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INTEGRATED FRAMEWORK FOR OPERATIONAL PLANNING OF HOTEL MICE SERVICES

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In the contemporary structure of the hotel business, the MICE segment, which covers meetings, incentives, conferences, and exhibitions, performs the function not only of an additional service but also of a separate revenue center. For a hotel, this segment creates an opportunity to diversify revenue streams through hall rentals, room inventory, food service, technical support, and supplementary services [1; 2]. Practice shows that event activity makes it possible to smooth seasonal fluctuations in demand and increase the occupancy of the accommodation facility during periods when individual tourist demand is unstable [2]. The systemic approach proposed in this study emphasizes the integration of an event calendar, a resource model, partnership networks, and a balanced KPI system as the basic managerial tools of the hotel's MICE segment.

The purpose of these paper is to substantiate the organizational foundations for planning the MICE segment at a hotel, taking into account the logic of calendar-based event management, event resource provision, partnership network development, and performance assessment through a system of efficiency indicators. To achieve this purpose, the study employed structural-logical analysis, the generalization of contemporary scholarly publications, a process-based approach to hotel service planning, and a component-structural analysis of the architecture of MICE operations at the level of a full-service accommodation facility.

The first basic element of MICE planning is the event calendar. It should be regarded as a tool for synchronizing all events held at the hotel: corporate conferences, training sessions, banquet events, forums, and exhibitions. The presence of a systematic event calendar makes it possible to avoid overlaps in hall bookings, forecast staffing needs, plan conference-space utilization, and preliminarily assess revenue from the event segment. Research on strategic planning of hotel events shows that the success of event management directly depends on the clear allocation of preparation time, budgets, responsibilities, and resources [3]. Accordingly, the event calendar should be integrated not only with the sales plan, but also with the operational planning of the front office, the restaurant division, the technical service, and contractors.

The second component is the resource model of the MICE segment. To hold events, a hotel must coordinate at least four groups of resources: space, personnel, equipment, and F&B services. Spatial resources include conference halls, banquet halls, breakout rooms, and adjacent areas. Human resources include event managers, administrators, waiters, technical staff, registration coordinators, and housekeeping personnel. Technical resources concern audiovisual equipment, lighting systems, projection equipment, microphones, broadcasting systems, and hybrid communication tools. Food resources are represented by coffee breaks, banquet menus, buffet formats, and individualized offers for groups. Under current conditions, digitalization is becoming increasingly important in MICE management, as it makes it possible to connect the event calendar, document flow, resource allocation, and communication with the client within a single management system [4].

The third direction is the partnership model. Not all elements of the MICE product should be provided exclusively by the hotel's internal resources. The effective functioning of this segment often requires cooperation with event agencies, catering companies, technical contractors, transport operators, travel companies, and local destination structures. Scholarly studies in the field of MICE confirm that the quality of interaction among stakeholders, the level of trust, and supply chain integration positively influence corporate performance and the competitiveness of the MICE destination [5]. This means that partnerships should not be viewed merely as an additional resource: they shape the hotel's operational flexibility, make it possible to scale events, and reduce costs related to permanent in-house resources. It is also worth considering the institutional support that can be provided by convention and visitors bureaus and other destination structures through promotion, participant coordination, and the expansion of channels for attracting corporate clients [6].

The fourth element is the KPI system, which makes it possible to transfer the MICE segment from the sphere of organizational activity to the sphere of managerial control. To ensure balanced managerial control within the proposed approach, it is advisable to distinguish three interrelated groups of performance indicators. Financial indicators include revenue from MICE events, the average event check, the share of MICE in the hotel's total revenue, and the profitability of hall use. Operational indicators include the number of events held, the level of schedule compliance, the frequency of technical failures, and the conference-space occupancy coefficient. Marketing indicators include customer satisfaction, the share of repeat orders, the number of new clients acquired through recommendations, and the conversion of inquiries into confirmed bookings. Studies of the impact of events on hotel performance indicators show that the event segment genuinely changes the key KPIs of an accommodation facility, and therefore its assessment should be systematic and separate from the room segment alone [2].

Thus, effective planning of the MICE segment at a hotel is based on the combination of four interrelated instruments: the event calendar, the resource model, the partnership network, and the KPI system. It is precisely this configuration that makes it possible to ensure an even utilization of halls, improve cost control, stabilize service quality, and create the prerequisites for long-term revenue growth. The practical value of the proposed approach lies in the possibility of its use by hotels of

different categories when forming their own MICE strategies, especially under conditions of unstable demand and the need for additional profit sources.

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