

Developing a Convention and Event Management Curriculum in Asia: Using 'Blue Ocean Strategy' and Co-Creation with Industry

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Key Discussion Points

- **Reasons for Degree**
- **'Blue Ocean Strategy' and Co-Creation**
- **Process of Development**
- **Structure of the Program**
- **Approval Process**
- **Success!**



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Why a BSc Degree in Convention and Event Management in Asia?

- **Growth of Industry**
- **Demand by Students – Focus Area**
- **Hong Kong Tourism Commission**
 - **Need for Qualified Professionals**
 - **Study Conducted**
- **Associate and Higher Diploma Degrees in Hong Kong in Field Developed – Need for Top-up BSc**



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Where Do You Begin? Options to Consider

- **Replicate Other Programs in North America**
- **How Do You Differentiate?**
- **Industry Involvement Necessary**
- **Conclusion = ‘Blue Ocean Strategy’**



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'Blue Ocean Strategy'

Kim, W.C & Marborgne, R. (2005)

- Red Versus Blue Ocean
- “The aim of BOS is not to out-perform the competition in the existing industry, but to create new market space or a blue ocean, thereby making the competition irrelevant.” (blueoceanstrategy.com)
- Strategy Drives Structure



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Where Do Begin?

- Industry = Future Employer = Customer
 - What Do They Need?
 - Competencies
- Co-Creation
 - Prahalad, C.K. & Ramaswamy, V. (2000)
 - Joint Creation of Value
 - Allow the Customer to Co-Construct



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Process of Development

Step 1: Form an Industry Task Force

- **Meeting Organizers**
- **Exhibition Management Companies**
- **Hotel Sales**
- **Hotel Convention/Conference/Event Services**
- **Destination Management Company**
- **Exhibition Contractors**
- **Corporate Travel Agency**
- **Incentive Company**
- **Convention and Exhibition Venues**
- **Destination Marketing Organization (DMO) – HKTB - MEHK**



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Process of Development

Step 2: Task Force Co-Creation

- ***“What Should an Entry Level Manager Know to be Successful in the Industry”***
- **Focus on Competencies Needed**
 - **Avoid Specific Subject Topics**
 - **Outcome Based Approach**
- **Brainstorming – Identify Key Competencies**
- **Also Included Academic Staff in Convention and Events**



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Key Competencies

- Communication Skills
- Marketing
- Upselling
- Terminology
- Creativity
- Revenue Management
- Industry Knowledge
- Basic Skills for Managers
- Product Design/ Development
- Negotiation Skill
- Language Skills
- Project Management
- Willingness to Listen from Customers
- Appreciation of Different Cultures



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Process of Development Step 3: Faculty Determination of Subjects

- Matching Competencies to Subject Offerings
- Identified the Planning and Venue Operations Focuses
- Considered Associate and Higher Diploma Degree Subject Offerings in Hong Kong
 - Not Targeted to SHTM HD Students
 - Recruitment Tool
- Existing 4 Subjects Considered
- Result = 10 Subjects Identified
- **Challenge – Only 8 Subjects Could be Included**



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Process of Development Step 4: Subject Input from Task Force

- **Task Force Input**
 - Too Difficult to Reconvene – Did Survey
 - Created Descriptions of Each Subject – Bullet Points
 - Sent a Survey for Ranking
- **Results**
 - Very Mixed
 - Some Added Subjects with No Descriptions
 - Did Determine Consensus



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Process of Development Step 5: Reconvened Faculty to Evaluate Results

- **Reached Agreement on Subjects**
- **Determined How to Combine Areas**
- **Proposed Subjects**



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Convention & Event Subjects

- Convention Sales and Service
- Catering and Banquet Service Management
- Events Tourism and Management
- Meeting Management
- Special Topics in Convention and Events
- Convention Venue Management
- Exhibition Management
- Special Event Project I & II (a two semester subject)



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'Blue Ocean'

- First Program in Hong Kong
- Planning and Venue Operations Focuses
- Matched to Associate Degrees from Other Institutions in Hong Kong
- Asian Perspectives
- Real Convention/Conference Planning Subject



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Approval Process

- **Trials and Tribulations**
 - **Concern Over Whether It is Separate Field**
 - **Two Attempts at Approval**
- **Task Force Member Was Industry Validation Representative**
- **Approved for 2009/2010 School Year**



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Success!

- **Launched Last September**
 - **More Students Applied for This Degree Than Either Hotel Management or Tourism Management**
 - **Most Students Came from Other Institutions**
- **Next Step – Proposed Bsc 4-Year Degree/Major in 2012**



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Thank You!



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