



TITLE:

Value creation over time: the application of IIRC integrated reporting framework to demonstrate the value of MICE business( Abstract\_要旨 )

AUTHOR(S):

Nishimoto, Keiko

---

CITATION:

Nishimoto, Keiko. Value creation over time: the application of IIRC integrated reporting framework to demonstrate the value of MICE business. 京都大学, 2020, 博士(経営科学)

ISSUE DATE:

2020-09-23

URL:

<https://doi.org/10.14989/doctor.k22817>

RIGHT:

学位規則第9条第2項により要約公開

( 続紙 1 )

京都大学	博士 (経営科学)	氏名	西本 恵子
論文題目	Value creation over time: the application of IIRC integrated reporting framework to demonstrate the value of MICE business (IIRC統合報告フレームワークを用いた国際会議・MICEビジネスの価値創造モデル)		
(論文内容の要旨)			
<p>This research proposes the International Integrated Reporting Council (IIRC) framework as a better tool for the MICE industry to communicate the full spectrum value it creates - including, but not limited to the financial value. Nagoya Congress Center (NCC) consortium, a private-public joint venture to manage NCC, was chosen as a case study to test the IIRC framework on the MICE industry.</p> <p>The author argues that the human desire to meet and exchange ideas, the basis of conventions and meetings, is as old as humankind, but it is only recently that Meetings, Incentive travels, Conventions and Exhibitions (MICE) business has received greater recognition as an independent industry.</p> <p>It is contended that the industry requires a great deal of investment in infrastructure and cooperation from a wide range of industry stakeholders, local governments, and the communities of the areas where events are held. It is shown that justifications for these investments have been primarily based on economic impact studies. While these reports clearly illustrate the financial value, the author asserts that there is a need for individual events and the MICE industry as a whole to better demonstrate the other forms of value that are created. It is criticized that event legacies are often used as a rhetoric of justification especially in sport events, but the concept is sometimes vague and lacks accountability.</p> <p>In this research, based on the agency theory and stewardship theory of social accountability, two research questions were raised: 1. Does the IIRC framework work to demonstrate a value creation model of MICE business? 2: How will the reporting framework change the organization's behavior and perceptions?</p> <p>Chapter one of the research gives a background on the evolution of corporate reporting. The trends in corporate reporting that have ultimately led to integrated reporting are discussed. Specifically, the amount and variety of information has increased dramatically since the 1960's, when companies simply released financial statements. Now, integrated reporting aims to compile the large variety of information that investors require to be disclosed in a concise and integrated way.</p>			

The author suggests that integrated reporting is well suited for the MICE industry for five reasons; (1) flexibility of the principle-based approach, (2) usefulness as a communication tool to the public sector, (3) potential to cover the long-term value creation, (4) balanced approach with six capitals, both finance and non-finance, and (5) potential for communicating long-term value creation. The NCC consortium is presented as the entity for the reporting, and the Munich Airport's integrated report is selected as a sample case for the study as it has many key similarities to the NCC. Integrated reporting uses six "capitals" to categorize the kinds of value that can be created – financial, manufactured (infrastructure), intellectual, human, social and relationship, and natural. This research aims to look at the value created by the consortium through all capitals excluding financial capital.

In Chapter two, methodology of this research and an overview of the NCC is given, including its history, background and management. The congress center has a unique management system in which a public entity - the Nagoya Convention Bureau and a private professional congress organizer (PCO) manage it together as a consortium.

Chapter three discusses the making process of the integrated report. NCC consortium is set as the entity of reporting. The six capitals and how they relate to the NCC are discussed, and the whole process is explained. The research took place from April – December 2019 and included interviews and group discussion with consortium members, observations of day-to-day operations, observations of events held at NCC and staff training, and data collection via a questionnaire.

Chapter four shows the results of its application to the NCC consortium. Content elements of the framework such as business model were identified, and group discussions on each of the five non-financial capitals were set. Each group member discussed their value creation stories and set KPIs. Large, organizational level changes did not happen because NCC did not officially adopt the IIRC framework, but the discussions and surveys revealed that many members of the consortium have expanded their time horizon from the 4-year contract renewal periods to much longer-term thinking as much as 30 years in the future. It was also discovered that one of the main factors that allows NCC to successfully create value is its management by a PCO and the strengths they bring, including their ability to create a strong local network.

The research concludes by revisiting the five reasons for adopting the IIRC framework and the two research questions. The IIRC Framework was found to work well with the MICE industry; the principle-based approach allowed NCC to flexibly set KPIs, it is a valuable to NCC as a communication tool for the public sector, it fosters long

term creation – helping NCC to break out of their 4-year mindset, using the six capitals helped NCC find a new, more balanced approach to value creation and communication, and it began to foster integrated thinking within the members of the consortium. Ultimately, while NCC did not change on the organizational level, changes on the individual level were reported and measured using the post-discussion surveys. A full adoption of the IIRC Framework on an organizational level by a MICE organization would be an optimal scenario for further research.

Near the end of this research, a global pandemic struck. The final section of this paper discusses the impact that COVID-19 has on the MICE industry and the way the industry has evolved and adapted to this global crisis.

注) 論文内容の要旨と論文審査の結果の要旨は1頁を38字×36行で作成し、合わせて、3,000字を標準とすること。  
論文内容の要旨を英語で記入するときは、400～1,100 wordsで作成し、審査結果の要旨は日本語500～2,000字程度で作成すること。

(続紙 2)

(論文審査の結果の要旨)

本論文は、重要さを増すMICE産業の価値はなにか、それを理解し、報告するためのツールとして、IIRC統合報告書のフレームワークの採用を提案し、実際にMICE施設関係者へのヒアリング等にもとづいて作成した研究である。

本論文の第1の意義は、MICE開催についての経済効果以外の社会に対する効果を総合的に評価する枠組みについて提示した点にある。これまでもいくつかMICEの効果に関する調査研究はあるが、部分的な視点にもとづくもので、国際標準的なものはめざされていなかった。本研究で注目したIIRC統合報告書のフレームワークは、民間企業のみならず公的機関も含めて、包括的にその効果を継続的に評価できる仕組みであり、これをMICEにあてはめて応用しようとしたという点は、今後のMICE産業の発展に大きく寄与する独創的な取組であると言えよう。

第2の意義は、統合報告を作成するプロセスで、MICE運営者の意識と行動に変容がみられることを部分的ながら明らかにした点である。今回の対象のMICE施設は、指定管理制度での指定管理事業者であり、施設を保有する自治体から運営を受託しているものである。したがって、指定管理の枠組みで要請されている事項の業務にのみ、指定管理事業者は注目している。しかしながら、今回の統合報告作成に指定管理事業者のスタッフが関与するなかで、MICE施設が広く地域や環境に影響を与えるという視点について注目するようになり、自らの仕事の価値についてもより広く、より長期的視点で考えようという変化があらわれた。

第3の意義は、特定産業、特定事業である、MICE事業にIIRC統合報告書のフレームワークを適用する上での課題、困難点、解決すべき点を示した点である。MICE事業者は、あくまでも施設の運営によってさまざまなイベント、企画を開催することが本業であり、収益計算はなされていても、製造資本、知的資本、人的資本、社会・関係資本、自然資本は定義されておらず、測定・データ収集も体系的に行われていない。MICE事業者のイニシアティブを中心に、ステイクホルダーとの対話を通じて、MICE産業に適合した体系を開発していくことが重要である。

一方で、本論文は、公式にMICE施設のIIRC統合報告書を作成したものではなく、その作成は部分的で、全面的なものではない。IIRC統合報告書に基づいて、MICE施設のビジネスモデルや6つの資本の定義と測定尺度を開発することについては、より包括的で詳細なものが望ましい。そして、報告書の作成・公開が、MICE施設運用事業者のみならず、設置自治体や市民を含めたステイクホルダーにいかなる影響を与えるのか、その効果を実証的に検証することが求められる。

このような課題は残されているものの、本論文では、MICE施設のもつ価値を経済的効果だけではなく、より普遍的で包括的な枠組みで測定し公開しようというものであり、今後、MICE施設が設置自治体や市民に理解・支持され、より社会的に有用な存在として受け入れられて発展していく上で、大きな示唆を与えるものである。

よって、本論文は博士(経営科学)の学位論文として価値あるものと認める。また、令和2年8月4日に実施した論文内容とそれに関連した口頭試問を行った結果、合格と認めた。