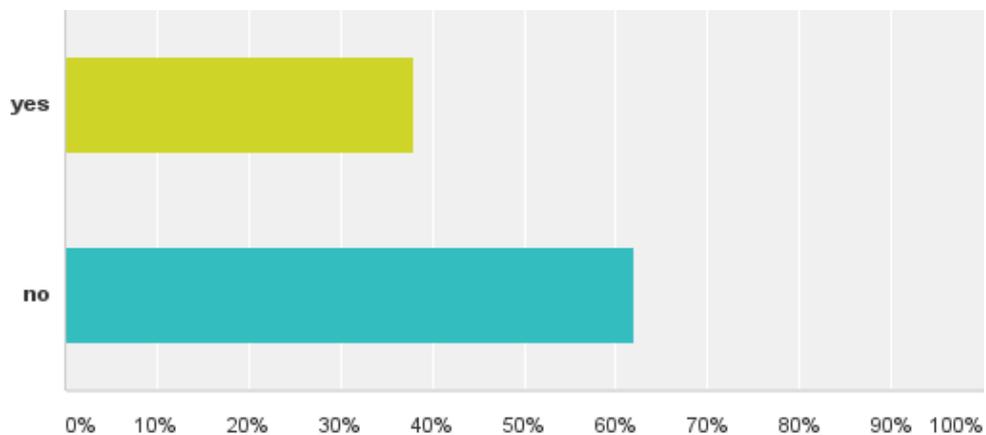
Answer Choices	Responses
Image	6.90% 4
Doing something good for the environment	70.69% 41
Complying with regulations	8.62% 5
Other (please specify)	13.79% 8
Total	58

Other (please specify)

combo of good for the environment and more cost effective for organization; cost would trump green; Green options should be highlighted in proposal, not separate
It is the right thing to do
very complicated for non for profit and volunteer committee
client concern
By doing something good for the environment, our image is enhanced.
Saving money is a big reason to be green.
Clients dictate the direction of most of our programs.
If the client wanted it

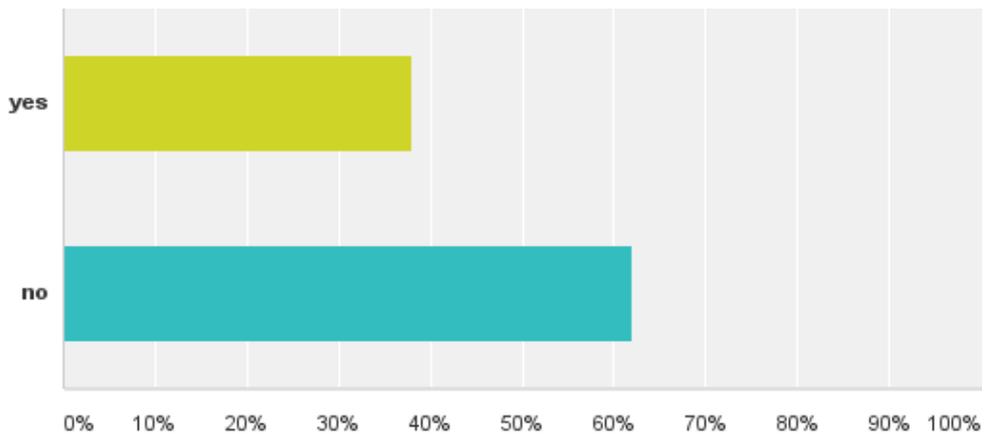
Q18: Would you like to be able to choose a “green” option on a proposal?

Answer Choices	Responses
yes	87.93% 51
no	12.07% 7
Total	58



Q19: Would you generally be willing to pay more for environmental friendly services?

Answer Choices	Responses	
yes	37.93%	22
no	62.07%	36
Total		58



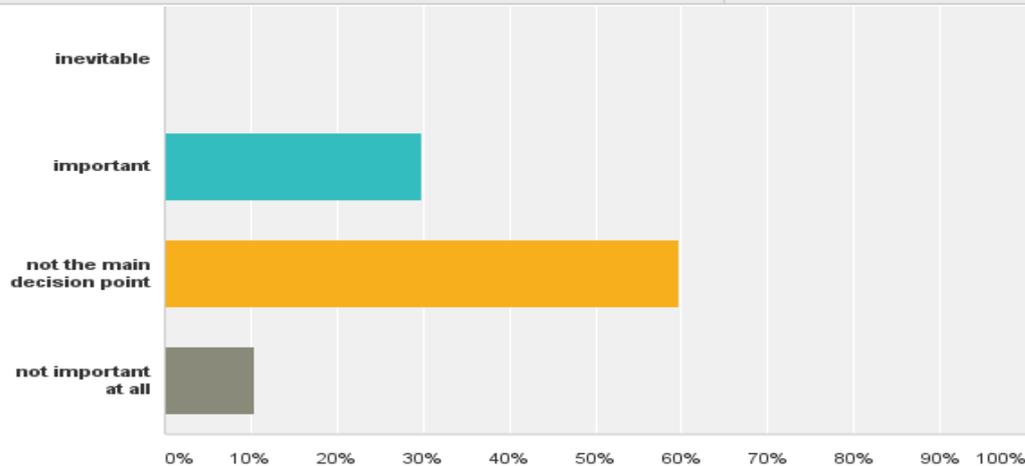
How much more would you be willing to pay? Please indicate a percentage (numbers only)-
Open-Ended Response

Percentage
4%
2%
10%
5%
2%
25%
5%
5%
15%
10%
12%
20%
15%
10%
5%

= average: 9.666 %

Q20: If you decide to purchase environmental friendly services, how important is it for you that the company you are working with is "green" certified?

Answer Choices	Responses
inevitable	0.00% 0
important	29.82% 17
not the main decision point	59.65% 34
not important at all	10.53% 6
Total	57



Q19: Anything else you would like to share? - Open-Ended Response

This question: "How do you evaluate the minimized negative environmental effect of the measurements below, which can be taken whilst planning/executing an event or conference?" makes the assumption environmental effects are considered in the decision making process which wouldn't be the case for organizations that don't consider environmental factors. Question #22: This question should be a (scroll) text box.
Green should not be an option that costs more; It should be part of everyday operations; Hospitality seems to use green as a way to "add value" to upcharge; this is a turn off. People should do the right thing because it is the right thing to do not to upcharge
We do not currently plan environmentally friendly meetings
There are many factors that are considered when choosing a location for a meeting or event. One of the important factors is that the venue practices environmentally sustainable practices. We also consider the safety measures and systems in place to protect our attendees and the facility itself.
I try personally to incorporate green, ask the venue and to do a CSR component to our meeting but very difficult to implement and no appetite or very little with our delegates.
Green is a good value, but also consider other values, such as non-sexist. I once rejected a bid from JPD L after their representative make a sexist comment.
Question 14 needs a N/A as in my current role I wouldn't use a professional conference and event planning company.
Don't call them "green" meetings. Too vague a term.
Cost saving is more important than green
I believe a lot of companies go "green" to save money. Example: Hotels say they are green by only providing clean towels every other day during the stay, however it is saving them time and money by not having someone wash them.
It is reassuring to see you recognize that green practices are tempered by fiscal realities, at least for the moment. Good luck!

Basically, if being green works and doesn't cost anymore to implement, then we will do it, but it is not part of any criteria.
no
My meetings are attended by Surgeons - one of the least "Green" audiences so we have not had to incorporate "green" planning in our events. IF being green saves me money - we try it. Otherwise getting the best bang for my buck is the main motivator.
Value, expertise, access, client satisfaction and much more important
I would be willing to pay more for green services to a point.

Appendix IX Interview Vikram Sumér, Bell Canada

Semi directed interview, March 13th 2016, Vikram Sumér, Product Manager IoT at Bell

I: Can you give me an overview how Bell is acting as a sustainable company (focus on the environmental practices)?

P: Bell is taking four main initiatives company inside to be environmentally sustainable.

1. Eco friendly buildings. The Bell offices are placed in eco-friendly buildings. We have for example LED lighting with smart sensors, so the light turns off when not used.
2. Temperature management. The office temperature is slightly higher than the comfort temperature in summer in order to save energy by cutting down on air conditioning. Employees are aware of this initiatives. They are advised to wear lighter clothes during summer and they know that this measurement is good for the environment.
3. Saving on paper in the washrooms: dryers were installed in order to cut down on wasteful paper use. Those dryers are environmental friendlier.
4. Recycling: there are three to five different disposal bins for diverse recycling. Employees are encouraged to recycle.

Those are all small initiatives, but with over 50'000 employees, those actions are making a big difference!

I: Can you tell me more about Bell's CSR Strategies?

P: An example is "Bell let's talk". This is an initiative which is considering the mental health. Bell is one of the few companies concentrating on mental health, I don't think there are many companies concerned about this topic.

Mental health is a big issue as it is amongst others also impacting the employees work performance. Employees are encouraged to open-up, not be ashamed of mental health issues and speak to their manager about this topic. Managers at Bell are trained to handle mental issues. Mental problem should not be something kept by themselves, it is a responsibility of the company.

I: (How) do you ensure that the services you are offering to the clients are as sustainable as possible?

P: That is something you would need to check with the sustainability department of Bell, because my work is not directly related to selling services. Alternatively you might find more information on the website.

I: How do you evaluate the trend of environmental friendly services and the importance for a company to take over environmental responsibility?

Frey Sibylle

P: Being environmental friendly is really important for the company. It is the responsibility as a successful large enterprise to take care of the environment. Bell is part of a huge network. Therefore it is important to educate all stakeholders. It takes for sure time, needs effort, money & initiative. Bell is very serious about sustainable initiatives. This is also shown in the fact that employees need to comply with environmental policies.

It is also a trend, as more and more companies realize the importance of those sustainable initiatives.

I: How do you evaluate the customer's demand of sustainable products? / Do you think customers would be willing to pay more for environmental friendly products and services?

P: That is again something I am might not the right person to ask. But I am sure nowadays it is an important consideration and also more and more demanded by the clients

I:(How) are employees made aware of sustainable practices?

P: They are very well aware of sustainable practices and especially environmental considerations (for example through posters). Employees are also always encouraged to come up with new ideas in this field.

I: Based on your experience, are there any risks or challenges if you decide to implement a sustainable practice within a company?

P: As already mentioned, money and time: It needs a time to educate employees to become more sensitive about this topic and to explain them the importance their commitment has.

I: Regarding Bell's product launches, meetings and conferences: Would you think that choosing an event planning company which offers sustainable services would be an approach to fulfil your mission statement?

P: Yes for sure this would be an option to comply with our internal rules and policies.

Appendix X Interview Geoff Mak Enercare centre

Semi-directed interview, Geoff Mak, CEM, CMP, Senior Account Executive, Exhibition Place/Enercare Centre, March 3rd 2016

I: Could you give me an overview of the green initiatives taken by the Enercare centre as a part of exhibition place?

P: There are many different actions taken by the Enercare centre. It should be mentioned that the movement started in 2000 with the ancient chairman. He came up with the idea to decrease CGH emissions of the centre. The Exhibition place itself is a big venue, there is a lot of space and therefore it has a large footprint. This is the reason why to implement environmental strategies. At this time many venues and businesses in Toronto were turning green, and are still doing so. For example the Fairmont Hotel. I am sure you heard about the Green Key programme, which identifies hotels which are taking actions to protect the environment. There is also a new hotel built at the exhibition place [he showed me the hotel, which is still under construction]. This will be connected to the Enercare centre. People won't have to travel long distances anymore if we have a hotel on-site. This of course saves on emissions.

So the Enercare centre as well as the Allstorm centre [which is another building of the Exhibition place] are currently LEED silver certified [<http://www.cagbc.org>]. Allstrom center tries to get gold. Within the Enercare centre we have different actions which save energy. So for example the LED lights: all of the lights are energy saving LED lights and there is a motion sensor, so that the lights are not staying on if no one uses the room. As you can see, there are huge windows. This saves a lot of energy through daylight. We also save on water within the building: for flushing toilets we do not use drinking water, we use rain water. During event operations we do not use linens, so there we can save on energy and water to clean them. We also tend not to provide bottled water for meetings, we work together with a local food provider. Furthermore we recycle everything possible onsite: this also includes wood and concrete and even horse excrement, when they have a trade show with horses. Food waste is another topic which is very important today and I think it is something where there will be a focus in the future. We tend to give leftover food to charity or even farmers, as pig food. But it is always difficult due to regulations and the danger of food poisoning.

We also have a paperless strategy, as less as possible shall be printed and handed out in paper to the attendees. In addition to this we have a rooftop garden and a geothermal plant, which provides energy for the venue. A landmark of the exhibition place is for sure the wind -turbine. I have to say that this one is more for marketing purposes to show the action we take for the environment. One wind turbine is unfortunately not enough to source the venue. There are also solar panels and we generally promote renewable resources, which have a minimized impact.

Frey Sibylle

Another action we take is to accommodate student's trips from TREC. [<http://www.trec.on.ca/>]. They come here and learn about the environmental initiatives. There is also a map existing, which shows the different 'green sights' you can visit. It is important to raise awareness for this topic.

I: Why is it important for this industry to take actions towards environmental sustainability?

P: Events are never good for the environment, there are always emissions unless everyone would actually walk to the building. And then still, there would be emissions and environmental effects due to the actions taken. Therefore it's important for the industry to be as environmentally friendly as possible

I: Is the environmental friendliness of the Enercare centre and the green services you offer also an important part for your marketing or PR?

P: About 10 years ago, people actually started to raise interest in environmentally friendly initiatives. At this point clients even sent out surveys and ranked businesses and venues on how green they are. This was their decision making point. Some still do that. But for some companies, I think it is more the price. They would go for green if it's cheaper but they won't be willing to pay. I think offering green services is more and more a norm today. For our marketing brochure it is, let's say, an additional factor, it's "nice to have" and sometimes maybe it is even more than that.

What we also do is we are offering carbon credits to our clients. Clients can buy them in order to offset their emissions. As more they pay the more they can offset. This would be kind of a CSR initiative for them.

I: How do you measure the environmental outcome of those initiatives?

P: Everything within the centre is monitored, every event is tracked and benchmarked. We offer this service to the clients so they can see how their event was in regards to the environmental effect. We also track the year to year emissions of the centre itself and compare it. There is a responsible person to secure environmental considerations. He can turn off an lights, will make sure doors and windows are closed etc. *

I: how about the operating company of the Enercare centre, your employer. Are you also operating green?

P: Yes definitely!! For example every paper we print is recorded on the personal badge. So you can see who is printing how much. We even have kind of "competitions, for example carpooling within departments, who has the most carpooling initiatives or who can bring the most batteries back. Etc.

Frey Sibylle

I: Do you see any challenges or costs related to that strategy?

P: No, actually no negative effect. For sure it is an investment at the beginning, yes, but long-term there is a positive impact. You can also profit from capital investment, government money. The city of Toronto support sustainable initiatives and there are some funds available for those initiatives. So you can apply for those

From: Geoff Mak [<mailto:GMak@energarecentre.com>]
Sent: March-16-16 2:08 PM
To: Sibylle Frey
Subject: RE: green initiatives Enercare Centre

~~Sounds good. I'll send you a meeting invite and meet you in the Enercare Lounge outside of Hall B.~~

~~Have a great day!~~

~~Geoff~~

Geoff Mak, CEM, CMP | Senior Account Executive | Exhibition Place
Enercare Centre | Allstream Centre
100 Princes' Blvd. Suite 1 | Exhibition Place | Toronto, ON M6K 3C3 | P: (416) 293-3626 | F: (416) 293-3629
| www.energarecentre.com | www.allstreamcentre.com | www.explace.on.ca |



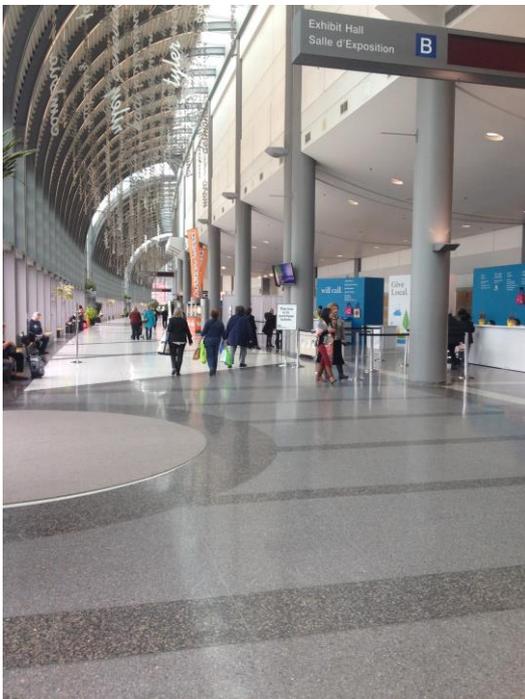
MPI Toronto Chapter- President www.mpitoronto.org

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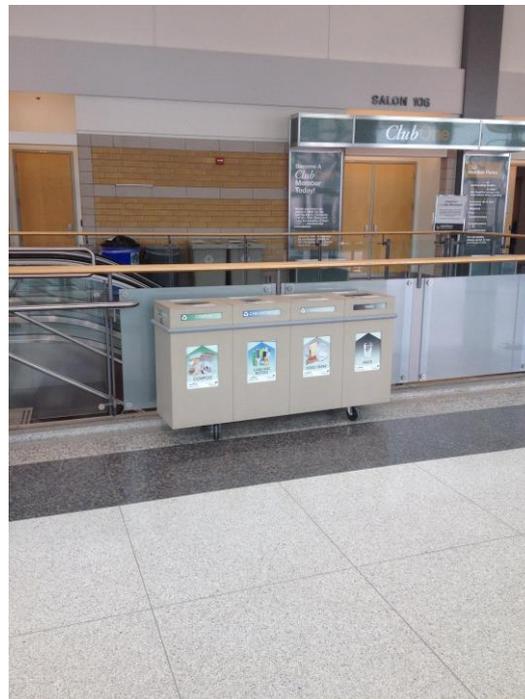
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~~See GREENSmart: print emails only when necessary.~~

Pictures (inside Enercare centre)



(huges windows to provide daylight)



recycling bins

Appendix XI Interview Pranav Sethaputra, MCI Singapore

Semi-directed interview (skype), Pranav Sthaputra, Group Sustainability Consultant, MCI Singapore, March 29th 2016

I: You have a lot of initiatives taken: even an own sustainability department, a code of conduct etc. What is the main reason for MCI for being sustainable?

P: The main reason is attracting clients and sustain as a service provider. Attracting leaders not only from a cost perspective, but also to ensure a long lasting business existence Especially when we are working with bigger and international companies such as for example Samsung or Ernest&Young for example. That's when our sustainable practices plays an important role. In our proposals it is stated which actions are taken to be sustainable. It's listed in detail how are suppliers sustainable, which actions do they take etc. Clients also often ask for it, especially the bigger and well-known companies.

I: What is your job as a sustainability consultant?

P: There are two main areas I am working in:

50% of my work is related to business operations, therefore inside the company. This means ensuring that the different offices of MCI worldwide are following a sustainable practice within the office operations.

The other 50% of my job is consulting work. This means: consulting international clients regarding their events, conferences and meetings. Discuss with them what can be done and how it can be done, show them the opportunities.

There are four people currently working at the sustainability department office based in Singapore. The internal sustainable business operation works with all offices in order to confirm that they are all following a sustainable strategy. Furthermore we also provide workshops for example for the sales department on how to sell a 'green' or sustainable product/service.

I: Where do you see the value and importance for the client?

P: It is not only better for the environment but can also be a cost reduction point and an enhancement of the image for the client. Leading bigger companies often have a sustainable commitment (for example a CSR strategy they follow) they have to comply with. So if they organise a meeting, it has to be sustainable as well. Furthermore this also creates a better event for the attendees which is our goal.

I: How do you ensure the services are sustainable?

Frey Sibylle

P: Mainly by choosing the right suppliers and being in continuous dialogue with them: talk to them, raise their awareness and help them to develop/execute sustainable practices. Examining their supply chain is also important. Look at what they are doing and how they are doing it. Another important point is ongoing education and training.

Another very important point in order to ensure sustainability is to plan early enough in advance. More time allows better planning and more sustainable initiatives or green options can be considered. It's also important to focus on key issues, concentrate on what is most important.

I: What are the risks and challenges to implement sustainable practice in the meeting industry?

P: There are actually not that many I can think of.

Many people are assuming that being sustainable equals to higher costs but actually its even often cheaper. Sustainable practices are normally neutral or even cost saving.

Here an example why it can be cheaper: let's imagine there is a big convention over several days with almost 1'000 attendees: if you replace all plastic bottles and provide a water fountain where attendees can refill their own re-usable bottle, you are not only doing something good for the environment, you can also save on the expenses for the bottles.

Another example: if you use more environmental friendly and lighter materials for example for the booths at annual fairs and store them for the next year, you can not only save on money and contribute to the environment by reusing them, you can also cut down the GHG emissions as lighter materials will use less petrol for the transportation to the location. This is what makes it cheaper in the end.

What is really important is to be transparent on what you are doing, as otherwise people quickly lose their trust in you.

I: How do you evaluate the current demand for sustainable services?

P: Its raising

Other industries are certainly more advanced than ours. Meetings are not daily business for everyone. For example food, it's a daily 'business' for everyone. Conventions or meetings are not.

Many people are nowadays addressing sustainability but probably don't call it that way. Terms like mindfulness are trending. However it is very important for this industry to implement sustainable initiatives as meetings or event are naturally not considered to be sustainable.

Frey Sibylle

I: Is there any kind of client group which you would say is interested the most in sustainable initiatives?

P: As already mentioned the bigger clients, which also have a huge scope of development. E.g. Microsoft, Singapore or Thailand, corporate clients. It's probably less the associations which are on a tight budget.

I: Which points are you considering when planning a sustainable event/meeting? Especially concerning the environment?

We focus on ten main points which include:

- F&B: considering local food providers but also minimizing food waste. For example donating the leftovers to charity if possible.
- Communication & marketing
- Transportation: cut down on GHG emissions caused by transport and using efficient transportation
- Destination
- Hotels; e.g. certified hotels.
- Important is also the waste diversion, recycling and waste reduction. Waste is a big issue at conferences and trade shows.

The GHG emissions are the most 'famous' part of sustainable services as they are easy to compare. For example to compare one event with another, or benchmarking.

Frey Sibylle

Appendix XII Interview Amy Howells, Whistler Conference Centre

E-mail questionnaire, Amy Howells, Coordinator Conference Services, Whistler Conference Centre, April 16th 2016

Sibylle Frey

Sat 16/04/2016 16:08

Sent Items

To:

Amy Howells <ahowells@tourismwhistler.com>;

Hi Amy,

Thank you very much for answering my questions!

I will only use your answers as background information for my thesis.

Have a nice weekend!

Sibylle

From: Amy Howells [ahowells@tourismwhistler.com]

Sent: 16 April 2016 03:31

To: Sibylle Frey

Subject: RE: Environmental Sustainability Whistler

Hi Sibylle,

Please see brief responses below. These comments are not approved for publication but as welcome to be reviewed to assist you in your thesis.

Best regards,

Amy

Amy Howells | Coordinator, Conference Services | Whistler Conference Centre | 604.938.2774

From: Sibylle Frey [<mailto:sibylle.frey@students.hevs.ch>]

Sent: Thursday, March 10, 2016 7:11 AM

To: Amy Howells

Subject: Re: Environmental Sustainability Whistler

Hi Amy,

Thank you very much for your reply!

The effort Whistler is doing to be a sustainability leader is impressive.

Although you are offering a great amount of information online regarding your commitment and strategy, I have a few questions left which I would like to ask you:

1. How do you ensure that your stakeholders have sufficient knowledge about sustainable practices? Are there e.g. specific workshops/training provided? As we have four certifications, we ensure that all

Frey Sibylle

operational departments of our business were fully invested in our sustainability venture. Our Board of Directors and Executive team have always been on the forefront of education and best practices regarding sustainability, not just for our venue but for the destination. Specifically regarding the APEX/ASTM Certification, our BOD & Executive team completed a study about the certification prior to committing to application. Since that time, all stakeholders for each business/operational department of the Centre have completed on-going training and quarterly reporting to stay current on trends, results and efficiencies.

2. What are the risks and challenges to implement sustainable practice in the meeting industry and destination wide? Whistler Conference Centre has been practicing sustainable meeting management for almost 10 years. The only challenge is commitment and the only risk is improving the environment.

3. How is your sustainable practice offering competitive advantage for the destination? Whistler is known for its natural beauty and outdoor activities. Coupling this with a focus on protecting the environment only goes hand in hand. Our strong focus on a sustainable community in conjunction with our proven performance in sustainable event management is what makes Whistler a premier destination over similar resort towns.

4. What was the main reason to achieve the APEX/ASTM Certification and which are the specific benefits this certification brings to the destination? Whistler Conference Centre has been tracking our successful sustainability measures for almost 10 years, obtaining the APEX/ASTM certification was a confirmation of the work we have been doing is a step in the right direction. We worked on achieving the certification to improve meeting planner awareness, and attention to the great work that we do.

5. How do you evaluate the current demand for sustainable services? Whistler Conference Centre asks all clients to rate the importance of green meetings before and after each event. We also monitor GMIC, IMEX and other industry channels to ensure we are familiar with trends.

6. Which organisations do you attract the most (or do you wish to attract the most) by offering sustainable practices? With the certification now under our belt, we hope to attract larger corporate companies that look to only book venues with 'green' certifications (i.e. the likes of Microsoft/Apple etc.)

7. Furthermore is there any system in use to evaluate the ROI of sustainable initiatives? (especially concerning the MICE industry) We are developing a system on how we will best assist this. We will be looking at booking rates and 'importance' ratings from all clients.

Thank you very much for your time!

Have a nice day!

Best regards,

Sibylle

[cid:image001.png@01D19741.B1010EC0]

Sibylle Frey

sibylle.frey@students.hevs.ch <mailto:sibylle.frey@students.hevs.ch>;
sfrey@jpd.com <<mailto:sfrey@jpd.com>>

cell: 416 839 2273

work: 416-221-5679 x 234

Frey Sibylle

From: Amy Howells <ahowells@tourismwhistler.com<mailto:ahowells@tourismwhistler.com>>
Sent: 09 March 2016 18:26
To: Sibylle Frey
Subject: RE: Environmental Sustainability Whistler

Hello Sibylle,

I would be happy to answer any questions you have, via email. Alternatively, we have some information about the destination and Conference Centre available online at these websites:

- <https://www.whistler.ca/services/environmental-stewardship>
- http://meetings.whistler.com/conference_centre/sustainability/

Best regards,
Amy

Amy Howells
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From: Sibylle Frey [<mailto:sibylle.frey@students.hevs.ch>]

Sent: Saturday, March 05, 2016 11:36 AM

To: sales

Subject: Environmental Sustainability Whistler

Good afternoon,

My name is Sibylle and I am currently doing an internship at JPdL Toronto&Niagara, a Destination Management Company.

During my internship I am writing my Bachelor thesis in order to complete my tourism management degree at my university in Switzerland.

I choose to examine the impact of the implementation of a Green Meeting Strategy on the competitiveness and profitability of JPdL and to develop a Strategy for the company.

The reason why I am contacting you is because I would like to integrate the destination Whistler as a best practice example in my thesis. Therefore I would like to hear more about what you do and how you do it as well as the challenges you might fight.

I was wondering if there would be a possibility to conduct an interview with you? This could be either by phone or I would send you a questionnaire by e-mail.

I am looking forward hearing from you soon!

Thank you very much for your help!

Best regards, Sibylle

Frey Sibylle

Appendix XII Government Canada

FW: inquiry sustainable development of the event-and meeting industry

Barbosa, Mariana (IC) [mariana.barbosa@canada.ca]

You replied on 5/27/2016 2:14 PM.

Sent: Friday, May 27, 2016 1:02 PM

To: Sibylle Frey

Cc: Barbosa, Mariana (IC) [mariana.barbosa@canada.ca]; Cameron, Jena (IC) [jena.cameron@canada.ca]

Hello Sibylle:

I second Jena's information. There is really nothing at the federal level which is specifically involved with green meetings / events. I would also suggest you contact the Hotel Association of Canada or perhaps the Tourism Industry Association of Canada. You state in your email that you are looking for information from the Canadian government's side - you may wish to consider go to the provinces and territories (either their tourism associations or tourism departments) as they may have done some work in this area.

Regards,

Mariana P. Barbosa, LL.B., LL.L.

Policy Advisor, Tourism Branch

Innovation, Science and Economic Development Canada / Government of Canada

mariana.barbosa@canada.ca / Tel: 343-291-1758 / TTY: 1-866-694-8389

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-----Original Message-----

From: Cameron, Jena (IC)

Sent: May-27-16 10:28 AM

To: Sibylle Frey

Cc: Barbosa, Mariana (IC)

Subject: RE: inquiry sustainable development of the event-and meeting industry

Hi Sibylle,

Thanks for writing. Georgina may not be aware but I have very recently switched groups and no longer work in Tourism Policy. However, I am linking you with my colleague Mariana Barbosa who may be able to assist with your request. I do not believe the federal gov-

Frey Sibylle

ernment is involved specifically with green meetings/sustainable development of the meetings & event industry.

You may wish to check with the Hotel Association of Canada to see if their Green Key certification extends to meetings and events or Destination Canada's Business Events division.

Best of luck with your thesis and internship,

Jena Cameron

-----Original Message-----

From: Sibylle Frey [<mailto:sfrey@jpdL.com>]

Sent: May-26-16 7:12 PM

To: Cameron, Jena (IC)

Subject: inquiry sustainable development of the event-and meeting industry

Hi Jena,

I hope this e-mail finds you well.

I was referred to you by Georgina from ISED.

My name is Sibylle and I am currently doing my internship at JPdL, a DMC here in Toronto. During my internship I am writing my thesis in order to complete my tourism management degree.

The main objective of my thesis is to analyze the market opportunity for environmentally friendly event services ("Green Meetings") for my internship company.

I am therefore looking for information on what has been done (research, publications, consulting etc.) from the Canadian Governments side. As you are working in the tourism department, I was wondering if there has been any effort made from your departments side regarding sustainable development of the meetings&event industry?

Thank you very much!

Best regards,

Sibylle

Sibylle Frey | Operations Intern

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Frey Sibylle

RE: inquiry sustainable development of the MICE industry

Wainwright-Kemdirim, Georgina (IC) [georgina.wainwright-kemdirim@canada.ca]

You replied on 5/26/2016 6:22 PM.

Sent: Thursday, May 26, 2016 10:43 AM

To: Sibylle Frey

Stuart works at Environment and Climate Change Canada (used to be called just Environment Canada). This is a federal government department.

I also work at a different federal government department now called Innovation, Science and Economic Development Canada (it used to be called Industry Canada).

ECCC and ISED have very different mandates. Check out the websites.

I have developed a range of materials to promote SD and CSR practices to industry, which would be applicable to any industry, including tourism/MICE. Please check out ISED's CSR website for various tools and guidance for business.

<http://www.ic.gc.ca/eic/site/csr-rse.nsf/eng/home>

Good luck in your work.

-----Original Message-----

From: Sibylle Frey [<mailto:sfrey@jpd1.com>]

Sent: May-25-16 10:27 AM

To: Wainwright-Kemdirim, Georgina (IC)

Subject: RE: inquiry sustainable development of the MICE industry

Hi Georgina,

Thank you for getting back to me :)

I originally contacted Environment Canada because of the green meeting guide they published in 2007 (http://publications.gc.ca/collections/collection_2009/ec/En4-57-2007E.pdf) and I was thinking that there is maybe a committee

focussing on sustainable development within the event industry.. Speaking to Stuart from EC I was told that there was a change in the department structure and that you could help. May I ask you what the focus of your department is? Are you involved in consulting private businesses with sustainable development strategies?

However thank you again for taking your time getting back to me and for your valuable input!

Have a nice day!

Frey Sibylle

Sibylle

-----Original Message-----

From: Wainwright-Kemdirim, Georgina (IC) [<mailto:georgina.wainwright-kemdirim@canada.ca>]

Sent: May-25-16 9:29 AM

To: Sibylle Frey

Subject: RE: inquiry sustainable development of the MICE industry

Hi Sibylle

Thank you for the clarification. FYI--I have never heard that industry referred to with that acronym and I doubt anyone at my department has either.

All I can suggest is that you contact the Tourism Branch here at ISED (a contact there would be Jena.Cameron@canada.ca). I don't think they have done anything in this field, but I may be wrong.

I do think environmentally sustainable practices is important for all industries, including MICE. I hope you have reviewed the website of the World Tourism Organization (under the UN) and also their principles on sustainable tourism. It maybe useful to also connect with the organizer of the Vancouver Olympics (VANOC) for example and other large events in Canada to see what they did.

With ref to your view that the industry should protect and conserve the environment, I also wonder if there is any scope for the industry to improve/enhance the environment? Can the waste from events be used as inputs/feedstock for another industry (manufacturing)? What type of innovative business model can the tourism industry develop to go beyond the standard business case for environmental sustainability and perhaps even transform the industry to create shared value for all--not just the industry leaders/beneficiaries/meeting and event participants. What can the tourism industry do to help Canada meets it Paris climate change commitments? This is not just about climate risk mitigation and resilience, but also creating opportunities for new ways of doing MICE/tourism. Some thoughts for you...

Good luck in your thesis. Georgina

-----Original Message-----

From: Sibylle Frey [<mailto:sfrey@jpd1.com>]

Sent: May-25-16 9:04 AM

To: Wainwright-Kemdirim, Georgina (IC)

Frey Sibylle

Subject: RE: inquiry sustainable development of the MICE industry

Hi Georgina,

Sorry for using the abbreviation. I meant the meeting and event industry..

Regards,

Sibylle

Sibylle Frey | Operations Intern
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-----Original Message-----

From: Wainwright-Kemdirim, Georgina (IC) [<mailto:georgina.wainwright-kemdirim@canada.ca>]

Sent: May-25-16 8:58 AM

To: Sibylle Frey

Subject: RE: inquiry sustainable development of the MICE industry

Hi Sibylle

What is MICE?

-----Original Message-----

From: Sibylle Frey [<mailto:sfrey@jpdL.com>]

Sent: May-24-16 6:54 PM

To: Wainwright-Kemdirim, Georgina (IC)

Subject: inquiry sustainable development of the MICE industry

Hi Georgina,

I hope this e-mail finds you well.

I was referred to you by Stuart Skyes from Environement Canada

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My name is Sibylle and I am currently doing my internship at JPdL in Toronto. During my internship I am writing my thesis in

Frey Sibylle

order to complete my tourism management degree. The main objective of my thesis is to analyze the market opportunity for environmentally friendly event services ("Green Meetings") in the case of JPdL. Therefore I am looking for information on what has been done (research, publications, consulting etc.) from the Canadian Governments side. In order to develop a strategy which is of course financially attractive for JPdL but essentially achieves the main goal of green meetings, to conserve and protect the environment, I would like to hear expert opinion about which initiatives do value the most, and how important a sustainable development within the MICE industry is.

Is there any possibility that I could ask you some questions?

Thank you very much!

Best regards,

Sibylle

Sibylle Frey | Operations Intern
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JPdL Toronto & Niagara

Frey Sibylle

Appendix XIII Author's declaration

"I hereby certify that I have written the present Bachelor's thesis on my own, without any help other than listed in the reference section, and that I have not used any sources other than the ones specifically mentioned. I will not give any copies of this report to anyone without the authorisation of both the RF and the supervisor of the Bachelor's thesis. This includes the applied research partner with whom I have worked with."

Toronto, June 26th 2016

A handwritten signature in black ink, reading "Sibylle Frey". The signature is written in a cursive style with a large initial 'S'.

Sibylle Frey