

Reingeniería de procesos: Herramienta para el rediseño de congresos científicos y otros eventos análogos

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Resumen

La organización de congresos científicos y otros eventos similares (agrupados bajo el concepto de “turismo de reuniones”) es una actividad cuya función, entre otras igual de importantes, es el fomento de la divulgación del conocimiento derivado de investigaciones y diversos estudios académicos. Dicha importancia resalta la necesidad de favorecer su mejora continua para que sus beneficiados puedan obtener una experiencia adecuada y, más relevante aún, esto impacte positivamente en la continuidad de estos eventos y, por tanto, la correcta divulgación del quehacer científico y académico, particularmente en las instituciones de educación superior. Una herramienta útil para promover esa mejora continua en los congresos y otros eventos análogos es la reingeniería de procesos, recurso que consiste en el rediseño de las diversas actividades implicadas en una organización, de modo general, pero que puede aplicarse también en situaciones como aquellas propias de los congresos y otras reuniones de esa clase, debido a su naturaleza promotora de cambios radicales. El presente ensayo elabora un desarrollo que brinda una propuesta de reingeniería de procesos para el turismo de reuniones, dilucidando un panorama general acerca de la reingeniería y, posteriormente, cómo puede aplicarse en el rediseño de la organización de congresos y otros eventos similares.

Palabras clave: Congresos científicos, Reingeniería de procesos, Turismo de reuniones, Ensayo

Process Reengineering: A Tool for Redesigning Scientific Conferences and Similar Events

Abstract

The organization of scientific conferences and similar events, collectively referred to as “meeting tourism,” serves several essential purposes, one of which is the promotion of knowledge dissemination derived from research and academic studies. This highlights the need for continuous improvement to ensure that participants have a positive experience, which ultimately contributes to the sustainability of these events and the effective dissemination of scientific and academic work, particularly within higher education institutions. A valuable approach to achieving continuous improvement in conferences and similar gatherings is process reengineering. This method involves redesigning various organizational activities. While it can be applied across different sectors, it is especially effective for conferences and similar meetings due to its capacity for driving significant change. This essay proposes a process reengineering framework for meeting tourism. It begins with an overview of reengineering, followed by a discussion of how it can be implemented to enhance the organization of congresses and related events.

Keywords: Scientific conferences, Process reengineering, Meeting tourism, Essay

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I. INTRODUCTION

One of the general objectives of educational institutions is to offer high-quality training that develops professionals and, in some cases, researchers, through the active participation of students and faculty in resolving conceptual, methodological, and professional problems (Suárez et al., 2023). Considering this general purpose, particularly when the educational institution also aims to train researchers (Rodríguez, 1998), one of the goals that often follows is the organization of congresses, conferences, symposia, and other similar events, whose function is to disseminate the knowledge generated by its faculty and professionals in training (Correas, 2018). These events are directed “at a specific sector to disseminate ideas and design common objectives” (Chulim et al., 2022, p. 19).

Conferences and similar events serve as forums where research papers are presented periodically (Ramírez, 2015), the product of the work of those involved in the curriculum (in many cases, the participation of external agents is accepted to enrich knowledge updates and obtain other perspectives on the topics and studies presented at the event). In this way, the participation of students, faculty, and the academic community as a whole is encouraged, thereby fulfilling the objectives of educational and research dissemination (Ramírez, 2015). These types of events, aligned with these objectives, have been fruitful for knowledge exchange and for training participants to present the topics and studies developed.

Soret et al. (2018) provide a classification according to the type of meeting (grouped within a knowledge category that can be called “meetings tourism”, according to Shaadi et al., 2017). In this essay, the term congress is predominantly used; the term “this type of event” refers to the other names given to this kind of meeting: a) conferences, b) governmental or public conferences, c) conferences, seminars, and symposiums, d) conventions, and e) fairs, halls, and exhibitions.

The organization of this type of event can be considered dynamic because it is characterized by constant change in its planning and logistics, aiming to offer an increasingly agile and up-to-date experience for all participants. This involves always considering the shortcomings or details that arose in past editions (or learning from the deficiencies

encountered in other similar events) to continuously improve its organization and execution (Barbosa, 1993). More recently, the inclusion of information and communication technologies in its management has catalyzed certain aspects of its development.

Despite these intentions, which aim to ensure continuous improvement, over time these types of events have become increasingly frequent, highlighting the need to optimize their processes (Angulo, 2009), such as those related to registration, submission of work, issuance of certificates to participants, etc. Given that the original establishment of these events is likely to present some difficulties, their redesign appears as a viable and, in some cases, urgent option.

Since the mid-1990s, process reengineering has been positioned as an optimal solution for improving the productivity of certain processes in organizations (Ortiz, 2022). It is usually considered a “fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed” (Hammer & Champy, 1993, p. 35).

González et al. (2007) summarized the stages of reengineering as follows:

1. Induction to reengineering, a preliminary stage in which employees must come to recognize the need to face a radical change.
2. Identification and analysis of opportunities, where the processes to be redesigned are selected and examined through tools such as activity analysis.
3. Process redesign, which involves creating new processes based on IT [information technologies].
4. Implementation, in which the current processes are replaced by the redesigned ones (p. 544).

In the final stage, processes can be replaced either with completely new ones (blank sheet approach) or with others that only involve improvements to the previous ones (dirty sheet approach) (Davenport & Stoddard, 1994).

In line with Davenport (1996), the implementation of redesigned processes implies a radical change, which can be analyzed in terms of its repercussions on three major dimensions:

- Technological, since it involves the

introduction of new IT and the restructuring of information systems.

- Organizational, which results in modifications to the organization's structure, its culture geared towards innovation, the establishment of measures and incentives dependent on goal achievement, process management, and the delegation of tasks.
- Human, because employees transform their roles, responsibilities, decision-making, norms, values, and ways of working.

Given that the organization and management of scientific conferences and similar events can be optimized and improved through redesign and restructuring, this essay aims to establish a theoretical framework for implementing reengineering in the processes underlying the logic of scientific conferences and other similar events, thereby supporting improvements in their quality, efficiency, and user interactivity. The approach developed stems primarily from what Davenport and Stoddard (1994) termed the "dirty sheet" and its repercussions in the technological dimension (Davenport, 1996). Furthermore, as part of the reforms that can impact these types of events, the essay seeks to contribute elements that promote the use of virtual resources (such as websites and social media), which are vital tools for the overall process.

The essay's structure consists of an introduction that explains key principles of process reengineering and justifies its use as an organizational tool for redesigning scientific conferences and similar events. This is followed by a description of the most common processes in the operational logic (planning, organization, and management) of such events, highlighting their strengths and weaknesses.

The essay concludes with a theoretical proposal that distributes these processes according to a more optimal redesign, integrating certain postulates and elements of process reengineering. The proposal also explains why process reengineering is an effective tool for this type of improvement. Following this introduction, the conclusion reaffirms the importance of reviewing and improving these events and the versatility of process reengineering across diverse scenarios. Furthermore, it establishes some avenues for future research and application of the information presented here.

Process reengineering

According to Hammer and Champy (1993), reengineering "involves going back to the beginning and inventing a better way of doing work" (p. 34). This invention of a better way of doing work entails drastic changes and also presupposes a fundamental review of how the actors and processes involved function and who they are, or, as Heizer (2001) points out, a re-examination of the current process and its objectives. Only after this detailed exploration does the radical redesign of processes take place (Hammer & Champy, 1993).

For Alfaro (2023), reengineering is synonymous with process redesign or the complete overhaul of an organization's processes; it therefore implies, in a certain sense, a new beginning, often a risky one, since it means abandoning proven methods and knowledge. However, other conceptions of reengineering view it not as an entirely radical action but rather as a gradual one, so that adaptation to change can be assimilated gradually by the members of the organization in question. Total Quality Management (TQM), for example, represents a gradual change for organizations (Rafoso & Artiles, 2011).

These more moderate positions are based on the following premise: any starting from scratch implies rejecting positive learning (Rafoso & Artiles, 2011). Proponents of reengineering as an exercise that results in substantial structural modification argue that, despite such learning, the work carried out has not produced structures useful for the current situation (Ponjuan & Villardefrancos, 2005).

Leaving aside the debate regarding whether reengineering should be total or partial, radical or balanced, certain aspects should be highlighted as advantages that promote it as advisable for the organization or projects: 1. It optimizes organizational processes, 2. It allows access to reliable, accurate, and timely information more quickly, 3. It enables the sharing of information among all components of the organization, 4. It eliminates unnecessary data and operations, 5. It reduces process times and costs (Ponjuan & Villardefrancos, 2005).

To the above, it is possible to add the advantage referred to by Ortiz (2022), which alludes to the quality of reengineering to favor savings of a very important resource, time: "It helps to execute the steps of the process according to their natural

order to the detriment of the traditional rectilinear sequences. This allows several tasks to be executed simultaneously, reducing the time spent on their execution” (p. 115).

Before initiating the reengineering process, it is necessary to establish certain variables that will be crucial for achieving a successful outcome. In particular, it is essential to understand the nature of the organization, as this largely determines the desired result or objective (Hammer, 1990). A private organization pursues objectives different from those of a public one (Amaru, 2009). While the former pursues commercial interests and profit-making, the latter provides a benefit or service to society through state resources, without being as concerned with economic profitability.

In the specific case of various educational institutions, among whose outreach events are scientific conferences, many fall into the category of public organizations; the beneficiaries of their activities can be students, faculty, researchers, and society in general. Thus, given the nature of each organization interested in holding scientific conferences and similar events, carrying them out entails providing a science outreach service, with the primary beneficiaries being the event participants. For this reason, if the aim is to optimize the logistical management of the event, process reengineering should focus its objectives and efforts on improving the user experience in terms of organization.

This, in turn, translates into dedicating less time and effort to tasks such as paper registration and submission, attendance, certificate issuance, and all other products related to the conference. To do this, it is necessary to know the general guidelines of this type of event, in order to have an understanding of each of its processes and thus identify those that are susceptible to improvement (“dirty sheet”) or, definitively, to redesign (“blank sheet”).

Overview of the general processes involved in scientific conferences and similar events

The following sections list and describe, in general terms, the processes for the development and implementation of scientific congresses and similar events. This is done to adhere to one of the postulates of reengineering, explained by Naranjo and Gutiérrez (2024): “Reengineering consists of completely examining a process and all its constituent parts, in

this case, subprocesses” (p. 70). These elements are listed chronologically, based on elements referenced by Bieber (1983), Buendía (2009), Cravioto (2007), and Watt (1995):

1. Definition of the venue, along with the days and times of the event.
2. Define the registration and submission period by establishing clear deadlines.
3. Prepare and adapt the digital platform for effective event management.
4. Establish formal communication channels.
5. Train the staff responsible for managing the platform and communication channels.
6. Design the event poster.
7. Distribute publicity materials for the event.
8. Manage the registration process, including receiving and reviewing submitted papers.
9. Define the keynote lectures.
10. Establish the overarching theme of the event.
11. Review the layout of the event spaces and rooms.
12. Organize and manage the conference and presentation schedules.
13. Define and disseminate the event program.
14. Recruit the necessary staff.
15. Provide training for the staff.
16. Arrange lunch provisions for the staff.
17. Oversee the development of the event.
18. Prepare and issue certificates for participants.
19. Define and implement an event evaluation system.

Each element in the preceding sequence, which can be described as a classic or traditional sequence, has a designated person responsible for its execution. These responsible individuals are listed hierarchically in Figure 1. The description of each of the above points is as follows:

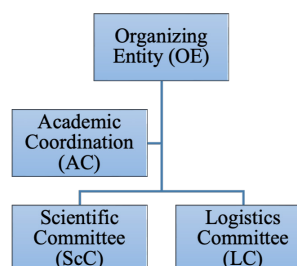


Figure 1. Hierarchy of responsible entities
Note. Own work.

- Definition of the venue, along with the days and times of the event.

This is the initial process, in which the entity responsible for organizing the event (often in conjunction with an academic coordinator) determines the venue, dates, and times. It is common to have a tentative date. Ideally, this step should be planned at least 9 months. It should also be considered that if the event is to be held at a location other than the educational institution, “Not all cities have the capacity to host a large-scale event. It is essential to consider not only the capacity of the venue required, but also the availability of hotel accommodations” (De la Serna & Escudero, 2017, p. 33).

- Define the registration and submission period by establishing clear deadlines.

For this process, the organizing entity appoints a ScC, which is responsible for evaluating submissions and developing the Scientific Program (the structure of the activities to be carried out throughout the event). This committee will define the dates on which it will receive and evaluate the submissions from participants, with a deadline generally six weeks prior to the event date.

- Prepare and adapt the digital platform for effective event management.

In this process, the OE manages the digital platform for attendee registration, as well as the submission, receipt, and registration of proposals and papers. The platform commonly used for this purpose is the Open Conference System, which is also widely used to manage indexed scientific journals. Currently, with the suite of tools that Google provides, the use of Forms (or its Microsoft equivalent) is also common. Regardless of the platform used, it must be configured to meet the event’s needs: dissemination, announcements, answering questions, participant registration, paper submission, uploading and downloading the program, and generating certificates of attendance.

- Establish formal communication channels.

The ScC, together with the AC team responsible for the event, will determine the most appropriate means of communication between them and the participants to address any questions or problems that may arise.

- Train the staff responsible for managing the platform and communication channels.

This process consists of teaching the use and management of the digital platform to those responsible for administering it, as well as to the members of the ScC, who will receive and judge the participants’ submissions.

- Design the event poster.

With information from the previous processes, the OE can proceed to design the event poster, including the date, time, and location, as well as the registration and submission deadlines. The poster should also include the platform’s address for registration and submissions, as well as contact information for any related issues.

- Distribute publicity materials for the event.

The AC is responsible for approving the poster design and, subsequently, in conjunction with the organizing entity, disseminating the event via the internet, seeking to inform mainly the students, teachers, and, if any, researchers of the institution’s academic program.

- Manage the registration process, including receiving and reviewing submitted papers.

During this period, the process consists of members of the ScC maintaining surveillance and monitoring of the digital platform and the media to address any unusual situations regarding the registration of works and attendees.

- Define the keynote lectures.

Here, the ScC determines the keynote lectures to be held at the event, issues invitations and confirms the speakers, and informs the AC.

- Establish the overarching theme of the event.

The ScC, if relevant, defines the Congress’s theme, primarily in relation to the topics of the keynote lectures. This is why this point is not listed earlier in the event’s organizational timeline. Sigala et al. (2015) recommend that this be the first step, which, depending on the organizers’ perspective, can be followed. This essay adopts this approach because it is based on established keynote lecture topics and offers a different perspective on the matter.

- Review the layout of the event spaces and rooms.

The OE, through a logistics committee, reviews and confirms the spaces designated by the venue for the event, and counts and identifies each space.

- Organize and manage the conference and presentation schedules.

The LC of the organizing entity manages and organizes the spaces identified at the venue to distribute the registered presentations and conferences, grouping them by common themes or by other criteria.

- Define and disseminate the event program.

The OE designs the event program, specifying the spaces and times for each conference and presentation. Once completed, it is sent to the AC for review and then disseminated through the appropriate communication channels to all participants. Ideally, this should be done 15 days before the event date, though it is common to send it several weeks in advance.

- Recruit the necessary staff.

The OE, in conjunction with the academic coordination team, undertakes the task of recruiting the necessary staff based on the number of participants and spaces to be managed. This staff is responsible for the logistical support of the event.

- Provide training for the staff.

The LC of the organizing entity is responsible for instructing the support staff on their main activities and roles, including generating the necessary materials for the day of the event.

- Arrange lunch provisions for the staff.

The OE, in conjunction with the AC, determines the price of lunch for staff members and selects the best supplier.

- Oversee the development of the event.

This occurs on the scheduled event date. The opening ceremony marks the formal start of this activity. The LC coordinates the staff for the various scheduled activities and also resolves any problems that may arise at the beginning, during, and end of the event.

- Prepare and issue certificates for participants.

The OE, with the support of the AC, prepares (using the most appropriate technological tool) the certificates of attendance and participation in the different modalities of the event (for example: participant, poster presentation, oral presentation) and, in turn, establishes the most appropriate distribution channel for sending them.

- Define and implement an event evaluation system.

The OE, in conjunction with the AC team,

determines the evaluation mechanism for the Congress, with a questionnaire being the most commonly used technique. This tool assesses the event's various dimensions. Through available communication channels (Open Conference System, Forms, the event website, social media, etc.), users are notified that they must log in to the relevant website with their username and password to download their certificate. The system must be configured so that the evaluation questionnaire appears before the certificate can be downloaded. In other words, completing the questionnaire is a prerequisite for downloading the certificate (see Figure 1). Some examples of evaluation questions are:

- Was the registration process for the event straightforward?
- Was it clear how to upload the paper proposal to the platform?
- Were the conference spaces adequate?
- Did the conferences start at the scheduled times?
- Were the poster exhibition spaces sufficient?
- Did the program provide all the necessary information for the event?
- Was the dissemination of information about the event adequate?
- Were the deadlines for paper registration reasonable?
- Did the poster include all the essential information about the event?

It is common to use a 5-level Likert scale for response options (Strongly disagree, Moderately disagree, Neither agree nor disagree, Moderately agree, Strongly agree).

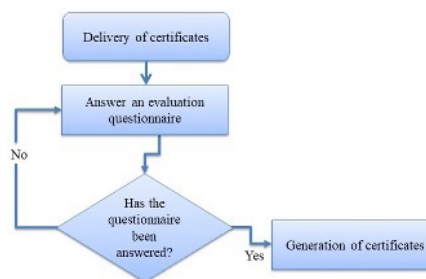


Figure 2. Conditions for generating certificates
Note. Own work.

Proposal for the reengineering of processes related to the organization and management of scientific conferences and similar events

The current proposal groups processes by function type not only to establish a common semantic factor, but also to identify related elements and highlight areas for improvement. This grouping also provides a framework for task delegation for the personnel involved: given the characteristics of each process, which make them suitable for practical integration, identifying their needs and implementing them appropriately becomes more feasible, allowing the formation of committees responsible for each area.

It should be noted that the following organization is not merely an arrangement of the processes already mentioned and described above: it also includes others whose function is to complement and/or optimize those already stipulated. This optimization, by dividing the processes into categories that presuppose commissions for their management, already reflects the advantage established by Ortiz (2022) regarding time savings, by replacing a *modus operandi* based on linear sequences with one in which various tasks can be completed within the same timeframe (this time saving, as can be seen, also impacts the economy and protection of resources, which is a goal of reengineering, according to Cabezas-Goyes et al., 2024).

Furthermore, the activities proposed by Fernández and Ortega (2012) are also considered, explicitly in some points and implicitly in others, which are: 1. Define positions and skills, 2. Specify a new organization, 3. Relocate personnel, 4. Train and educate, 5. Reclassify, 6. Retire (if necessary) and 7. Implement the changes (p. 90).

Taking the above into account, the proposed categories are as follows:

- a. Platform.
- b. Logistics.
- c. Design and dissemination.
- d. Communication and human development.
- e. Evaluation.

These five areas should ideally be established in a primary document to create a written foundation for the event's organization: the charter. González (2023) proposes nine sections in this charter: Project Description, Measurable Objectives, Success

Criteria, Project Approval Requirements, General Risks, Timeline of Key Milestones, Financial Resources, Stakeholders, and Working Team. The five areas mentioned above, representing the various delegations, would be recorded under the Working Team section.

- Platform:

Currently, event management, including conferences, symposia, and similar events, has become crucial for streamlining various processes inherent to such events. Therefore, selecting the right set of web-based digital tools is a priority. The main component of this system is as follows, and the associated processes, already mentioned, are also listed below:

- ◊ Preparation and adaptation of the digital platform for event management.
- ◊ Dissemination.
- ◊ Announcements.
- ◊ Answering questions.
- ◊ Participant registration.
- ◊ Work registration.
- ◊ Uploading and downloading the program.
- ◊ Generating certificates.

In addition to that main component, other virtual tools deserve consideration. While in many cases their existence and use are already established, it is worth mentioning them as a reminder:

- ◊ An event website (or a dedicated page on the organizing institution's site).
- ◊ Social media platforms (such as Facebook, Instagram, YouTube, TikTok, and X, among others).

- Logistics:

These are the fundamental activities of the event's processes. Generally, they refer to activities related to organizing spaces, dates, and presentations, which are carried out primarily by the LC and the ScC of the OE. The processes to be carried out by this committee are:

- ◊ Definition of the venue, along with the days and times of the event.

There are cases where the event venue changes every year. The venue is notified well in advance that it will host the new edition of the event. As previously

stipulated, the OE and the AC team determine the dates on which the event will take place, dates that should be established at least nine months in advance. Finally, the schedule is determined based on the availability and number of spaces, as well as the number of submissions and papers received and accepted.

- ◊ Taking into account the needs of attendees with disabilities.

Soret et al. (2018), in their manual on the organization of congresses and other events of this type, highlight the importance of having a broader knowledge about the audience that may attend the event in question, without overlooking any aspect and, on the contrary, also considering

the main characteristics of the different types of disability as well as the needs that arise as a consequence of them, without forgetting at any time that each person is different from all the others and that the characteristics of the environment contribute to increasing or decreasing these difficulties. (p. 19).

- ◊ Define the registration and submission period by establishing clear deadlines.

The ScC, appointed by the organizing entity, determines this period, with a deadline for paper submissions at least 6 weeks prior to the start of the event.

- ◊ Manage the registration process, including receiving and reviewing submitted papers.

The ScC of the OE is responsible for receiving and reviewing all submitted papers across various categories (e.g., poster, oral, etc.) using the registration platform or the appropriate technological tool tailored to the event's needs.

- ◊ Define the keynote lectures.

The ScC is responsible for selecting and inviting the keynote speakers. Typically, two keynote addresses are given, one at the opening and one at the closing. Efforts are made to include researchers from outside the OE.

- ◊ Establish the overarching theme of the event.

The theme is determined based on the keynote speakers, who may focus on a particular topic.

- ◊ Review the layout of the event spaces and rooms.

The logistics committee appointed by the

organizing entity is responsible for managing and organizing the spaces where the event will take place. It is recommended to have one to two auditoriums, at least five meeting rooms, and a large space for poster presentations.

- ◊ Organize and manage the conference and presentation schedules.

The LC allocates spaces and schedules presentations and workshops to align with common themes. The information resulting from this grouping is important for developing the scientific program.

- ◊ Define and disseminate the event program.

The ScC is responsible for compiling the scientific program; subsequently, it must send it to the AC for review and then begin disseminating the event.

- ◊ Arrange lunch provisions for the staff.

The OE, in conjunction with the AC, will quote the staff lunch based on the number of staff members and select the best supplier.

- ◊ Oversee the development of the event.

In this process, the LC is responsible for coordinating staff members in various activities related to the event, including:

- ◊ Supervising the cafeteria service.
- ◊ Providing technical support to the speakers.
- ◊ Defining and processing the necessary paperwork.
- ◊ Forming a team to manage registrations and track event attendance.
- ◊ Prepare and issue certificates for participants.

The OE, supported by the AC team, will determine the most effective method for delivering certificates to event participants.

- ◊ Design and dissemination:

This category encompasses the processes for creating and effectively promoting the event. The importance of design lies in its potential to attract attendees; therefore, it must have an image that motivates interested parties to attend.

In the case of promotion, its relevance lies in the accumulation of tasks that will determine the scope of its dissemination, ensuring it reaches different sectors where interested parties are located

(both physically and virtually). It can even directly generate leads who may also be interested in the event's content.

The processes included are as follows, along with a brief breakdown of the tasks that comprise them:

- ◇ Design of the event poster.
 - ◇ Create a poster template with three design proposals.
 - ◇ Collect the information to be included on the poster.
 - ◇ Integrate the collected information into the three design proposals.
 - ◇ Review the proposals and have the event-related audience select the final poster design.
- ◇ Banner design to be included on virtual sites, such as Open Conference System, Forms, event website, social media, etc.
- ◇ Dissemination of event publicity.
 - ◇ Development of the dissemination plan: This plan will address both physical and virtual dissemination strategies.
 - ◇ Reception of event information.
 - ◇ Physical dissemination:
 - Identify key locations for poster placement.
 - Provide the PDF/JPG file for printing.
 - Receive printed materials.
 - Post printed posters at the designated key locations.
 - ◇ Virtual dissemination:
 - Create or enhance the event's social media channels.
 - Add the poster (JPG) to the event website.
 - Share the poster (JPG) across social media platforms.
 - Send email invitations to the registrants of the organizing institution.

- ◇ Creation of the invitation video.
 - ◇ Prepare the technical script for the video capsule.
 - ◇ Schedule an appointment with a representative from the Academic Coordination Office or another authority related to the organizing institution that is issuing the invitation.
 - ◇ Capture video footage.
 - ◇ Edit and stage the video capsule.
 - ◇ Upload the video to social media.
- ◇ Definition and dissemination of the event program.
 - ◇ Gather information related to the event.
 - ◇ Develop the program.
 - ◇ Include it on the event website.
- ◇ Preparation of participant certificates.
 - ◇ Design the certificate template.

- Communication and human development:

The combination of these two processes is based on the premise that both maintain a close relationship with the human resources responsible for the event's operational development.

The Communication category primarily encompasses the process of establishing formal communication channels. For the Human Development category, the processes considered include both recruitment methods and personnel training and development to perform specific operational functions. In the first case, important phases include establishing the required candidate profile to generate the call for applications and to address the subsequent stages. In the second, a well-defined training plan is essential to ensure that selected personnel acquire the necessary skills to perform their duties effectively.

Establishing the most appropriate means of communication between the various committees and authorities, as well as the participants, involves a set of channels for addressing concerns or issues related to the event. Currently, the most common channel is email, though other channels (such as the event platform or social media messaging services) also provide ways to address questions that arise during

event organization and management.

Therefore, the processes and activities that comprise these channels are as follows:

- ◊ Establishment of formal communication channels.
 - ◊ Create formal channels for communication within the event's organization.
- ◊ Training of staff responsible for communication channels.
 - ◊ Identify training needs.
 - ◊ Develop a comprehensive training plan.
 - ◊ Prepare necessary materials, such as presentations and documents.
 - ◊ Specify the training location.
 - ◊ Determine the dates and times for training sessions.
 - ◊ Conduct training sessions.
- ◊ Staff recruitment.
 - ◊ Define the required staff profile.
 - ◊ Prepare the call for applications.
 - ◊ Publish the call for applications.
 - ◊ Identify the interview location.
 - ◊ Schedule interview dates and times.
 - ◊ Notify candidates with interview invitations.
 - ◊ Conduct interview sessions.
 - ◊ Select candidates.
- ◊ Staff Training.
 - ◊ Develop the staff training plan.
 - ◊ Prepare necessary materials,

including presentations and documents.

- ◊ Determine the training location.
- ◊ Schedule training dates and times.
- ◊ Invite staff to training sessions.
- ◊ Conduct training sessions.

• Evaluation:

This committee is responsible for designing and implementing a comprehensive evaluation system for the event's development phases and for the various stakeholders involved. The proposed evaluation criteria include:

- ◊ Accessibility of the platform.
- ◊ Registration process.
- ◊ Submission of papers for review.
- ◊ Dissemination of event-related information.
- ◊ Resolution of inquiries and issues.
- ◊ Downloading of certificates.
- ◊ Event organization (including punctuality at the start of conferences, spatial layout, and overall quality of the conferences)

Table 1 summarizes a comparison between the components of the classic sequence of activities for meetings tourism and the proposal resulting from this essay, divided into the aforementioned categories. It should be noted that, for the current proposal, only the key activities are included; the subprocesses have already been detailed in the preceding sections.

Table 1. Comparative between the traditional approach and the proposal for the reengineering of processes

General processes	Proposal for the reengineering of processes		
	Categories	Activities	Responsible
Venue, days and time.	Platform	Digital platform.	OE
Registration and submission period.		Event website.	
Digital platform for event management.		Social media platforms.	
Formal communication channels.		Venue, days and time.	LC, AC
Train the staff responsible (platform and communication).		Needs of attendees with disabilities.	LC
Event poster.		Registration and submission period.	ScC
Distribute publicity materials.		Keynote lectures.	ScC, AC
Registration, receiving and reviewing submitted papers.		Overarching theme of the event.	ScC
Keynote lectures.	Logistics	Layout of the event spaces and rooms.	LC
Overarching theme of the event.		Organize and manage the conference and presentation schedules.	LC
Layout of the event spaces and rooms.		Define the event program.	OE, AC
Organize and manage the conference and presentation schedules.		Arrange lunch provisions for the staff.	OE, AC
Disseminate the event program.	Design and dissemination	Registration, receiving, and reviewing submitted papers.	ScC
Recruit the necessary staff.		Development of the event.	LC
Provide training for the staff.		Sending certificates.	AC
Arrange lunch provisions for the staff.		Event poster.	OE, AC
Development of the event.		Banner.	ScC, AC
Certificates for participants.		Distribute publicity materials.	OE
Event evaluation system.		Invitation video.	OE, AC
		Disseminate the event program.	LC
		Certificates for participants.	OE, AC
		Formal communication channels.	
	Communication and human development	Train the staff responsible (platform and communication).	
		Recruit the necessary staff.	
		Provide training for the staff.	
		Accessibility of the platform.	
		Registration process.	
	Evaluation	Submission of papers for review.	
		Dissemination of event-related information.	
		Resolution of inquiries and issues.	
		Downloading of certificates.	
		Event organization.	

Note. Own work.

II. CONCLUSIONS

This essay advocates for process reengineering as a critical tool to enhance the organization of scientific conferences, thereby improving their quality, efficiency, and interactivity through the incorporation of information technologies and a strategic redesign approach.

Process reengineering is a fundamental strategy for adapting to and continuously improving organizations, particularly in environments where speed and efficiency are crucial. By optimizing processes, ensuring access to accurate information, and eliminating unnecessary activities, organizations can create an environment that enhances operational efficiency and enriches the user experience. While there is ongoing debate about whether reengineering should be approached radically or gradually, it is clear that a deep understanding of the specific nature of each organization, especially in educational contexts, is vital for implementing effective changes. Therefore, institutions should view reengineering as an opportunity for transformation, which will not only help them achieve their organizational objectives but also enhance their positive impact on the communities they serve. In this regard, the journey toward innovation must begin with a critical review of existing processes and a strong commitment to embracing change, accompanied by a clear vision and strategy.

Thus, process reengineering is a vital tool for optimizing the organization and management of scientific conferences. It facilitates continuous improvements in these events and allows them to adapt to the evolving needs of the academic community. By implementing a strategic redesign, the aim is to enhance quality, efficiency, and interactivity, ensuring that these knowledge forums effectively serve their educational and dissemination purposes.

Organizing conferences and academic events is essential for promoting knowledge dissemination and providing invaluable growth opportunities for both students and faculty in the field of research. However, the increasing frequency and complexity of these events necessitate a critical review and continuous optimization of their processes. Process reengineering, as previously mentioned, involves creating effective strategies to meet these needs.

This facilitates a redesign that not only improves operational efficiency but also enhances interactivity and participant satisfaction. By adopting more agile and technology-driven approaches, educational institutions can improve the quality and relevance of these events, ensuring they fulfill their mission of training skilled professionals and researchers. It is crucial for institutions to commit to implementing these improvements, thereby strengthening their role in the academic community and expanding their impact on society.

Throughout the development of this essay, it was proposed to group processes by function. This method streamlines task management and delegation, while also highlighting significant opportunities for improvement within the types of events discussed. By facilitating the formation of specialized committees, this approach optimizes time and resources, aligning with the proposed reengineering goals. By defining key areas, such as platform, logistics, design and dissemination, communication and human development, and evaluation, a clear and structured framework is established to support the effective implementation of changes. Therefore, adopting this methodology is a strategic move for any organization seeking to enhance its internal operations and improve the performance of its human capital, thereby guiding the event in question toward a more efficient and competitive path. Teams must commit to following these documented guidelines to ensure consistent execution aligned with the established objectives.

The contribution of this essay lies in its integration of the various activities required for a conference into a specific theme. Unlike the traditional approach, which begins by establishing the venue, dates, and times of the event and concludes by formalizing an event evaluation system, this proposal aims to provide an organizational structure that enables diverse activities to be carried out simultaneously, thereby streamlining their progress and verifying their quality. Furthermore, it considers the needs of attendees with disabilities, as noted by Soret et al. (2018), and prioritizes the use of information and communication technologies, unlike the traditional approach, which is based on a review of activities described by Bieber (1983), Buendía (2009), Cravioto (2007), and Watt (1995).

The practical implications of this contribution, useful for higher education institutions and organizations that develop academic events, lie in its emphasis on continually considering the technological, organizational, and human dimensions for each category and, therefore, for each phase integrated within those categories. It also provides a concise, schematic overview of the activities to be considered, since the vast majority of the literature on this subject consists primarily of books rather than articles or essays summarizing the elements required to carry out this type of event.

Potential future lines of application or research stemming from this essay could branch into areas related to the constant use of information and communication technologies. The fact that this proposal places special emphasis on certain technological components stems from current needs, as the conduct of events remotely is an increasingly common practice.

Another future line of application or research would support a process reengineering model for events that are not only academic but also general. Meeting tourism comprises practices that remain particularly relevant in our society because they enable the continuous updating and transfer of information related to the specific topic of the event in question, regardless of its type. However, as described in the introductory section, changes in current requirements are forcing these events to redesign themselves and maintain a vision focused on continuous improvement and updating.

III. REFERENCES

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