



招商投資促進局  
Instituto de Promocão do Comércio e do Investimento  
Commerce and Investment Promotion Institute



A REPORT BY SOOLNUA

# ELEVATING MACAO'S MICE INDUSTRY:

## Lessons from Asia-Pacific Leaders



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A REPORT BY SOOLNUA | SEPTEMBER 2025



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STRATEGY | TRAINING | MARKETING

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*Infrastructure alone is insufficient; success results from cohesive stakeholder alignment, strategic marketing and communications, and a well-structured, internationally recognized convention bureau.”*



## Introduction

This report benchmarks Macao against five Asia-Pacific leaders in the business events sector—Singapore, Tokyo, Bangkok, Seoul, and Hong Kong—to identify practical lessons and immediate actions that can enhance Macao’s competitiveness in the MICE industry.

Each comparator offers a unique combination of infrastructure, policy support, sector focus, sustainability initiatives, and go-to-market strategies. Collectively, they exemplify the key attributes that clients now expect—reliability, efficiency in event planning, impactful programming, and exceptional delegate experiences.

Analysing how these top destinations secure business events provides valuable insights into how Macao can establish itself as a regional leader.

Infrastructure alone is insufficient; success results from cohesive stakeholder alignment, strategic marketing and communications, and a well-structured, internationally recognized convention bureau. These destinations did not become leaders overnight—they built their MICE industries over many years, guided by clear vision, strong government backing, and sustained effort.

None of these destinations are passive players; they are trailblazers, contributing thought leadership, participating actively in major trade shows, and maintaining a strong in-market presence through strategic activations. They benefit from vibrant ecosystems, with public and private sector leaders actively involved in industry associations, fostering innovation and collaboration.



**This report offers a detailed deep-dive into each destination, examining eleven key segments:**

- Destination overview
- ICCA rankings
- Developments over the past decade
- Key events in 2026
- DMO organisational structure
- Industry infrastructure and ecosystem
- Core target markets and segments
- Organiser and delegate assets
- Marketing & promotion strategies
- Reasons to choose the destination
- Potential challenges and concerns

By understanding these elements, Macao can chart a clear, strategic path to elevate its position in the Asia-Pacific MICE landscape.



# Bangkok



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## DESTINATION OVERVIEW

Bangkok is Thailand's capital and a gateway to the ASEAN market, combining large-scale convention/exhibition capacity with rich culture and a deep supplier base. The national bureau Thailand Convention & Exhibition Bureau (TCEB) operates under the Business Events Thailand brand as a one-stop partner across meetings, incentives, conventions and exhibitions.

## 2 ICCA RANKINGS

- » 2024 Ranking: Ranked 8 in worldwide Cities (115 events)
- » 2024 Ranking: Ranked 3rd in Asia Pacific
- » 2024 Total number of attendees: 65,296

Total economic return 2024: USD \$204M+

## 3 THE LAST TEN YEARS

Bangkok 2015 - 2024



## 4 KEY EVENTS IN 2026

- **World Hepatitis Summit 2026** (675 delegates)
- **Asian Congress in Pediatric Nephrology 2026** (1000 delegates)
- **Federation of Asian Pharmaceutical Associations Congress** (2000 delegates)
- **Congress of the International Society of Hematology 2026** (1400 delegates)

## 5 DMO STRUCTURE

TCEB (public organisation) is Thailand's national convention and exhibition bureau, headquartered in Bangkok, with regional offices and a designated Bangkok MICE City profile. For international association and trade exhibitions, TCEB provides bid advisory, introductions to ministries / municipalities, airport facilitation, marketing support and standards programmes. City coordination for venues / hotels / transport is supplemented by industry bodies such as TICA and TEA and by large venue operators' citywide partnerships.





## Key functions of TCEB

### 1. Destination Marketing

Bangkok's proposition blends scale, value and variety: modern venues, expansive hotel inventory and strong leisure appeal. TCEB campaigns position Thailand as the "Connecting Hub of Asia," with recent strategies (e.g., the 3S schemes — Stay Longer, Spend More, See You Again) and themed showcases (wellness, cultural capital) to differentiate content and experiences.

### 2. Bid Support

TCEB operates financial and in-kind support frameworks for conventions, corporate meetings/incentives and exhibitions, typically aligned to delegate numbers, room nights and programme spend. Common elements include: bid assistance and letters of support; site-inspection hosting; airport facilitation (MICE Lane); government / municipal liaison for permissions, protocol and security; co-marketing and delegate-boosting; standards / sustainability advisory; and legacy programming.

### 3. Incentive Programmes & Delegation Services

For corporate meetings & incentives, Bangkok benefits from curated experiences (heritage, wellness, culinary, riverfront activations) and access support (priority/fast-track services subject to eligibility). TCEB and partners can package welcome ceremonies, CSR components and cultural showcases; venue rental support may be available for qualified groups. Familiarisation ("Connections/hosted buyer") activity runs periodically to seed new programme design.

### 4. Knowledge Sharing

TCEB publishes practical playbooks and guidelines via its resource centre, including sustainability toolkits (TSEMS), case studies and standards directories (TMVS). Venues in Bangkok (e.g., QSNCC, BITEC, True Icon Hall, Royal Paragon Hall) promote ISO 20121 and national standards adoption, offering organisers templates and performance tracking. A data platform initiative and the bureau's Intelligence & Innovation unit underpin demand insight and portfolio development.

## 6 INDUSTRY INFRASTRUCTURE & ECOSYSTEM

Bangkok hosts a broad ecosystem of PCOs/PEOs, DMCs, creative production houses, stand builders and logistics specialists. Industry associations TICA (incentives/conventions) and TEA (exhibitions) work with TCEB on capability, standards and international promotion. National frameworks (TMVS/TSEMS) and ISO 20121 adoption are widely used by Bangkok venues.



## Venues and hotels

### Convention & exhibition

- **QSNCC** — ~78,500 m<sup>2</sup> of event space (8 exhibition halls; 4 plenary halls; 4 ballrooms; 50 meeting rooms) in a 300,000 m<sup>2</sup> mixed-use campus with onsite retail/food; direct rail access (MRT Queen Sirikit).
- **BITEC** — ~70,000 m<sup>2</sup> column-free exhibition plus ~9,500 m<sup>2</sup> of convention/meeting facilities; BTS skywalk connection (Bang Na).
- **IMPACT Muang Thong Thani** — integrated complex with IMPACT Challenger (60,000 m<sup>2</sup> column-free across 3 halls) and Exhibition Center (47,000 m<sup>2</sup>), plus hotel inventory and F&B.
- **True Icon Hall (ICONSIAM)** — premium riverside auditorium up to ~2,700 seats with 14 breakout rooms; suitable for plenaries, product launches and gala content.

### Hotel convention centres & ballrooms

Extensive premium inventory across riverside and CBD (Ratchaprasong/Sukhumvit) including Centara Grand @ CentralWorld (BCC), The Athenee, Shangri-La, Royal Orchid Sheraton and others — with large ballrooms and breakouts for city-wides

### Collaboration frameworks & partnerships

- Bangkok MICE City coordination under TCEB for venue clusters and neighbourhood programming.
- Standards & certification — TMVS/TSEMS adoption across major venues; shared sustainability objectives with operators and city partners.
- One-Stop Service & MICE Lane — facilitation with Immigration, Airports of Thailand and line agencies to smooth delegate entry and temporary imports.

## 7

### CORE TARGETS & SEGMENTS

Priority clusters include Food & Agritech, Medical & Health Tech, Manufacturing/Automation & Robotics, Energy Transition/CleanTech, Digital/Fintech, and Creative/Design. Demand spans large B2B exhibitions, international association congresses, regional corporate meetings / incentives and sector-specific leadership forums. They have a particular strength in the incentive market, both in Asia and North America.

## 8 ORGANISER & DELEGATE ACCESS

Thailand provides robust support for event organizers and delegates to ensure successful and memorable experiences.

Event planners can leverage the Business Events Thailand portal, which offers a streamlined Request-for-Support workflow. You will find comprehensive venue and supplier directories, industry standards lists, essential toolkits, and insightful case studies to assist in planning and execution.

To facilitate arrival, Thailand offers application-based fast-track services at the airport, along with group greetings and dedicated immigration support, subject to eligibility and timelines.

Delegates can immerse themselves in unique city experiences, including curated cultural and CSR modules, captivating riverfront venues, and opportunities for extensive pre- and post-event touring across Thailand's diverse MICE cities.

## 9 MARKET & PROMOTION

- Content-led campaigns that integrate sector showcases and legacy/sustainability stories.
- Co-marketing & delegate boosting with organisers and associations, targeting regional audiences.
- Marketplace presence (IMEX/IT&CMA/etc.) with venue/hotel partners, plus rolling hosted visits for decision-makers.

## Sample trade shows

Key MICE trade shows attended:

- IMEX Frankfurt 2024** — Thailand Pavilion with 30+ exhibitors including Bangkok suppliers
- IBTM World 2024** — TCEB + Thai exhibitors from Bangkok and Phuket
- AIME 2025 (Melbourne)** — TCEB launched “Meet Well” campaign to APAC buyers
- IT&CM Asia (Bangkok, host city)** — Thailand Pavilion & extensive post-event reporting

## Sample Media footprint

- Paid placements / partnerships (examples):**
  - HQ / Meeting Media Group — TCEB-sponsored masterclasses/partner features in Europe
- Earned editorial (examples):**
  - Conference & Meetings World (CMW) — Thailand's presence and positioning at IMEX Frankfurt.
  - TTGmice — multi-year coverage of TCEB strategies/targets and destination performance
  - Meetings & Conventions Asia — campaign/product launches and partnership packages



## 10 WHY BANGKOK?

Thailand offers a winning combination of scale, accessibility, and value, making it an exceptional destination for MICE events. With three major convention and exhibition anchors, along with distinctive theaters, unique venues, and a deep inventory of hotels, Thailand provides ample choice.

The city is easily accessible through two international airports, and a comprehensive citywide rail network connects to major venues. Qualified groups can benefit from arrival facilitation services.

Known for its competitive event economics, rich culture, diverse cuisine, and engaging social programs, Thailand offers an unforgettable experience.

Committed to high standards and sustainability, Thailand implements national TMVS/TSEMS frameworks and promotes wide adoption of ISO 20121 standards.

A mature ecosystem of experienced PCO/PEOs, DMCs, creative agencies, and logistics providers ensures seamless event execution.

## 11 POTENTIAL CONCERNS FOR MICE IN BANGKOK

Bangkok's main planning risks centre on mobility, climate and compression. Peak-hour congestion can slow load-in/out and delegate transfers, so build schedules around BTS/MRT usage, staggered shuttles and peak-avoidance. Heat, humidity and wet-season downpours are common; specify indoor or covered load routes and include hydration and shade plans. Large expos can tighten hotel and venue availability across the city; secure long-lead blocks and consider multi-node programming across Bangna, downtown and Muang Thong to spread demand.



# Seoul

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## DESTINATION OVERVIEW

Seoul, a highly connected, tech forward metropolis, blends large scale convention / exhibition infrastructure with a creative cultural scene and dependable city operations. The destination's value lies in its deep innovation clusters (semiconductors, AI/ICT, batteries & mobility, biotech, content / creative), efficient urban mobility, and a proactive public private MICE ecosystem. The Seoul Convention Bureau (SCB), which has a deep understanding of the sector and a long term vision for success, is a division of the Seoul Tourism Organization (STO). It operates under the Business Events Seoul brand as a one stop partner for meetings, incentives, conventions and exhibitions.

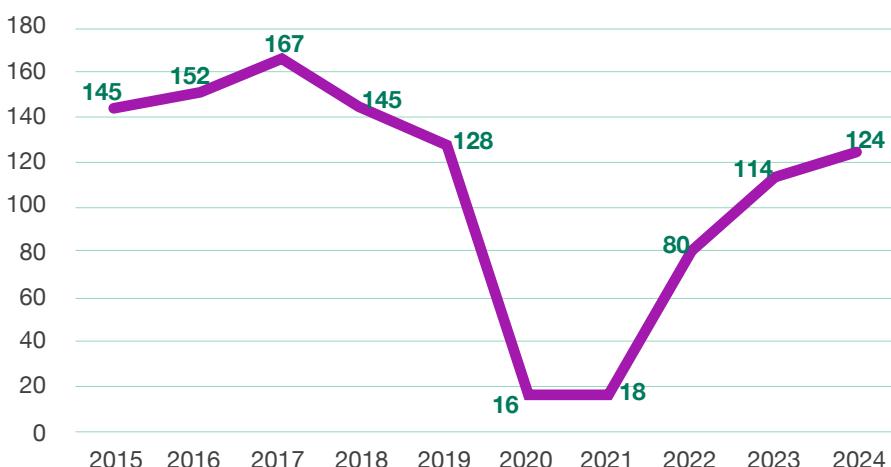
## 2 ICCA RANKINGS

- » 2024 Ranking: Ranked 6 in worldwide Cities (124 events)
- » 2024 Ranking: Ranked 2nd in Asia Pacific
- » 2024 Total number of attendees: 59,057

**Total Economic Return 2024: USD \$184+**

## 3 THE LAST TEN YEARS

Seoul 2015 - 2024



## 4 KEY EVENTS IN 2026

- **Congress of the Asia Pacific League of Associations for Rheumatology 2026** – (1,000 delegates)
- **International Congress of Parkinson's Disease and Movement Disorders 2026** (4,500 delegates)
- **Conference of the International Biometric Society 2026** (400 delegates)
- **Annual Connective Tissue Oncology Society Meeting 2026** (800 delegates)

## 5 DMO STRUCTURE

Seoul Convention Bureau (SCB) sits within the Seoul Tourism Organization (STO) under the Seoul Metropolitan Government. SCB leads destination promotion and bid / host support for business events; nationally, the Korea Tourism Organization (KTO) complements with additional MICE support. The Seoul MICE Alliance (SMA) is SCB's public private partnership platform uniting venues, hotels, PCOs / DMCs and service providers for joint marketing and standards.

## Key functions of SCB

### 1. Destination Marketing

Business Events Seoul positions the city as a Sustainable, Grounded MICE City, a safe, efficient and culturally rich base to convene in Asia. Messaging emphasises innovation clusters, unique venues, sustainability and legacy outcomes, plus Seoul's dense leisure and food scene for social programmes. Activation includes case led storytelling, team building and culture modules, co marketing with organisers, and global marketplace presence (e.g., IMEX) alongside SMA partners.

### 2. Bid Support

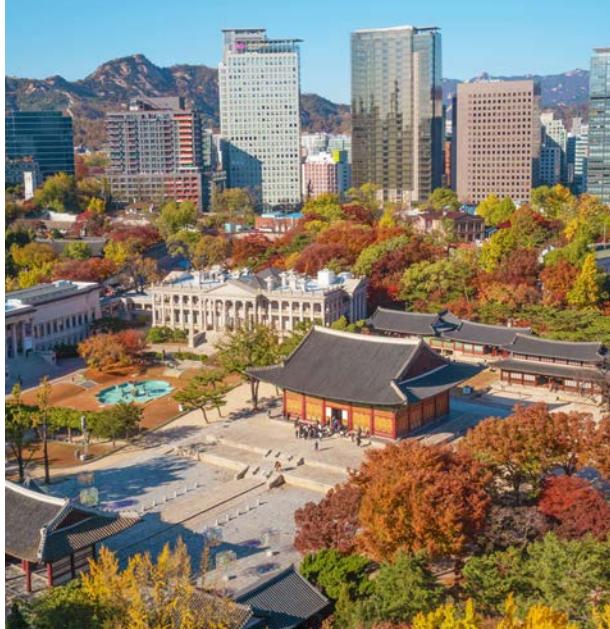
PLUS SEOUL is the city's structured support suite covering both international conferences and corporate meetings & incentives. Typical elements include: Financial support for bidding, promotion and hosting (e.g., venue rental, inviting overseas speakers, marketing/production, meeting tech and PCO fees). Seoul Welcome Kits also support team building / cultural experiences, unique venue utilisation, site inspections, volunteer coordination and city liaison. Application is via online submission with tiered benefits by group size and non-domestic delegate count. In addition, the city has a long term approach to association bidding, through an extensive ambassador programme. The programme goes far beyond most competitors and includes sending potential ambassadors to conferences in other destinations in order to research and prepare successful future bids.

### 3. Incentive Programmes & Delegation Services

For corporate meetings & incentives, Bangkok benefits from curated Corporate Meetings & Incentives (PLUS SEOUL), curates experiences (palace night walks, K percussion, design/culture tours) and hospitality add ons for qualifying groups. PLUS CITIES Support Program, Seoul's partnership with other regional Korean cities offers joint marketing and program extensions for multi city incentives and meetings. Whilst Local advocates mobilised by SCB from sector leaders and SMA members support bids and hosting, with volunteer pools available for on site operations when appropriate.

### 4. Knowledge Sharing

SCB supports knowledge sharing across a wide variety of areas, in particular: Sustainability & legacy, through city backed Sustainable MICE initiatives and forums; guidance to reduce event footprints and to promote giving back / CSR; Toolkits & directories such as planner guides, venue/supplier directories, unique venues catalogue and ready made team building modules; and Industry development including collaboration with national industry bodies (e.g., exhibition industry associations) and training to uplift organiser and supplier capabilities.



## 6 INDUSTRY INFRASTRUCTURE & ECOSYSTEM

Seoul's supplier depth spans PCOs/PEOs, DMCs, creative/production, stand builders and freight / logistics. The Seoul MICE Alliance (SMA) unites 300+ members across 10 categories (convention centres, hotels, unique venues and more). National associations, including the Association of Korean Exhibition Industry (AKEI) and the Korea MICE Association (KMA), support standards, workforce development and international promotion.

### Venues and hotels

#### Convention & exhibition

- **COEX Convention & Exhibition Center (Gangnam)** — Korea's best known downtown venue; 4 exhibition halls, 60+ meeting spaces including a 1,080 seat auditorium and 1,500 seat conference room; directly connected to hotels, retail and subway.
- **KINTEX (Ilsan/Goyang, Greater Seoul)** — Korea's largest exhibition centre with 108,000 m<sup>2</sup> indoor exhibition; idea for large scale expos; seamless access to Seoul via metro and expressways.
- **SETEC (Gangnam)** — city exhibition & convention venue suited to mid scale trade shows and conferences.
- **Dongdaemun Design Plaza (DDP)** — Zaha Hadid designed cultural/creative complex with rentable halls and galleries for design led conventions, launches and receptions.

### Hotel convention centres & ballrooms

Comprehensive premium inventory across Gangnam, Jamsil, Yongsan and city centre districts (e.g., Parnas/COEX cluster, Seoul Dragon City, Jamsil/Lotte World, riverside properties), offering large ballrooms, breakout suites and modern AV/IT.

### Collaboration frameworks & partnerships

- SMA co marketing and bundled offers across venues, hotels and service providers.
- PLUS CITIES — joint Seoul + regional city support for broader itineraries and marketing.
- Global alliances — participation in networks such as the Hybrid City Alliance and regional convention alliances to share best practice and grow the pipeline.

## 7 CORE TARGETS & SEGMENTS

Priority clusters include Semiconductors & Advanced Electronics, AI/5G/IoT & Smart Cities, Biotech/Pharma & Medical, Batteries/EV & Clean Mobility, Green Tech & Circular Economy, Finance/Fintech, and Content/Creative industries. Demand spans global / regional association congresses, specialist B2B exhibitions, corporate leadership meetings and high value incentives.

## 8 ORGANISER & DELEGATE ACCESS

Seoul provides a comprehensive support ecosystem to help organizers deliver seamless, high-impact programmes. Event planners can tap the Business Events Seoul portal to submit PLUS SEOUL applications and explore dedicated guidance for both international conferences and corporate meetings & incentives, alongside powerful venue and supplier search tools, a curated unique-venues directory, and ready-to-use team-building experiences.

To broaden creative options, the KTO Unique Venue catalogue adds Korea-wide choices, many in Seoul, so programmes can mix flagship convention spaces with distinctive cultural settings. For delegate communications and social-programme design, VisitSeoul offers clear transport information and city guides that make moving around the capital simple and help organisers craft memorable, well-orchestrated itineraries.

## 9 MARKET & PROMOTION

- Proof via case studies that show innovation, sustainability and delegate impact.
- Marketplace presence with SMA partners; co marketing and delegate boosting for eligible events.
- Content partnerships with sector anchors (tech, biotech, mobility) to elevate programmes and legacy outcomes.



### Sample trade shows

Key MICE trade shows attended (recent seasons):

- **IMEX Frankfurt 2025** — Seoul reported 292 buyer meetings at the show
- **IMEX America 2023** — Seoul Tourism Organization/Seoul MICE Alliance marketing at Las Vegas show
- **Korea MICE Expo (national showcase; 2025 edition moving to COEX, Seoul)** — major platform meeting global buyers/media

### Sample Media footprint

- **Paid placements / partnerships (examples):**
  - Meetings & Conventions Asia — “From Our Partners” content with Seoul Convention Bureau
  - Seoul Tourism Organization (programmes) — explicit support for overseas MICE media advertising and content
- **Earned editorial (examples):**
  - Meetings & Conventions Asia — policy/ process updates (e.g., streamlined support for groups)
  - Conference & Meetings World / Exhibition World — regular coverage of Seoul/Korea MICE initiatives and alliance activity

“

*Each comparator offers a unique combination of infrastructure, policy support, sector focus, sustainability initiatives, and go-to-market strategies.”*

## 10 WHY SEOUL?

Seoul pairs cutting-edge innovation with deep pools of tech and research talent, making it a powerful springboard for knowledge-rich meetings. Dense corporate and R&D ecosystems, from semiconductors and AI to biotech and mobility, translate into strong speaker pipelines, sponsorship opportunities, and meaningful legacy outcomes.

Operationally, the city is a planner's ally: safe, efficient and English-friendly, with excellent public transport that keeps transfers predictable and budgets under control. Venue options span every format, from the city-centre convenience of COEX to the mega-scale exhibition capacity at KINTEX, complemented by design-forward cultural spaces that elevate plenaries, launches and receptions.

Sustainability is embedded rather than ornamental. City-level initiatives and practical, planner-friendly support via PLUS SEOUL help reduce event footprints without adding complexity. And for social agendas and incentives, Seoul overdelivers, palaces, K-culture and a celebrated food scene create high “wow” moments that feel distinctive and easy to execute.

## 11 POTENTIAL CONCERNS FOR MICE IN SEOUL

Seoul's main planning risks relate to compression and cost, operational timing, and admin nuances. Peak periods and mega expos can tighten hotel and venue supply and drive up ADRs; mitigate this by locking in long-lead blocks and considering Greater Seoul nodes such as Ilsan/Goyang or Jamsil for scale. To keep show operations smooth, plan around commuter peaks, specify covered load routes, and lean on the metro's connectivity. While English coverage is widespread, some suppliers may prefer Korean, SCB and Seoul MICE Alliance partners can bridge gaps with templates and volunteer support.



# Singapore



## 1

## DESTINATION OVERVIEW

Singapore, a compact, global hub with industry leading connections and infrastructure, is one of the world's most reliable locations for meetings, incentives, conventions and exhibitions. Its proposition blends world-class venues (Marina Bay Sands, Suntec Singapore, Singapore EXPO & MAX Atria, Resorts World Sentosa), high service standards, superb city logistics, and Changi Airport's far-reaching connectivity. Layered on this is a strong, pro-business environment, English as a working language, digital readiness, and a whole-of-government approach to hosting major events. These fundamentals underpin Singapore's positioning as a premium, low-risk, high-impact platform for international business events.

## 2 ICCA RANKINGS

- » 2024 Ranking: Ranked 3 in worldwide Cities (144 events)
- » 2024 Ranking: Ranked 1st in Asia Pacific
- » 2024 Total number of attendees: 93,012

**Total Economic Return 2024: USD \$290M+**

## 3 THE LAST TEN YEARS

**Singapore 2015 - 2024**



## 4 KEY EVENTS IN 2026

- **World Congress of the International Hepato Pancreato Biliary Association (2500+)**
- **International Conference on Indoor Air Quality and Climate (800)**
- **International Conference of the Institute of Internal Auditors (200)**
- **World Zoroastrian Congress (1500)**

## 5 DMO STRUCTURE

Singapore Tourism Board (STB) is the national tourism agency (a statutory board under the Ministry of Trade and Industry), responsible for destination development and marketing. Within STB, the Singapore Exhibition & Convention Bureau™ (SECB) is the lead government agency for business events, acting as one-stop partner for bid advisory, access to government / industry networks, and financial / non-financial support. STB / SECB also leverages a global network of regional offices and is a member of the BestCities Global Alliance, providing additional bid credibility and knowledge exchange.





## Key functions of STB

### 1. Destination Marketing

Singapore's current umbrella positioning for business events centres on being the "World's Best MICE City", with proof points around connectivity, reliability, sustainability leadership and event legacy. Activation is delivered through case-led storytelling, toolkits (legacy measurement, sustainability), hosted study missions/fams, and year-round presence at major industry marketplaces (e.g., IMEX), complemented by content partnerships and global association engagement.

### 2. Bid Support

SECB offers structured bid assistance spanning: advisory and introductions, access to regulators, industry clusters, research institutions, and potential sponsors / partners. Financial support, via the Business Events in Singapore (BEiS) scheme for eligible association congresses, trade shows and corporate events. Approved International Fair (AIF) endorsement for exhibitions; and SMAP benefits coordinated with Changi Airport Group and Singapore Airlines. Event legacy & sustainability, planning support and measurement frameworks (Legacy Toolkit), and guidance on greener event operations aligned to national standards. And finally practical facilitation such as letters of support, venue leads, visa facilitation guidance and city operations coordination.

### 3. Incentive Programmes & Delegation Services

For incentives and corporates, INSPIRE Global 2.0 offers curated, complimentary experiences (dining, attractions, team-building, thematic tours, retail) for qualified MICE groups, designed to elevate incentive programmes. The Singapore MICE Advantage Programme (SMAP) provides joint benefits from SECB/STB, Singapore Airlines and Changi Airport Group (e.g., airfare considerations, airport advertising discounts, welcome desks, additional baggage allowances etc) subject to eligibility. In addition, the Conference Ambassador Programme (CAP), a by-invitation network of Singapore-based industry and academic leaders exist to advocate for and help secure international meetings in priority sectors.

### 4. Knowledge Sharing

STB provides a wealth of knowledge sharing opportunities for the city including: a MICE Event Legacy Toolkit, complete with frameworks, templates and case studies to define, plan and measure event impact; Meetings for Good, which focuses on CSR and community-impact pathways to embed purpose within programmes; MICE Sustainability Roadmap & Certification, which has destination-level targets (to 2030) and a national certification (via SACEOS) for organisers, suppliers and venues; and professional development, such as local training, certifications and industry forums (e.g., Singapore MICE Forum) to upskill the workforce and align practices.



## 6 INDUSTRY INFRASTRUCTURE & ECOSYSTEM

Singapore hosts a critical mass of PCOs/PEOs, DMCs, experiential and event-tech firms, freight / logistics specialists and green suppliers, coordinated through industry bodies such as SACEOS. Planners can source partners via SECB's MICE Suppliers directory, while capability programmes and certification (including sustainability) drive consistent standards. The broader ecosystem includes sector agencies (EDB, EnterpriseSG, NEA, MAS, A\*STAR) that frequently engage with visiting congresses and trade shows.

### Venues and hotels

#### Purpose-built convention centres

- **Sands Expo & Convention Centre (Marina Bay Sands)** — Singapore's largest venue, integrated with 2,200+ rooms, multiple theatres and extensive hospitality/retail.
- **Suntec Singapore** — flexible city-centre convention/expo with award-winning service and digital capabilities.
- **Singapore EXPO & MAX Atria** — 10 halls plus convention wing near Changi; ideal for large exhibitions and corporate showcases.
- **Resorts World Sentosa (RWS)** — resort-integrated facilities with unique social venues (aquarium, attractions) for gala and incentive events.

### Hotels

A deep inventory across luxury, premium and lifestyle brands (e.g., Marina Bay Sands, Raffles City Convention Centre hotels, Shangri-La, PARKROYAL COLLECTION properties, JW Marriott South Beach, W Singapore) supports a wide spectrum of budgets and styles, with strong sustainability credentials and modern AV/IT across the four- and five-star set.

#### Collaboration frameworks & partnerships

- Tripartite destination partnerships (STB + Changi Airport Group + Singapore Airlines) amplify access and marketing for priority events and markets.
- Global MICE Sustainability alliances with major organisers and venue groups increase the pipeline of greener events and accelerate standards adoption.
- Show organiser MOUs (e.g., with leading global organisers) help anchor or expand APAC flagships in Singapore.

## 7 CORE TARGETS & SEGMENTS

Priority knowledge clusters include: Financial Services & Fintech, Innovation & Technology, Advanced Manufacturing/Industry 4.0, Aerospace & Logistics, Applied Health Sciences (biomedical, medtech, public health), Urban Solutions & Sustainability, and Lifestyle/Design.

Beyond association congresses, Singapore actively targets global and APAC corporate meetings, top-tier incentives, B2B trade shows and sector-specific festivals that leverage the city's HQ base, investor density and regulator access.

## 8 ORGANISER & DELEGATE ACCESS

Singapore offers a well-rounded planner toolkit and a polished delegate experience. Organizers can use the VisitSingapore MICE hub to search a venue finder spanning 1,700+ venues, browse the MICE suppliers directory, check the events calendar, and pull from a ready-made team-building catalogue and planning FAQs.

Support schemes are clearly laid out in one place, with straightforward criteria and application pathways for BEiS, AIF, SMAP, and INSPIRE, while downloadable resources, such as the Legacy Toolkit, Meeting Planner's Guide, sustainability playbooks, online photo libraries, and checklists, help convert plans into action.

For delegates, city guides, neighborhood itineraries, cultural precincts, and easy airport-to-city wayfinding make it simple to navigate Singapore and add meaningful, memorable moments around the programme.

## 9 MARKET & PROMOTION

- Brand & proof: case studies that showcase impact, innovation and legacy outcomes; sustainability metrics and certifications.
- Marketplace presence: year-round engagement at global industry platforms (e.g., IMEX series), complemented by hosted buyer programmes, fams and co-marketing with organisers.
- Thought leadership: collaboration with associations (e.g., toolkits, playbooks, research) and hosting regional industry summits.

## Sample trade shows

Key MICE trade shows attended:

- **IMEX America 2024** — Singapore Pavilion (first with decarbonisation measures); SECB-led programming on sustainability
- **IMEX Frankfurt 2024** — STB/SECB committed to carbon-neutral participation
- **IBTM World (2024)** — Part of STB's 2024 carbon-neutral trade-show programme
- **ITB Asia / MICE Show Asia (Singapore, host/supporter)** — SECB is a supporting partner of ITB Asia's co-located MICE platform

## Sample Media footprint

- **Paid placements / partnerships (examples):**
  - Meetings & Conventions Asia (Skift Meetings Asia) — multiple “Sponsored by Singapore Tourism Board” features on legacy and incentive best-practice.
- **Earned editorial (examples):**
  - TTGmice — Singapore's green pavilion at IMEX America; SECB partnerships/ambassador updates
  - Meetings & Conventions Asia — news on STB sustainability initiatives and trade-show strategy



## 10 WHY SINGAPORE?

Singapore combines global connectivity with frictionless city logistics, making it one of the easiest places on earth to stage complex programmes. Air access is unmatched across Asia and beyond, and the compact “20-minute city” layout keeps transfers short and schedules tight.

Reliability is a given: a safe, efficient, English-speaking environment underpinned by rule of law and strong IP protection. The payoff for content is equally strong, dense industry clusters and engaged regulators turn meetings into partnerships, pilots and policy dialogue with real outcomes.

Sustainability is baked in, not bolted on. A destination-level roadmap, national certification pathways and green venues enable credible measurement and meaningful reductions in footprint. And when it's time to wow, iconic venues and social spaces deliver memorable moments without compromising operational ease or accessibility.

## 11 POTENTIAL CONCERN FOR MICE IN SINGAPORE

Singapore's primary planning challenges relate to cost, availability, and scale management. As one of the world's pricier cities, premium hotel average daily rates and service costs can strain budgets during peak months; mitigate this with early block-booking, shoulder-period timing, and, where eligible, support via SMAP, BEiS, and INSPIRE. Citywide compression during marquee periods (for example, Formula 1 week or mega-tradeshows) can tighten inventory.

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*Singapore's emphasis on legacy and sector alignment demonstrates why content-led events prefer destinations that add tangible value.”*



# Tokyo

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## DESTINATION OVERVIEW

Tokyo — a megacity where precision logistics meets creative energy — is one of Asia's most versatile platforms for meetings, incentives, conventions and exhibitions. Its offer combines signature venues (Tokyo Big Sight, Tokyo International Forum, major hotel convention centres, waterfront theatres), deep sectoral expertise (robotics, fintech, life sciences, green transformation), and dependable city operations. The official DMO is the Tokyo Convention & Visitors Bureau (TCVB) under the Business Events TOKYO brand, delivering a one-stop pathway to venues, suppliers and city partners.

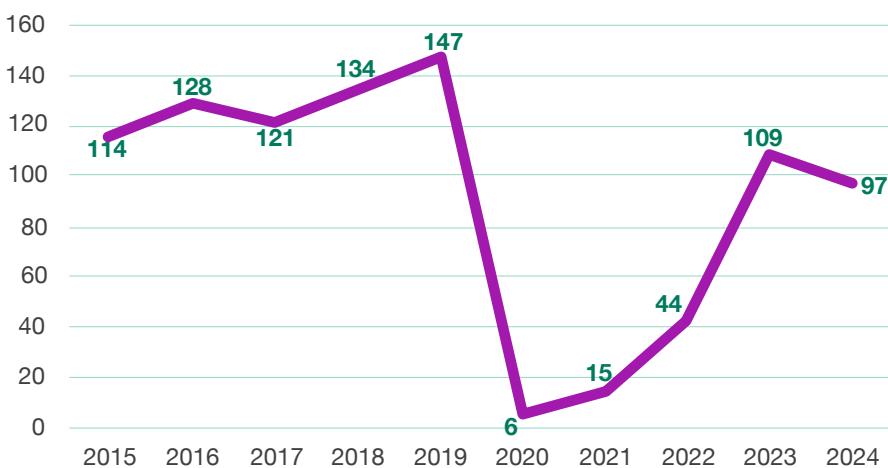
## 2 ICCA RANKINGS

- » 2024 Ranking: Ranked 16 in worldwide Cities (97 events)
- » 2024 Ranking: Ranked 4th in Asia Pacific
- » 2024 Total number of attendees: 34,119

**Total Economic Return 2024: USD \$106M+**

## 3 THE LAST TEN YEARS

**Tokyo 2015 - 2024**



## 4 KEY EVENTS IN 2026

- **IEEE Conference on Computer Communications 2026** (900 delegates)
- **Nano Tech 2026 – International Nanotechnology Exhibition & Conference**
- **World Congress on Particle Technology 2026** (600 delegates)
- **Congress of the Cell Transplant & Regenerative Medicine Society** (500)
- **World Veterinary Association Congress** (1900)

## 5 DMO STRUCTURE

Tokyo Convention & Visitors Bureau (TCVB) is Tokyo's official DMO, responsible for destination development and marketing across leisure and business events. Under its Business Events TOKYO platform, TCVB provides advisory services and funding/in-kind support for international association meetings and corporate events. Nationally, JNTO complements city efforts with bid support and the Japan MICE/Conference Ambassador programme. Tokyo is also a member of BestCities Global Alliance.





## Key functions of TCVB

- 1. Destination Marketing**
- 2. Bid Support**
  - Corporate meetings & incentives: Venue Rental Subsidy, Site Visit Support, and special hospitality/experience programmes (eligibility typically expressed in total visitor nights).
  - Facilitation: venue/supplier introductions, unique-venue permissions, and hub-level coordination via the Tokyo MICE Hubs network.
- 3. Incentive Programmes & Delegation Services**
- 4. Knowledge Sharing/Thought Leadership such as Sustainability guidelines and MICE technology guidelines**
  - Meeting Planner's Guide — consolidated planning specs, offers and best-practice case studies.

## 6 INDUSTRY INFRASTRUCTURE & ECOSYSTEM

Tokyo offers a deep bench of PCOs/PEOs, DMCs, production houses and AV/experiential firms, coordinated through national bodies such as JCMA and supported by JNTO's supplier directories. The wider ecosystem is reinforced by government initiatives in green finance, industry 4.0, life sciences and startup acceleration, enabling strong content partnerships and legacy opportunities



## Venues and hotels

### Purpose-built convention/exhibition

- **Tokyo Big Sight** (Tokyo International Exhibition Center) — Japan's largest exhibition complex (East/West/South halls) with 115,420 m<sup>2</sup> of indoor exhibition area and a Conference Tower (24 rooms, 1,000-seat international conference room).
- **Tokyo International Forum (TIF)** — landmark downtown convention/arts centre with eight halls (Hall A seats 5,012) and 30+ meeting rooms between Tokyo Station and Yurakucho.
- **Tokyo Garden Theater** (Ariake Garden) — multi-purpose theatre-style hall (approx. 7,000 seats class) suitable for plenaries, launches and e-sports; adjacent retail, hotels and onsen.

### Hotel convention centres & ballrooms

A broad inventory across luxury/premium brands and four-star business hotels. Notable large-format options include the International Convention Center Pamir (Grand Prince Hotel New Takanawa/Shinagawa district) and major hotel clusters in Shinjuku, Shibuya, Marunouchi and the Waterfront.



### Collaboration frameworks & partnerships

- **Tokyo MICE Hubs** — nine high-convenience districts (e.g., Marunouchi, Nihonbashi, Waterfront, Roppongi, Shinagawa) with coordinated city-level support and venue clusters.
- **Unique Venues Tokyo** — a curated, city-backed portfolio of museums, gardens and cultural spaces for receptions.
- **BestCities Global Alliance membership** — shared standards, knowledge exchange and multi-city bid credibility.

## 7 CORE TARGETS & SEGMENTS

Priority clusters include Robotics & Advanced Manufacturing, Digital/AI & Smart Cities, Fintech & Green Finance, Biotech/Life Sciences & MedTech, Energy Transition & GX, and Creative/Content industries. Demand spans association congresses, trade exhibitions, global/regional corporate meetings and high-end incentives.

“

*The best competitors openly communicate potential challenges... and provide mitigations..”*

## 8 ORGANISER & DELEGATE ACCESS

TCVB Website: Serves as a comprehensive resource for event planners, featuring venue directories with specifications and capacities. Organizers can find details on available subsidies and incentives. Downloadable city maps, brochures, and promotional materials showcase Tokyo as a premier meeting destination.

TCVB Support: The TCVB offers personalized assistance, including site inspections, bid preparation, and introductions to local service providers, ensuring a seamless event planning experience. They provide promotional materials and event marketing support, enhancing visibility and delegate attendance.

Financial Support: Offers financial support to international conferences and meetings held in Tokyo, encouraging organizers to choose Tokyo as their event destination. Specific requirements and application details are provided on the TCVB website.

Delegate Support: Information and resources are provided to help international visitors navigate Tokyo, ensuring they have access to transportation details, accommodation options, dining recommendations, and information on local attractions.

## 9 MARKET & PROMOTION

- Proof via case studies that highlight event legacy, technology integration and sustainability.
- Marketplace presence (e.g., IMEX) with coordinated city-partner participation.
- Co-marketing with organisers for audience growth in Asia and globally.
- Alliances & Industry Associations- Active participation in Best Cities Alliance and attendance and membership of industry associations like ICCA, PCMA, MPI, IAEE, UFI, etc.

## Sample trade shows

Key MICE trade shows attended:

- **IMEX Frankfurt 2024** — Business Events Tokyo reported a productive show
- **IMEX America 2025** — Tokyo Metropolitan Government/TCVB invite to meet the Tokyo booth
- **Regular global portfolio**— TCVB notes year-round attendance at trade shows, workshops and forums worldwide

## Sample Media footprint

- **Paid placements / partnerships (examples):**
  - TTGmice — feature explicitly “Brought to you by Tokyo Convention & Visitors Bureau.”
- **Earned editorial (examples):**
  - TTGmice — coverage of Tokyo's major congress delivery and conference strengths
  - Meetings & Conventions Asia — destination pipeline/bid wins (e.g., One Young World 2027)
  - HQ Asia Pacific (Meeting Media Group) — technology/sustainability positioning for business events in Tokyo



## 10 WHY TOKYO?

Tokyo offers an unparalleled blend of scale, innovation, and seamless execution, making it an ideal destination for a wide range of events. The city boasts a remarkable range of venues, from intimate 1,000-seat plenary halls to sprawling 100,000-sqm exhibition spaces, along with unique cultural venues that add a distinctive touch.

Tokyo's thriving ecosystem of cutting-edge industries, including robotics, AI, fintech, and life sciences, creates opportunities for high-value content, sponsors, and speakers, enriching the event experience.

Known for its efficiency and safety, Tokyo provides superb public transport, punctual operations, and consistently high service standards, ensuring smooth logistics for organizers and attendees alike.

Committed to sustainability and technological advancement, Tokyo offers city-level guidelines, a dedicated helpdesk, and practical playbooks to support event organizers in implementing green and digital initiatives.

Beyond the event itself, Tokyo's diverse neighborhoods and rich cultural heritage provide opportunities for memorable social programs, adding a unique dimension to the event without compromising logistical ease.

## 11 POTENTIAL CONCERNS FOR MICE IN TOKYO

While Tokyo offers numerous advantages, event organizers should be aware of potential challenges and plan accordingly. Strong demand can lead to higher average daily rates (ADRs) and venue compression during peak periods. To mitigate this, planning well in advance, considering shoulder dates, and exploring diverse sub-districts such as the Waterfront or Shinagawa area can be effective strategies.

Although English signage is widespread, some suppliers may prefer Japanese. The TCVB and its partners are available to bridge any language gaps and provide volunteer support to ensure smooth communication.



# Hong Kong

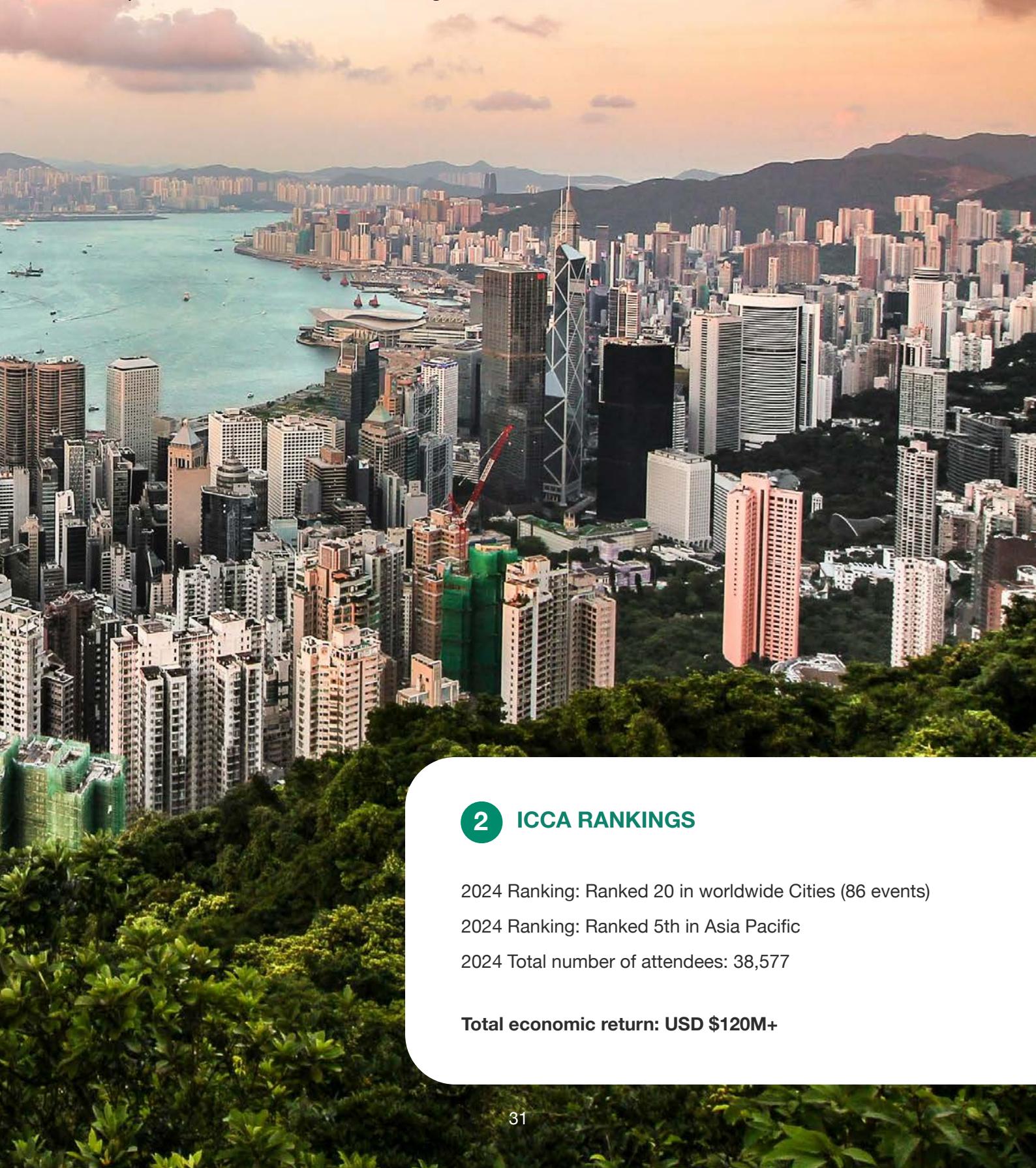
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## DESTINATION OVERVIEW

Hong Kong—"Asia's World City"—is a leading global hub for business and meetings, celebrated for its vibrant economy, innovative infrastructure, and strategic location at the heart of Asia. As a dynamic financial and commercial centre, Hong Kong offers exceptional connectivity, world-class venues such as the Hong Kong Convention and Exhibition Centre (HKCEC) and AsiaWorld-Expo, and a rich cultural backdrop that appeals to a diverse array of industry sectors. Its seamless blend of modern facilities and historic districts creates an ideal environment for conferences, exhibitions, and incentive events. Supported by proactive government initiatives and a robust industry ecosystem, Hong Kong continues to solidify its position as a premier gateway for international business events.

“

*Hong Kong's enduring success as a MICE destination stems from its unique blend of strategic advantages, worldclass infrastructure, and proactive destination marketing.”*



2

## ICCA RANKINGS

2024 Ranking: Ranked 20 in worldwide Cities (86 events)

2024 Ranking: Ranked 5th in Asia Pacific

2024 Total number of attendees: 38,577

**Total economic return: USD \$120M+**

### 3 THE LAST TEN YEARS

Hong Kong 2015 - 2024



### 4 KEY EVENTS IN 2026

- **World Cancer Conference 2026** – 3500+ delegates
- **Lions Club International 2026** – 25,000 delegates
- **Society of Actuaries - Asia Pacific Annual Symposium** - 500 delegates
- **IEEE International Conference on Computer Vision** – 3500 delegates

Meetings and Events Hong Kong (MEHK) is a dedicated division within the Hong Kong Tourism Board (HKTB) focused on promoting Hong Kong as a premier destination for Meetings, Incentives, Conferences, and Exhibitions (MICE).

#### Key functions of MEHK

- Destination Marketing
- Lead Generation
- Bid Support
- Stakeholder Engagement
- Incentive Programs including subvention programmes and ambassador programmes
- Delegate Boosting
- Knowledge Sharing

### 5 DMO STRUCTURE

The Hong Kong Tourism Board (HKTB) functions as Hong Kong's primary DMO, operating independently under government oversight. It's led by an Executive Director and Chairman, with dedicated departments.

The HKTB proactively engages globally via international offices located in Asia, Europe and the US, with feet on the ground in key markets. They also operate sales reps in markets where they do not have a physical office.

Overall, MEHK plays a vital role in positioning Hong Kong as a dynamic, world-class destination for business events, driving economic growth and enhancing the city's reputation as a global hub.



## 6 INDUSTRY INFRASTRUCTURE & ECOSYSTEM

### Venues and hotels

- Major Venues:** Hong Kong boasts world-class venues like the Hong Kong Convention and Exhibition Centre (HKCEC) and AsiaWorld-Expo, offering state-of-the-art facilities and flexible event spaces.
- Hotels:** The city features a wide range of hotels, from luxury brands to business-class accommodations, many equipped with extensive meeting and conference facilities. Key properties include the Grand Hyatt, The Ritz-Carlton, and the Shangri-La hotels.

### Service Providers:

PCOs (Professional Congress Organizers): Prominent PCOs such as Pacific World, MCI Group, and local specialists offer comprehensive event management services.

DMCs (Destination Management Companies): Reputable DMCs like Asiatravel and local experts provide transportation, tours, and logistical support for event attendees.

Production Companies: Specialized production companies offer event staging, audiovisual services, and technical support for conferences and exhibitions.

### Collaboration Frameworks & Industry Partnerships

Hong Kong benefits from strong collaboration among venues, hotels, PCOs, DMCs, and government agencies, fostering a seamless event experience.

Joint marketing campaigns, streamlined permitting processes, and knowledge-sharing initiatives enhance the city's MICE offering.

The HKTB actively facilitates collaboration by connecting event organizers with local service providers and offering support throughout the event planning process.



## 7 CORE TARGETS & SEGMENTS

### Industry Focus:

Hong Kong primarily targets sectors such as finance, technology, healthcare, professional services, trade, and innovation. Its strong presence in these industries, coupled with a favourable business environment, makes it an attractive destination for related conferences and events.

### Beyond Associations:

In addition to association meetings, Hong Kong actively pursues corporate meetings, incentive travel, exhibitions, and sporting events. The city's dynamic environment, luxury offerings, and convenient location make it an ideal destination for incentive programs and corporate retreats. The Hong Kong Trade Development Council (HKTDC) plays a key role in attracting exhibitions and trade fairs to the city, showcasing Hong Kong's status as a major trading hub.

## 8 ORGANISER & DELEGATE ASSETS

**HKTB MICE Website:** Offers an interactive venue finder with 360° virtual tours, downloadable floor plans, and real-time availability calendars for major venues (HKCEC, AsiaWorld-Expo). Includes a “Meeting Planner Toolkit” with checklists, budget templates, and sample RFPs.

**MEHK Support:** Provides a dedicated “Event Concierge” service, offering personalized assistance with bid preparation, government liaison (permit applications, customs clearance), and crisis management planning. Offers customised microsites for events hosted in Hong Kong, integrating event registration, accommodation booking, and itinerary planning.

### Personalised Outreach:

**Key Introductions:** Facilitates introductions to government officials or industry leaders through formal endorsement letters and potential speaking opportunities at events (subject to seniority, availability, and relevance). Shares success stories in multimedia formats (videos, testimonials) featuring testimonials from past event organisers and delegates, highlighting the positive impact of hosting events in Hong Kong.

**Conference Ambassador Program:** Actively engages ambassadors through a structured program with defined roles and responsibilities, including participation in international conferences, hosting site visits for potential organisers, and authoring articles/blog posts promoting Hong Kong. Provides ambassadors with training on effective bid presentation and networking skills.



## Delegate Support

**Airport Welcome:** Multilingual staff at the airport welcome center offer assistance with SIM card activation, Octopus card purchase (pre-loaded transportation card), and information on airport express train discounts. Delegates receive a welcome pack containing a city map, local attraction brochures, and a discount voucher booklet.

**In-City Support:** Offers exclusive discounts (up to 20% off) on attractions, dining, and shopping through partnerships with local businesses. Provides a dedicated mobile app with real-time event updates, interactive maps, personalised recommendations, and a 24/7 multilingual helpline. Facilitates access to unique cultural experiences (e.g., Tai Chi classes, dim sum cooking workshops) through partnerships with local organizations.

## 9 MARKETING & PROMOTION

**Incentive & Support Programs:** The HKTB attracts events through a Subvention Fund offering financial subsidies based on event size, delegate numbers, and economic impact. This funding supports venue rental, marketing, and delegate services. The Venue Partnership Program collaborates with major venues (HKCEC, AsiaWorld-Expo) to provide discounted rates.

**Promotion Strategies:** Key strategies include active participation in major industry trade shows, targeted digital campaigns, social media engagement, proactive public relations, and strategic partnerships with airlines and hotels to offer bundled packages.

### Key MICE trade shows attended

- **IMEX America 2024** — HKTB/MEHK participation with a Hong Kong Pavilion and co-exhibitor meeting units
- **IBTM World 2024** — HKTB/MEHK participation with a Hong Kong Pavilion
- **IT&CM Asia 2024 (Bangkok)** — HKTB led its largest-ever Hong Kong delegation to the show
- **UFI Global Congress 2024** — Hong Kong delegation presence alongside November industry meetings
- **UFI Global Congress 2025 (Hong Kong host)** — 19–22 Nov 2025 at AsiaWorld-Expo

### Sample Media footprint

- **Paid placements / partnerships (examples):**
  - TTGmice — clearly labelled “Brought to you by Meetings and Exhibitions Hong Kong / Hong Kong Tourism Board” features (e.g., incentive playbook and destination pieces)
  - TTGmice — additional branded content marked “Brought to you by Hong Kong Tourism Board” (destination growth/sector stories)
- **Earned editorial (examples):**
  - Conference & Meetings World (CMW) — news/features on Hong Kong’s MICE momentum and incentive initiatives

## 10 WHY HONG KONG?

Hong Kong's enduring success as a MICE destination stems from its unique blend of strategic advantages, world-class infrastructure, and proactive destination marketing. Its location as a global hub, coupled with state-of-the-art venues like the HKCEC and AsiaWorld-Expo, robust transportation, and extensive hospitality options, provides an ideal environment for business events. Backed by the Hong Kong Tourism Board's (HKTB) targeted promotion, subvention programs, and strong industry partnerships, Hong Kong continues to attract high-profile international conferences, exhibitions, and corporate events. While recent global disruptions have posed challenges, Hong Kong's resilience, adaptability, and commitment to innovation position it for sustained success in the competitive MICE landscape.

## 11 POTENTIAL CONCERN FOR MICE IN HONG KONG

Despite its strengths, Hong Kong faces MICE challenges. Geopolitical factors raise some concerns about stability. Relatively high costs compared to regional competitors may deter budget-conscious organisers. Increased competition from other Asian destinations with attractive incentive packages could lead organisers elsewhere. Potential negative perceptions and visa complexities may further affect delegate turnout, while limited venue space might be a disadvantage for very large events.





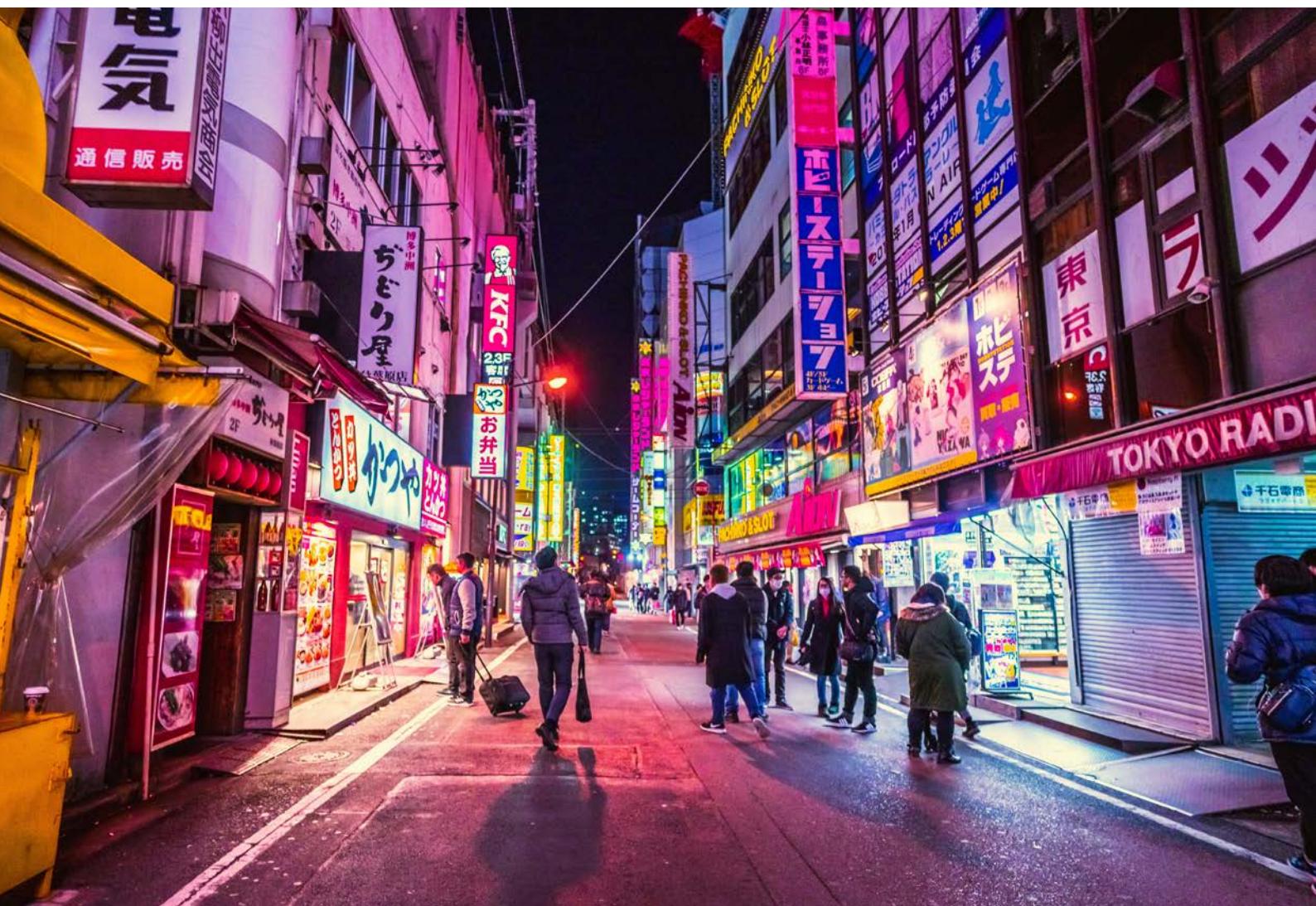
## Recommendations

Building a strong MICE profile and brand promise takes time. Success relies on consistent presence and sustained effort; attending one trade show or launching a new initiative sporadically will rarely deliver tangible results. It requires long-term investment, continuous engagement, and strategic positioning to develop trust, reputation, and relationships within the industry.

The comparator set exemplifies a mature, competitive landscape where infrastructure alone no longer serves as a sole differentiator. Leading destinations package reliability, impactful experiences, and ease of execution into a seamless, friction-free planner journey. For Macao to elevate its relevance, it should emulate proven strategies while leveraging its unique assets—such as integrated resorts, UNESCO heritage sites, proximity to the Greater Bay Area (GBA), and creative synergies between entertainment and business programming.

### **FIRST STEP: ESTABLISH A UNIFIED CONVENTION AND VISITORS BUREAU (CVB)**

Create a centralised Macao CVB that consolidates all business events under one core market. This entity will serve as the primary interface for international organisers, streamline marketing efforts, and coordinate industry development activities. This initiative aligns with the strategic direction outlined in Strategy 2023, which SoolNua championed by emphasising the importance of a cohesive, destination-wide approach. Implementing the CVB as a foundational step will enable Macao to create a consistent and compelling brand narrative, effectively serve as a single-entry point, and facilitate subsequent initiatives.



## 1 ESTABLISH RELIABILITY AS A CORE BRAND PROMISE

Singapore and Seoul highlight the importance of a unified front door, supported by clear engagement rules and swift responses that reduce organiser risk. Singapore's SECB offers transparent support schemes, direct regulator connections, and practical guides, making the planning process straightforward. Seoul's PLUS SEOUL integrates funding, volunteers, and supplier alliances to make scaling easier. Macao should aim to eliminate bureaucracy with a "Macao Advantage" concept—creating a one-stop support service with tiered eligibility and guaranteed response times—instilling confidence and simplifying decision-making.

## 2 FOCUS ON IMPACT BEYOND BED NIGHTS

Singapore's emphasis on legacy and sector alignment demonstrates why content-led events prefer destinations that add tangible value. Its tools for sustainability and societal impact make outcomes clear and fundable. Macao can differentiate itself by crafting cross-sector collaborations linking its gaming, entertainment, and innovation strengths—such as experiential tech, fintech, and F&B innovation—alongside a simple legacy framework to evidence community and research outcomes.



### 3

### EMBED SUSTAINABILITY AS A BASELINE STANDARD

Bangkok's national standards and venues' ISO 20121 certifications show how sustainability can be scaled across diverse suppliers. Singapore's citywide roadmap further integrates sustainability into city planning. Macao should develop a phased, destination-wide sustainability standard, with straightforward certification pathways for venues and organisers—focusing on waste management, energy efficiency, and social value—to appeal to international associations with ESG criteria.

### 4

### VENUE STRATEGY: BALANCE SCALE AND UNIQUE STORIES

Tokyo and Singapore use a mix of large-scale venues and culturally distinctive spaces to keep programs engaging. Seoul's design-focused venues like DDP showcase cultural branding. Macao's integrated resorts already combine meeting and entertainment spaces; it can further develop a "Unique Venues Macao" catalog featuring heritage sites, waterfronts, and creative hubs, with streamlined approval processes to facilitate memorable, high-impact events.



## 5 OPTIMISE ACCESSIBILITY AND ON-THE-GROUND FLOW

Bangkok's facilitation programs show how predictable arrival experiences are crucial, not just rapid. Singapore's "20-minute city" concept minimises transfer concerns, and Seoul integrates metro-first planning. Macao's access strategy should define multi-gateway options—ferries, HZMB, airports—alongside clear load-in, transit, and load-out procedures, and promote seamless in-market flow.

## 6 STRENGTHEN MARKET PRESENCE AND CONSISTENT MESSAGING

All leading destinations maintain active trade show participation with curated pavilions, co-exhibitors, and media engagement. Singapore attaches sustainability narratives; Seoul measures buyer engagement; Bangkok capitalises on city branding; Hong Kong combines global shows with industry congresses. Macao should develop its own pavilion with a dual focus on operational certainty and distinctive experiences, coupled with its already strong training and development initiatives'.

**7****TRANSPARENT COMMUNICATION OF RISKS AND CONSTRAINTS**

The best competitors openly communicate potential challenges—cost fluctuations, peak periods, city congestion—and provide mitigations. Macao could publish a “Planning Realities & Solutions” guide, addressing seasonality, transport, weather contingencies, and operational buffers to build trust and set realistic expectations.

**8****CONTENT AND MEDIA STRATEGY**

The top destinations blend earned media, sponsored content, and thought leadership in prominent industry channels. Macao should adopt a balanced paid/earned approach, producing unique research, playbooks, and case studies that position it as a forward-thinking MICE hub—further reinforcing its narrative across global industry platforms.

# Conclusion

In conclusion, understanding the strengths and strategies of competitor destinations like Hong Kong, Seoul, Tokyo, Singapore and Bangkok provides invaluable insights for Macao's MICE sector. While Macao's unique identity and offerings are vital to its appeal, learning from these comparators enables strategic improvements in areas such as organisational structure, governance, sustainability efforts, and consistent brand presence.

By selectively adapting best practices while staying true to its own distinctive character, Macao can create a compelling MICE destination that leverages its unique strengths and stands out in the competitive Asia-Pacific marketplace. This targeted approach to learning and implementation will allow Macao to grow and expand its MICE sector while maintaining its unique and fascinating selling points.





