Article

Sustainable Practices in the MICE Industry: Strategies and Challenges for Green Meetings in Indonesia

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ABSTRACT

Indonesia's MICE (Meeting, Incentive, Conference, and Exhibition) industry plays an important role in the economy. Still, it faces significant challenges related to the environmental impact caused by extensive activities, such as waste and high energy consumption. Therefore, implementing the green meeting concept, which focuses on environmental sustainability, is crucial to reducing these negative impacts. This research aims to examine the implementation of green meetings at Indonesian MICE venues, identify the challenges faced, and explore the strategies implemented to reduce the event's ecological footprint. Based on a study of several venues in Jakarta and Bali, the research results show that although there are efforts to implement environmentally friendly practices, such as the use of renewable energy, more efficient waste management, and reducing the use of single-use plastics, the main challenges faced are the lack of uniform sustainability policies, limited infrastructure, and low awareness of participants. This research recommends strengthening clear national policies, providing incentives for green technology, and more intensive training for event managers and participants. The implications of implementing green meetings are expected to increase Indonesia's competitiveness in the global MICE market and strengthen relationships with local communities. This research also proposes a future research agenda to evaluate the economic and social impacts of implementing green meetings and developing more in-depth policies.

Keywords: Green Meeting; MICE Industry; Sustainability; Event Venue

ABSTRAK

Industri MICE (Meeting, Incentive, Conference, and Exhibition) di Indonesia berperan penting dalam perekonomian, namun industri ini juga menghadapi tantangan signifikan terkait dampak lingkungan yang ditimbulkan akibat aktivitas yang masif, seperti limbah dan konsumsi energi yang tinggi. Oleh karena itu, penerapan konsep green meeting yang berfokus pada keberlanjutan lingkungan menjadi sangat penting untuk mengurangi dampak negatif tersebut. Penelitian ini

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bertujuan untuk mengkaji penerapan green meeting di berbagai venue MICE di Indonesia, mengidentifikasi tantangan yang dihadapi, serta mengeksplorasi strategi yang diterapkan untuk mengurangi jejak ekologis acara. Berdasarkan studi terhadap beberapa venue di Jakarta dan Bali, hasil penelitian menunjukkan bahwa meskipun telah ada upaya dalam menerapkan praktik ramah lingkungan, seperti penggunaan energi terbarukan, manajemen limbah yang lebih efisien, serta pengurangan penggunaan plastik sekali pakai, tantangan utama yang dihadapi adalah belum adanya kebijakan keberlanjutan yang seragam, keterbatasan infrastruktur, dan rendahnya kesadaran peserta. Penelitian ini merekomendasikan penguatan kebijakan nasional yang jelas, pemberian insentif untuk teknologi ramah lingkungan, serta pelatihan yang lebih intensif bagi para penyelenggara dan peserta acara. Implikasi dari penerapan green meeting diharapkan dapat meningkatkan daya saing Indonesia di pasar MICE global dan memperkuat hubungan dengan komunitas lokal. Penelitian ini juga mengusulkan agenda penelitian mendatang untuk mengevaluasi dampak ekonomi dan sosial dari penerapan green meeting serta pengembangan kebijakan yang lebih mendalam.

Kata Kunci: Pertemuan Hijau; Industri MICE; Keberlanjutan; Tempat Acara

1. Introduction

The MICE Industry (Meeting, Incentive, Conference, and Exhibition) has become one of Indonesia's main sectors in supporting economic and tourism growth (Ahmad, Sutama, Mudana, Gusti, & Suci, 2021; Hasyyati, Wiyekti, & Wulandari, 2023; Research Dive, 2023). Environmental sustainability challenges in the MICE industry are significant, with every major event generating waste and high energy consumption, contributing to carbon emissions. Therefore, adopting the green meeting concept is crucial to reduce this negative impact and encourage more efficient use of resources. With increasing global awareness about climate change, many countries are now directing their national policies to support sustainable practices in every aspect of the economy, including the MICE industry (Boo & Park, 2013).

The ASEAN Guidelines on Green Meetings have formulated five leading indicators as a reference for implementing green meetings. These five indicators include venues, accommodation, food and drinks, waste management, transportation, and documents and materials (ASEAN, 2020). This guide provides a systematic framework for venues to implement sustainability measures. MICE venues in Indonesia have also started implementing strategies such as using renewable energy, better waste management, and digitalizing documents to reduce paper use (Wee, Mustapha, & Anas, 2021). Other efforts include implementing zero-waste policies at several significant events involving participants in managing waste (Zelenika, Moreau, & Zhao, 2018). With increasing awareness of sustainability and growing demands for responsible business practices, some venues in Indonesia are starting to apply the concept of green meetings in their operations (Luh, Sarasswati, Suarka, Nyoman, & Aryanti, 2019; Pratiwi Arcana, 2014). The strategies include optimizing energy use, managing waste, and implementing environmentally friendly technology (Wee, Mustapha, & Anas, 2021).

Implementation of green meetings faces significant challenges, such as sustainability policies that are not yet uniform at the national level, a lack of adequate infrastructure, and low awareness of participants about environmentally friendly practices (Ong, Qi, Yu, & Ye, 2022; Ramely, Raziah, Radha, & Mokhtar, 2022; Tölkes & Butzmann, 2018; Wong, Wan, Huang, & Qi, 2020). This situation is exacerbated by the lack of economic incentives provided by the government to encourage the adoption of green technology, because the existence of subsidy policies and financial incentives will motivate companies to adopt green technology (Bi, Jin, Ling, & Yang, 2017; Lei Chen, Bai, Chen, & Wang, 2022; Linyan Chen, Gao, Hua, Gong, & Yue, 2021; Hou, Zhang, Wu, & Song, 2023). Nonetheless, the benefits of implementing green meetings are very significant. Efficient use of energy and resources can directly reduce venue

operational costs (Amandeep & Singh, 2017). In addition, venues that implement practices of green meetings often gain a positive reputation in the eyes of international event organizers, who increasingly seek venues committed to sustainability (Buathong & Lai, 2019; Ramely et al., 2022). In the long term, venues that invest in sustainability can attract more customers and strengthen their position in the global market (Chung, 2020; Hussain, Mu, Mohiuddin, Danish, & Sair, 2020). In addition to environmental impacts, social and economic aspects also receive attention in implementing green meetings (Ahmad et al., 2021; Chung, 2020; Muresan, 2020). Involving stakeholders such as the government, industry associations, and local communities in supporting the event's sustainability is a key factor in its success (Setyawan, 2018).

Implementing green meetings can also strengthen local community relationships (Pratiwi Arcana, 2014). By involving communities in sustainability activities, such as processing food waste or providing local products for consumption during events (Borrello, Pascucci, Caracciolo, Lombardi, & Cembalo, 2020; Stevenson, 2021), MICE venues can contribute to local economic development (Francisco, 2017; Mistilis & Dwyer, 1999; Muresan, 2020). In addition, training staff on sustainability practices can increase the capacity of human resources working in the MICE sector (Paillé, Valéau, & Renwick, 2020; Pellegrini, Rizzi, & Frey, 2018), creating a more environmentally conscious and sustainable work ecosystem (Setyawan, 2018). Commitment to sustainability can also create new job opportunities in environmental management and the green technology (Pellegrini et al., 2018).

Successful implementation of green meetings requires close collaboration between various parties, including the government, venue managers, event organizers, and the community (Buathong & Lai, 2017; Hou et al., 2023). Policy support from the government that sets national sustainability standards can incentivize venues to invest in environmentally friendly technologies (Lei Chen et al., 2022). In addition, industry associations can also play an essential role in providing training and guidance for venue managers to implement effective sustainability practices (Dickson & Arcodia, 2010). This collaboration can also be facilitated through national forums that bring together all stakeholders to share best practices (De Lara & Har, 2008).

This research explores and analyzes the practices and challenges faced in implementing green meetings at MICE venues in Indonesia. Several previous studies have discussed sustainability in the MICE sector (Anas, Maddiah, Eizamly, Sulaiman, & Wee, 2019; Ramely et al., 2022; Wee, Mustapha, & Anas, 2021), but most of these studies focus more on a global perspective or examine the implementation of green meetings in countries with more developed infrastructure (Buathong & Lai, 2017; Ong et al., 2022). On the other hand, recent research highlights a critical gap in Indonesia's sustainable MICE management: the absence of comprehensive green meeting guidelines, despite increasing global and national awareness of sustainability. Unlike Thailand and Singapore, which have established formal frameworks, Indonesia's green meeting practices remain unregulated and fragmented, relying on individual venue and organizer initiatives, leading to inconsistent implementation (Luh et al., 2019; MR & Firmansyah, 2023; Wee, Mustapha, Anas, et al., 2021).

This research focuses on the Indonesian context, which presents distinct social, economic, and environmental dynamics, thereby requiring an approach that is more suited to local realities. While several studies have explored green meeting practices in Indonesia, the majority remain concentrated on venues in Bali. More recent research continues to focus on implementations by venues and organizers in Bali, with limited attention given to Jakarta and other major MICE destinations that also host international standard venues (Ahmad et al., 2021; Luh et al., 2019; Pratiwi Arcana, 2014). In addition, this research emphasizes the importance of comprehensive national standardization and cross-sector collaboration in the Indonesian MICE industry. These two aspects have not been comprehensively addressed in the existing literature. In this case, this research seeks to identify existing challenges. It provides concrete recommendations regarding

how standardization and collaboration can accelerate the application of green technology and sustainability in green meeting practices. This approach is expected to significantly contribute to the development of a more sustainable MICE industry in Indonesia and support the achievement of global sustainability goals. With a more systematic approach and focus on the Indonesian context, this research seeks to fill the gaps in existing studies by offering a more structured solution that can be applied to all MICE venues in Indonesia.

2. Literature Review

2.1. MICE as a Tourism Business

Indonesia's MICE industry has an important role in supporting the national economy and strengthening the attractiveness of the international tourism (Ahmad et al., 2021; Research Dive, 2023). A Ministry of Trade of the Republic of Indonesia report shows that the MICE sector contributes significantly to the increase in foreign and domestic tourist visits yearly, with relatively more extended visits than conventional tourists (Warta Ekspor, 2011). Law of the Republic of Indonesia Number 10 2009 concerning Tourism, Services for Organizing Meetings, Incentive Travel, Conferences, and Exhibitions, or MICE, is explicitly mentioned as a type of tourism business. This shows that MICE is an independent business activity and an integral part of the national tourism ecosystem, designed to encourage tourist visits. MICE activities increase the flow of tourists coming to popular destinations to attend events while enjoying local tourist attractions. Big cities such as Jakarta, Bali, and Surabaya, which are MICE centers, also experienced increased hotel occupancy and visits to local tourist destinations during the event (Warta Ekspor, 2011). In addition, these cities are starting to develop cultural and nature-based tourism destinations aimed at MICE visitors, strengthening their appeal as leading destinations. Industry reports show that Indonesia continues to experience an increase in yearly international meetings (Astute Analytica, 2024; Report Ocean, 2023). This success makes Indonesia one of the Asia-Pacific region's leading destinations for MICE activities.

However, the rapid growth of this industry poses significant challenges regarding the environmental impacts caused by MICE activities. Large-scale MICE activities generate significant carbon emissions due to high energy use and long-distance transportation for thousands of participants (Borrello et al., 2020; Stevenson, 2021). Apart from that, MICE activities also produce large amounts of waste, especially from using single-use plastic, food packaging, and paper. These environmental challenges trigger the need to implement sustainability policies when organizing events. Therefore, several international organizations, such as ASEAN, have developed Green Meeting guidelines to help event organizers reduce their ecological footprint (ASEAN, 2020). Various industry associations also support this effort by encouraging the implementation of sustainable practices in every aspect of event operations.

In the context of sustainability, the Green Meeting concept is becoming increasingly relevant for the MICE industry. This concept emphasizes efficient energy and waste management, using environmentally friendly materials, and the choice of sustainable transportation and accommodation (ASEAN, 2020; ISO, 2012). By implementing Green Meetings, event organizers can reduce negative impacts on the environment while increasing their reputation as responsible business people. Apart from providing environmental benefits, implementing Green Meetings can also strengthen the competitiveness of Indonesian MICE destinations in attracting more international events that focus on sustainability (Buathong & Lai, 2019). In the future, strengthening cross-sector collaboration and developing stricter national standards will be the key to accelerating the widespread implementation of green meetings throughout Indonesia.

2.2. Destinations and Venue MICE in Indonesia

Indonesia has many destinations that have great potential to host international MICE events. However, Jakarta and Bali stand out as superior destinations that are consistently included in

international reports as the organizers of most meetings in the Asia Pacific region (Pratama & Susanto, 2024; Setyawan, 2018; Warta Ekspor, 2011). These two cities have several venues that meet international standards, which not only offer modern facilities but are also committed to integrating sustainability principles in their operations (Ahmad et al., 2021; Chin, Haddock-Fraser, & Hampton, 2017; Pratama & Susanto, 2024; Pratiwi Arcana, 2014; Setyawan, 2018). These cities also offer good accessibility for event participants, with well-organized transportation. Jakarta and Bali have shown that with proper management, they can host significant events without compromising sustainability principles (Setyawan, 2018; Warta Ekspor, 2011).

Venues in Jakarta and Bali have started implementing various environmentally friendly technologies and facilities to support their operations at MICE events. For example, some venues use energy-saving lighting technology, efficient air conditioning systems, and waste management that involves sorting and recycling. In Bali, several venues have introduced policies that reduce the use of single-use plastic and prioritize local and organic products in providing food and drinks during events (Ahmad et al., 2021; Luh et al., 2019; Pratiwi Arcana, 2014). This policy has a positive impact on the environment and increases Bali's attractiveness as an environmentally friendly MICE destination. In addition, more efficient transportation management by using environmentally friendly vehicles is increasingly being promoted to reduce carbon emissions produced by the movement of event participants (Ahmad et al., 2021; Pradnyani, Budarma, Sutama, Wijaya, & Sudarmini, 2024).

Although there has been much progress in implementing green meetings at several venues in Indonesia, there are still challenges in ensuring that all MICE venues and destinations in Indonesia can meet high sustainability standards. One of the main challenges is ensuring sufficient awareness and training for venue managers and event organizers regarding the importance of sustainability. Several large venues still face limitations regarding environmentally friendly infrastructure and adequate management systems. Therefore, cooperation between the government, the private sector, and society is needed to increase the broader implementation of green meetings in Indonesia. With firm commitment from various parties, Indonesia can become a leader in organizing environmentally friendly MICE events in the Asia Pacific.

2.3. Practice Green Meeting

Green meetings are a concept that aims to reduce the environmental impact of MICE activities through implementing sustainable practices. The Green Meetings Report, published by CIC in 2004, defines green meetings as meetings that integrate environmental considerations to minimize negative impacts and optimize operational cost savings (Convention Industry Council, 2004). This guide is an initial milestone in establishing international sustainability standards for the MICE industry and highlights the importance of waste management, reduced energy consumption, and digitalization of documents (Boo & Park, 2013).

ISO 20121 provides a sustainable event management framework that emphasizes the involvement of all stakeholders in supporting sustainability (ISO, 2012). This standard ensures that every event planning and implementation stage is carried out with comprehensive and structured sustainability principles. Likewise, the ASEAN Guidelines on Green Meetings are the leading guide for ASEAN member countries, including Indonesia, to ensure consistent implementation of green meetings. This guide encourages better waste management by providing waste sorting and organic waste processing facilities to reduce waste in landfills. In addition, local resources, such as food and products from local communities, are part of efforts to reduce carbon footprints (ASEAN, 2020; De Lara & Har, 2008). The Sustainability Guidelines for the Singapore MICE Industry also provide a systematic framework for venues and event organizers in Singapore to implement green meetings. This guide focuses on energy management, waste, and local community involvement. Implementing these guidelines has strengthened Singapore's

reputation internationally as an environmentally friendly and competitive destination, providing a concrete example of effective national policy (Singapore Tourism Board, 2013).

The indicators in the ASEAN Guidelines on Green Meetings and the Sustainability Guidelines for the Singapore MICE Industry cover several important elements to ensure sustainability in organizing MICE events. These two guidelines emphasize energy, water, and waste management, and selecting venues with environmentally friendly policies and good accessibility. Using environmentally friendly transportation, reducing food waste, and procuring goods and materials that support sustainability principles are also the main focus. In addition, both emphasized the importance of clear communication with participants and service providers regarding environmentally friendly practices and post-event evaluations to assess the effectiveness of implementing green meetings (ASEAN, 2020; Singapore Tourism Board, 2013). Through these indicators, both guidelines aim to reduce environmental impacts and encourage the adopting of consistent sustainability practices in the MICE industry.

Applying international and national sustainability standards shows the importance of policy synergy in supporting sustainability in the MICE industry. By adopting best practices from countries that have already implemented sustainability policies, Indonesia can strengthen its competitiveness in the global MICE market and increase the adoption of measurable and consistent sustainability standards. In addition, implementing green meetings reduces environmental impacts and provides economic benefits. Studies show that sustainable practice venues experience reduced operational costs through energy efficiency and better waste management (Buathong & Lai, 2019). Energy-saving technology, such as lighting and automatic sensors, can reduce energy consumption (Abdulkarim, Tawfik, Hasan, & El-Awady, 2021). In addition, the positive reputation gained from a commitment to sustainability can increase the competitiveness of venues in attracting more event organizers (Amandeep & Singh, 2017; Hussain et al., 2020; Ramely et al., 2022). Venues that obtain eco-friendly certification are often the top choice for international organizers looking for locations with a strong commitment to sustainability (Clewer, 2014; Draper, Dawson, & Casey, 2011; Park & Kim, 2017; Zeberer, 2020). With these broad benefits, the implementation of green meetings is projected to become an integral part of the MICE industry.

3. Method

This research focuses on MICE venues in the Special Region of Jakarta, the second city with the most MICE activities in Indonesia after Bali (Warta Ekspor, 2011). Even though Bali has been the focus of various studies related to green meetings, similar studies in Jakarta are still limited. Therefore, this research aims to fill this gap and provide deeper insight into implementing green meetings in Jakarta. The research was conducted at two venues managed by private and government entities to understand differences in sustainability policies, implementation strategies, and challenges managers face in implementing environmentally friendly practices.

The research method used is a qualitative approach with a descriptive design. Data were collected through direct observation, in-depth interviews with related parties, and documentation studies from sustainability reports and internal policies. Literature studies are also used to support theories related to sustainability in the MICE industry. The interviews were conducted using a semi-structured format, and key informants were selected through purposive sampling, based on their direct involvement in sustainability-related operations. The interviewees included professionals such as an Operations Manager, a Deputy General Manager, an HR Manager, an Occupational Health and Safety (OHS) officer, and a waste management supervisor. These roles were chosen to reflect a cross-functional perspective on how sustainability is interpreted and implemented at the venue level. A formal request for interviews and a list of questions aligned with the green meeting indicators were submitted to the venue's management in advance. The

interviews were conducted only after receiving written permission and consent from the venue representatives.

This study was conducted for eight months, from October 2023 to February 2024, with data analysis using the Guttman scale to assess the implementation of green meetings involving a method that analyzes binary responses in a hierarchical order, where each subject must master easier items before more difficult ones. This method measures the position of subjects and items on a single dimension that reflects the level of mastery or application of the concept (Frey, 2018).

This research refers to two relevant international guidelines, the ASEAN Guidelines on Green Meetings and the Sustainability Guidelines for the Singapore MICE Industry. Both offer a systematic framework for implementing green meetings. These two guidelines cover four main dimensions used as a reference in this research, which will be explained further in Table 1 below, along with relevant indicators.

Table 1. Green Meeting Indicators

Dimensions	Explanation
Management Approach	Includes sustainability policies implemented at each venue, stakeholder involvement, and procurement of goods and services that prioritize sustainability.
Accessibility and Waste Management	Involves easy access to public transportation to the venue, waste reduction and recycling policies, and the use of digital technology to reduce printed materials.
Energy and Water	Focuses on implementing energy-saving technology in lighting and cooling, optimizing water use, and reducing single-use plastic.
Community and HR Engagement	Includes staff training in green meeting practices, internal policies on sustainability, and food waste management strategies.

Source: ASEAN Guidelines on Green Meeting and Sustainability Guidelines for the Singapore MICE industry

With this grouping, each dimension provides a clear framework to ensure that the green meeting practices implemented are by applicable sustainability standards. This table also serves as a practical guide for venues and event organizers in identifying areas that need improvement to achieve full sustainability. Each dimension is referenced from these two guidelines to ensure that the green meeting practices implemented at both venues are by sustainability standards set at regional and national levels. Thus, this research explores the implementation of green meetings in Jakarta and its surroundings and provides insight into how international policies and guidelines are applied in the local context, which can be a reference for other MICE venue managers in Indonesia.

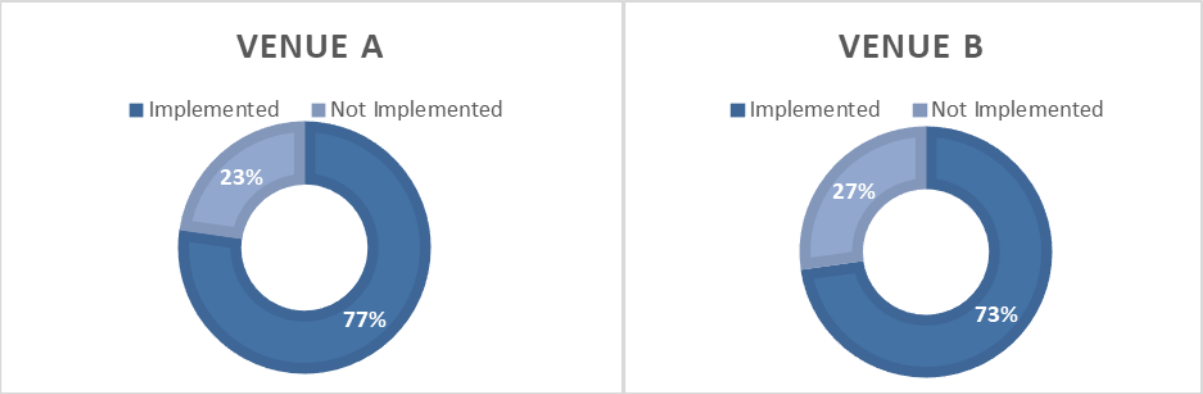
4. Results

This section discusses the research results regarding the implementation of green meetings at MICE venues in Indonesia. The main focus is to identify the extent to which sustainability practices have been implemented, the obstacles faced in their implementation, and recommendations for increasing the effectiveness of green meeting strategies. The research results were obtained through an in-depth analysis of data collected during the research period, including interviews, observations, and documentation studies. With a systematic presentation, this section can provide a more comprehensive understanding of the current conditions and directions for developing green meetings in Indonesia.

4.1. Green Meeting Implementation and Analysis Basis

This study assessed the implementation of green meeting practices at leading convention centers in Jakarta using four dimensions adapted from the ASEAN and Singapore Guidelines on Green Meetings. The management approach to green meeting implementation at MICE venues in Jakarta generally aligns with international sustainability guidelines.

Figure 1. Comparative Percentage of Green Meeting Implementation at Two MICE Venues



Source: Primary data collected by the authors, 2024

Based on interview and observation data collected in February 2024, implementation scores ranged from 73% to 77% across venues, as illustrated in Figure 1. The highest scores recorded in the dimension of accessibility and waste management. Management approaches focused primarily on encouraging staff and stakeholders to adopt environmentally responsible behavior, with visible signage and campaigns throughout the venue. However, a dedicated sustainability team has not been established at either venue, and existing policies remain informal or are not yet institutionalized. To better understand the underlying factors that contribute to these percentages, a more detailed analysis based on the four dimensions is presented in tables 2-5 below.

Table 2. Implementation of Green Meeting – Dimension 1

Management Approach	Venue A	Venue B
Existence of sustainability policy and management commitment	1	1
Establishment a sustainability committee	0	0
Providing information and engaging staff, visitors, and vendors in environmentally friendly actions	1	1
Prioritizing local and eco-friendly products and services in procurement	1	1
Total	3	3
(%)	75	75

Source: Primary data collected by the authors, 2024

In terms of waste management, venues achieved waste separation rates of up to 87%, supported by collaboration with third-party vendors for proper disposal. Accessibility is also a strength, with venues located near public transport and accommodation, though the infrastructure for bicycle parking and electric vehicle charging remains underdeveloped. One venue, for instance, is connected to shuttle services, while another can be reached via pedestrian access from a public transport station.

Table 3. Implementation of Green Meeting – Dimension 2

Accessibility and Waste Management	Venue A	Venue B
Accessible to public transport within walking distance	1	1
Close proximity to hotels/accommodations	1	1
Has a waste management program and policy	1	1
Sorts six waste streams	1	1
Provides hand dryers and/or paper towels	1	1
Uses digital signage throughout the event area	0	1
Reuses scrap paper for administrative printing	1	1
Reuses/reduces use of stationery (pens, notepads, etc.)	1	1
Total	7	8
(%)	87.5	100

Source: Primary data collected by the authors, 2024

Energy and water-saving measures were moderately implemented. One venue utilized a Building Automation System (BAS) to regulate temperature and lighting efficiently. However, sensor-operated escalators were available only in some areas, and both venues still used plastic bottled water. Water-saving taps and flush systems were partially adopted. These findings are consistent with the research, which highlights the need for scalable automation in high-energy-use facilities such as MICE venues (Sowby, Ph, & Asce, 2018).

Table 4. Implementation of Green Meeting – Dimension 3

Energy and Water	Venue A	Venue B
Venue regulates room temperature efficiently	1	1
Uses energy-saving lights during build-up without compromising safety	1	1
Uses sensor-based escalator control	1	0
Applies water-saving technology	1	1
Discontinues use of bottled water	0	0
Encourages staff, visitors, and clients to conserve electricity and water	1	1
Total	5	4
(%)	83	66.3

Source: Primary data collected by the authors, 2024

The lowest scores were observed in the community and human resource engagement dimension. Neither venue conducted structured sustainability training for staff. Food waste was managed under ISO and HACCP protocols, but formal food donation programs were lacking due to concerns over food safety and storage duration. Current efforts focused more on internal communication and occasional staff advisories via email.

Table 5. Implementation of Green Meeting – Dimension 4

Community & Human Resource Engagement	Venue A	Venue B
Conducts staff training on sustainability awareness	0	0
Has written guidelines and procedures on sustainability commitment	1	0
Has procedures for managing leftover food from events	1	1
Donates excess food to charity in accordance with local health regulations	0	0
Total	2	1
(%)	50	25

Source: Primary data collected by the authors, 2024

4.2. Innovative Strategy for Meeting Venue Sustainability

The main focus in implementing this policy is the management of two critical aspects, namely accessibility and waste management, with the most prominent level of implementation and receiving special attention from managers. Accessibility management plays a vital role in supporting the smooth running of sustainability policies, with various initiatives to improve and facilitate access to event venues. This includes using more environmentally friendly public transportation and shuttle bus services, which can reduce the carbon footprint. Managers also realize the importance of providing other environmentally friendly facilities, such as bicycle parking and electric vehicle charging stations. However, these facilities are still developing and require more attention and resource allocation. This is in line with findings from research by Day (2018), which emphasizes the importance of a systemic approach to supporting change toward sustainability in the MICE industry, as well as the challenges in operationalizing sustainability policies that can support sustainable performance management.

Meanwhile, in terms of waste management, steps to separate waste based on types, such as organic, plastic, and paper, have begun to be implemented, with the level of waste separation reaching a significant figure of around 87%. However, despite the efforts that have been made, there are still several obstacles, especially in the availability of sorting facilities evenly throughout

the venue area, which require further improvement. Research by Kim et al. (2020) also found that better waste segregation and standards in some countries, such as Australia and Canada, contributed to better implementation of green convention policies, providing insight into the best approaches to managing waste in MICE.

On the other hand, food donations have also begun to be implemented as part of food waste management efforts. However, problems with the quality and safety of the food to be donated are still the main obstacles in implementing this policy. For this reason, the monitoring system must be strengthened to ensure safe food quality so that this policy can run well. Something similar was also found in research by Fernandez-Zamudio et al. (2024), who emphasize the importance of food waste management policies in the MICE context and propose to reduce food waste through appropriate recycling and donation.

The policy of replacing plastic straws and bottles with eco-friendly alternatives like paper or metal straws and refillable bottles has successfully reduced plastic waste. However, visitor awareness still needs improvement, and a more intensive educational campaign is required to enhance the policy's effectiveness. Research by Trisnayoni et al. (2022) also shows similar challenges in implementing environmentally friendly practices in MICE, where visitor awareness is a significant barrier to the success of sustainability policies. Using digital signage as a substitute for paper is also one policy to reduce paper consumption, and the results are pretty satisfactory. However, several venue areas still depend on print methods due to limited digital infrastructure, which shows the need to improve digital facilities and supporting infrastructure. Research by Mia (2024) also emphasizes that implementing efficient and environmentally friendly technology is key to organizational sustainability, which is relevant in reducing paper use in MICE. The biggest challenge is strengthening structured monitoring and evaluation of accessibility and waste management. The formation of a unique team for sustainability responsible for monitoring this policy is currently in the planning stage at several venues, but active involvement and collaboration from all stakeholders, including management and visitors, are very necessary so that the implementation of this policy can run smoothly and optimally. A study by Bucea-Manea-Tonis et al., (2024) also found that implementing sustainability policies requires more significant involvement of all stakeholders and a more systematic evaluation of sustainable waste management.

Compared to previous studies such as (Luh et al., 2019), which focused on service aspects of green meetings in tourism-heavy regions like Bali and Thailand, this study emphasizes the operational dimension in Jakarta-based venues. It adds novelty by identifying gaps in staff involvement and digital infrastructure readiness elements not widely discussed in earlier literature and reinforces the urgency of national guidelines tailored to Indonesia’s business-driven MICE context. However, Indonesia itself does not have a specific section or policy regarding green meeting guidelines, which is different from several countries, such as Singapore, which have adopted and implemented these policies in a more structured manner. This shows that a gap needs to be filled by policies and guidelines that can direct MICE venues in Indonesia to implement sustainability practices more clearly and measurably, following in the footsteps of countries that have previously developed green meeting guidelines.

4.3. Improving Accessibility and Waste Management in Green Meetings

Accessibility management at MICE venues has become an important part of sustainability policies to reduce carbon footprints. Access to public transportation, such as bus stops and train stations, has been focused on, and some venues have provided shuttle bus services to reduce the use of private vehicles. Management of accessibility to accommodation close to the venue is also considered, although several environmentally friendly facilities, such as bicycle parking and electric vehicle charging stations, are still under development. Research by Bucea-Manea-Tonis et al., (2024) notes that better accessibility management can be achieved by ensuring that

environmentally friendly transport facilities are more integrated into the venue system. This is relevant to findings in the field, where environmentally friendly transportation management, such as shuttle buses and access to train stations, is given more attention to reduce carbon footprints.

In waste management, waste separation based on types, such as organic, plastic, and paper, has been implemented in several venues. Most of the separated waste is distributed to third parties for recycling. One venue reported a waste separation rate of 87%, although facilities and training for staff were still limited. Digital signage is also starting to be implemented to reduce paper waste. Research by Firdaus et al. (2024) points out that e-waste management is becoming increasingly important in venues' sustainability strategies. The aim is to ensure that e-waste, such as batteries and small devices, is appropriately recycled. Even though several venues already provide this facility, its implementation in some areas is still limited.

Food waste management is an important challenge, with food donation policies to reduce waste. Even though several social institutions have started to collaborate, the quality and safety of donated food are still an obstacle. Separation of food waste also requires increased supervision. This is in line with the findings in research by Trisnayoni et al. (2022), who note that food and waste management relies heavily on systematic donation policies.

Reducing single-use plastic is implemented by replacing plastic straws with paper or metal straws, as well as plastic bottles with drinking water dispensers or refillable bottles. This policy aims to reduce dangerous plastic waste. However, low visitor awareness is a significant challenge, requiring further educational campaigns to increase participation. This is also supported by research by Day (2018), which shows that visitor awareness and more intensive socialization are the main factors in the success of plastic reduction policies. Some venues have adopted better waste segregation policies by providing separate waste bins in each event area. However, some venue areas still use mixed waste bins, which reduces sorting effectiveness. The plastic and paper waste recycling process also collaborates with third parties, although further support from visitors is needed for the success of this policy.

Digital technology has been implemented more widely to reduce physical waste, such as by replacing printed tickets with digital tickets that can be accessed via mobile devices. This reduces paper usage and makes the registration process easier for visitors. Although some venues still use a combination of printed and digital tickets, paper reduction has proven effective in increasing registration efficiency and reducing operational costs. Educating visitors regarding digital platforms and technology-based applications is essential to accelerate the overall implementation of this policy, especially in increasing understanding of the long-term benefits of reducing paper waste. Several venues have increased digital interactions with visitors through mobile-based applications to simplify communication and reduce the use of printed materials.

Monitoring and evaluating accessibility and waste management at green meeting events still requires greater attention. The formation of a sustainability team responsible for monitoring and evaluating the implementation of this policy at several venues is still in the planning stage. Although there are efforts to improve the effectiveness of policies, the biggest challenge remains in structured supervision and establishing stronger regulations to ensure compliance from all parties involved. Strengthening regulations and active involvement of all stakeholders, including venue managers, staff, and visitors, is very important so **that** this policy can run optimally and continue to develop.

4.4. Application of Energy and Water Saving Technology in MICE Venues

Energy management at MICE venues plays an important role in implementing sustainability policies. Several venues have implemented energy-saving technology for more efficient energy management. The Building Automation System (BAS) to automatically regulate lighting and room temperature has begun to be implemented. However, not all venue areas have automatic sensors that can optimize energy efficiency. Therefore, expanding BAS throughout the venue

area is very important to strengthen energy management. This system adjusts energy use based on room needs, such as automatically adjusting lighting and temperature. This finding aligns with research by Sowby & Hopkins (2023), which shows the importance of structured energy management and efficient use of technology in sectors with high energy consumption, such as MICE venues.

Water management is also a focus in sustainability policies. Some venues have replaced manual taps with automatic taps, which can reduce water waste, although implementing this water-saving technology is still limited in some facilities. In addition, several facilities at the venue have been equipped with more efficient water-saving flush systems. However, some venue areas still require improvement in water-saving technology implementation. Research by Masoud (2020) provides additional context by discussing how integrating renewable energy and water management can support each other in creating more efficient sustainability solutions at significant events such as those at MICE venues.

Energy management at MICE venues plays an important role in implementing sustainability policies. Several venues have implemented energy-saving technology, such as automatic room temperature regulation and technology to regulate lighting. The Building Automation System (BAS) system is also used to optimize energy use further. However, several venue areas are still not fully equipped with this system. Therefore, expanding BAS throughout the venue area is very important to strengthen energy management. This finding is relevant to research by Day (2018), which emphasizes the importance of efficient management in reducing the environmental impact of sectors with large energy consumption, such as MICE venues.

Although the energy and water management policies in these venues have started to work well, the biggest challenge is strengthening a more structured monitoring and evaluation system. Some venues have begun planning to establish sustainability teams to monitor the implementation of this policy, although these efforts are still in the planning stages. It requires active involvement from all stakeholders, including administrators, management, and visitors, so that this policy can run optimally. Firdaus et al. (2024) also emphasize the importance of a more integrated monitoring system in supporting sustainability and successful energy management at event venues.

4.5. Community and HR Engagement at MICE Venues

Community involvement in the sustainability of MICE venues is an important part of developing green meeting policies. Several venues have collaborated with local communities through educational activities to increase waste management and sustainability awareness. Despite these initiatives, the main challenge is expanding outreach to involve more community members. Research by Susanto et al. (2021) shows that developing seminar guides for disseminating sustainable MICE practices can strengthen community participation in the sustainability of MICE activities. Regarding human resources (HR), effective human resource management is important in supporting green meeting policies. Some venues have implemented sustainability training for staff, covering topics such as energy, water, and waste management. However, this training is still limited to a small number of staff and has not been fully implemented across the team. It is necessary to develop a more systematic and mandatory sustainability training program for all venue staff to implement the policy more effectively. Research by Day (2018) emphasizes the importance of understanding the operational challenges of implementing sustainability in the MICE sector to ensure practical training and development for venue staff.

In addition, staff involvement in decision-making regarding sustainability policies is significant. One venue has established a sustainability team involving representatives from various departments to design and evaluate sustainability policies. However, not all venues have adopted a similar approach, and it is a challenge to increase the involvement of all staff in sustainability policies. This is relevant to the findings in research by Susanto et al., (2020), which

shows the importance of collaboration between industry and academia in developing sustainability indicators for MICE, which can increase the effectiveness of sustainability teams.

Reward programs for staff who are active in implementing sustainability policies have also begun to be implemented in several venues, such as providing incentives to staff who successfully reduce energy consumption or manage waste well. This program aims to increase staff motivation to support sustainability policies. However, some venues do not yet have a similar rewards policy, which can reduce staff participation levels. Research by Reshetnikova & Magomedov (2019) shows that implementing sustainability principles in company management can provide competitive advantages, and providing incentives to staff is one effective way to accelerate the adoption of such policies. Food waste management is also a significant community and human resource involvement concern. Several venues have started collaborating with social institutions to donate food that is still fit for consumption. This program aims to reduce food waste while providing a positive social impact on the surrounding community. However, some venues still face challenges regarding the suitability and safety of food to be donated, so there is a need for more explicit procedures and more supportive regulations to strengthen this policy. Research by Hamid et al., (2012) shows that implementing sustainable practices in the tourism and MICE sectors is crucial in increasing collaboration between venues and stakeholders to achieve broader sustainability goals.

Strengthening monitoring and evaluation in community and human resource involvement is necessary to ensure this policy can run effectively. Several venues are planning to develop technology-based monitoring systems, which are expected to identify obstacles and increase the efficiency of implementing sustainability policies at venues. To support this, active involvement from management, staff, and the community is essential to implement this policy comprehensively and sustainably. Research by Trisnayoni et al. (2022) emphasizes the importance of a more integrated monitoring system in supporting sustainability in the MICE sector and increasing the success of sustainable resource management.

5. Conclusions

Applying the green meeting concept in the MICE industry in Indonesia plays an important role in reducing the environmental impact of extensive activities and supporting the sustainability of the national tourism sector. Although several venues have adopted sustainability principles, such as efficient energy management and reducing the use of single-use plastics, the main challenges faced are the lack of coordinated standard policies at the national level and suboptimal awareness among event organizers and participants. Successfully implementing green meetings is highly dependent on strengthening more structured sustainability policies, close collaboration between government, the private sector, and society, and increasing awareness of sustainability's importance in the MICE industry.

Several strategic steps are needed to support the broader implementation of green meetings. First, more intensive training and outreach regarding sustainability to venue managers and event organizers needs to be increased, with support from industry associations or government agencies. Second, providing economic incentives, such as subsidies or tax incentives for venues that invest in green technology, will accelerate the adoption of environmentally friendly practices. Third, developing a clear national standard policy regarding green meetings will ensure consistent sustainability practices across all MICE venues in Indonesia. Cross-sector collaboration between the government, the private sector, and society is also key to realizing this goal.

The implications of implementing green meetings for the Indonesian MICE industry are vast, economically, socially, and environmentally. Economically, implementing green meetings can reduce venue operational costs through energy efficiency and waste management and increase Indonesia's competitiveness in the global MICE market. On the social side, the involvement of local communities in waste management and economic empowerment can strengthen relations

between MICE venues and local communities. From an environmental perspective, reducing carbon emissions and waste helps achieve global sustainability goals. Future research needs to focus on the challenges of implementing green meetings outside Jakarta and Bali, and evaluate the economic impact and environmentally friendly technologies in the MICE sector to ensure broader and more effective sustainability in Indonesia.

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8. Conflicts of Interest

The author(s) declare no conflict of interest

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