

# Research on the Marketing Strategy of MICE Cities

## Taking Asia as an Example

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**Abstract**—In recent years, MICE industry is one of the rapidly developing industries in various countries, which lead all countries to take the MICE industry as their development core to enhance the competitiveness of the country and the city as a whole. Holding exhibitions can bring considerable economic benefits to the country and the city. Visibility and influence of host cities and countries can be enhanced through successful exhibitions. As the global economic sector gradually moves to Asia, Asia is expected to become the most popular area for business travel and MICE industry in the world. Based in indicating the developing status of MICE industry in the four Asia MICE cities including Shanghai, Singapore, Tokyo and Seoul and mastering the marketing dynamics in each city, this paper makes analysis and comparison and proposes recommendations.

**Keywords**—*exhibition city; marketing strategy; asia*

### I. INTRODUCTION

There are totally 48 countries in Asia, with a population of about 3.883 billion, accounting for about 60.7% of the world's total population.

GDP in the region continues to grow. According to the latest ADB's Asian Development Outlook 2017 report, it is estimated that the GDP growth rate in the Asia-Pacific region will reach 5.7% in 2017 and 2018. Since the share of global GDP in Asia constantly improves, many large international enterprises and associations have set up branches in this region. According to the estimation of Organization for Economic Co-operation and Development (OECD), the population of middle class in Asia will grows over 1.7 billion by 2020, accounting for 54% of the world's total, thus boosting the mobility of travelers in the region and promoting industrial exchange and smart capital exchange with other regions in the world. With the promotion of the overall economy, MICE industry has the characteristics of "three highs: high innovation benefits, high added value, and high growth potential", "three large: large output value, large employment opportunities and great industrial relations" and "three advantages: Comparative advantage of human sources, comparative advantage in technology and advantage in asset utilization efficiency", leading all the cities in Asia to successively take MICE industry as the core of their development to enhance the competitiveness of the country and the city as a whole.

Convention and exhibition economy is an economic behavior that takes the conference and exhibition activities as a means of economic development in order to obtain direct or indirect economic and social benefits. It can bring a steady stream of business flow, logistics, flow of people, capital flow, information flow, and create business opportunities. According to the data of ICCA, about 400,000 conferences and exhibitions are held globally each year, with a total cost of about 280 billion U.S. dollars. The Global Association of the Exhibition Industry (UFI) also proposes that the annual output value of MICE industry have reached as high as 1.6 trillion U.S. dollars (including 400 billion U.S. dollars of conference output and 760 billion U.S. dollars exhibitions output).

This shows that the economic benefits of MICE industry have the strong benefits diffusion ability that drives the development of related industries. In recent years, it has become an important marketing tool for countries and cities. By organizing successful exhibitions, we can enhance the visibility and influence of holding cities and countries to attract more exhibitors and make the local industries take root, upgrade and innovate. It is also easier to create business opportunities and achieve greater economic benefits.

According to ICCA statistics, about 12,227 international conferences were held in 2016, with 2,749 in Asia, accounting for only 22.5%. Compared with 6,548 in Europe, accounting for 53.6% of the total, there is still plenty of room for development. However, as the global economy gradually moves to Asia, Asia is expected to become the most popular area for global business travel and MICE industry. In the fierce competition, MICE cities should combine the advantages in real estate, natural culture, tourism and leisure to develop convention and exhibition activities to attract exhibition business travelers to enter the country and travel, which is the direction of the efforts of various Asian cities.

This research collects and compiles the development status, statistics and other relevant documents of exhibition industry in four cities of Shanghai, Singapore, Tokyo and Seoul. The research contents of the exhibition marketing strategies of the four major MICE cities in Shanghai, Singapore, Tokyo and Seoul are as follows:

**II. SHANGHAI**

Shanghai is located in the middle of the arc coastline of eastern China, the easternmost part of the Yangtze River Delta. It faces the East China Sea in the east, borders Hangzhou Bay in the south, and connects Jiangsu and Zhejiang provinces in the west. Chongming Island in the northern end is located at the mouth of the Yangtze River. Shanghai is one of the world's largest cities and its port is the busiest port in the world. In 2016, the GDP of Shanghai was 2.746615 trillion yuan, increasing by 6.8% from 2.496499 trillion yuan in 2015 to 2.786615 trillion yuan. The increase in tertiary industry was as high as 1936.234 billion yuan, going up by 9.5% over 2015, accounting for 70.5% of the entire Shanghai GDP.

With the construction and operation of the National Exhibition and Convention Center (Shanghai) and Pudong New International Expo Center and the promotion of the exhibition industry by the Shanghai municipal government, the construction of the Shanghai Exhibition Hall has become more and more complete. In particular, the National Convention and Exhibition Center, which is fully operated in 2016, broke into the international MICE industry at "China's speed" and many international influential exhibitions such as Shanghai International Automobile Industry Exhibition, China International Industry Fair, China (Shanghai) International Furniture Expo, China Textile Industry Federation Spring and Autumn Joint Exhibition, Health Industry Leaders Summit, Shanghai International Fashion Parenting Industry Fair (Pregnancy Baby Exhibition) are all held here, which promotes the convention and exhibition economy in Shanghai.

In order to promote the development of conference and exhibition tourism in Shanghai and increase the integration of tourism in Shanghai with other industries, Shanghai Tourism Bureau has hired 104 elites and industry leaders as the "Ambassador of Shanghai Conference" from 2006 to now. Through its own influence in the professional fields at home and abroad, it actively strives for various domestic and foreign conferences to be held in Shanghai.

**A. Analysis of Overall Development Environment of MICE Industry**

In order to understand the overall development environment of MICE industry in Shanghai, this study analyzes and explores the current status of MICE industry in Shanghai, the promotion mechanism of exhibition, related development strategies and the marketing strategy of the exhibition.

Current status of MICE industry:

In this study, the relevant annual reports of the exhibition of International Conference Association, the Global Association of Exhibition Industry and China Exhibition Economic Development Report and the relevant exhibition information released by Shanghai are collected to view the current status of MICE industry in Shanghai.

1) *The exhibition hall is well-equipped to attract professional exhibitions:* According to the number and ranking of exhibition halls in different cities in data of China Exhibition Economic Development Report (2016), in 2016, there are 11 halls in Shanghai which has the largest number of exhibition halls. Among them, National Convention and Exhibition Center (Shanghai) put into operation in 2015, with a rental area of 400,000 square meters, is currently the largest exhibition hall in Mainland China as well as the second largest single building and exhibition complex in the world. Beijing has 10 halls, ranking No. 2 and Hangzhou has 6 halls as No. 3.

According to China Exhibition Economic Development Report (2016), the exhibition area and ranking of Shanghai in terms of the indoor rental area totaled 860,000 square meters in 2016, accounting for 9% of the area of MICE cities in China. It is the city with the largest indoor rental area in mainland China, followed by Guangzhou, Beijing, Kunming, Chongqing and other cities, as shown in "Fig. 1".

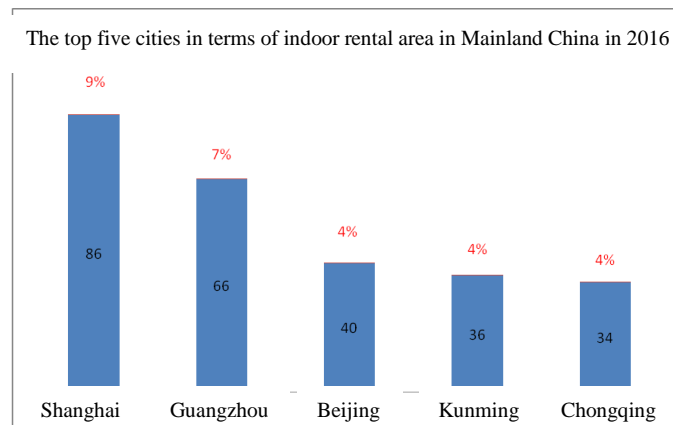


Fig. 1. The top five cities in terms of indoor rental area in mainland China.

2) *The scale of exhibition ranks first in mainland China:* According to the survey report of China exhibitions

economic development (2016), 3,054 exhibitions were held in mainland China in 2016, increasing by 14.5% over 2015,

among which area information of exhibition of 2,835 exhibitions are collected and the total exhibition area was approximately 8,445 Million square meters. The estimated total area of the national exhibition reaches 91 million square meters.

The author further observes the distribution of each exhibition city in mainland China to know the scale of exhibition in Shanghai. In terms of number of exhibitions, in 2016, 390 exhibitions were held in Shanghai, accounting for about 15% of the total number of national exhibitions, ranking first in mainland China and ahead of the other MICE cities of Beijing, Guangzhou, Zhengzhou and Shenzhen as shown in "Fig. 2".

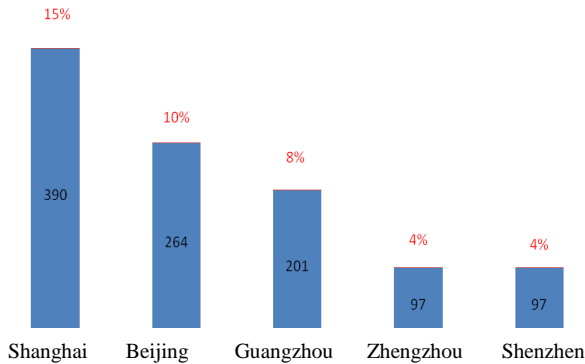


Fig. 2. Top five exhibition cities in China.

In terms of exhibition area, 2016 saw a total exhibition area of over 15.83 million square meters in Shanghai, accounting for 20% of the total in mainland China. It also ranked first in mainland China and ahead of cities such as Guangzhou, Beijing, Shenzhen and Chengdu, as shown in "Fig. 3".

The top five cities in terms of exhibition area in Mainland China in 2016

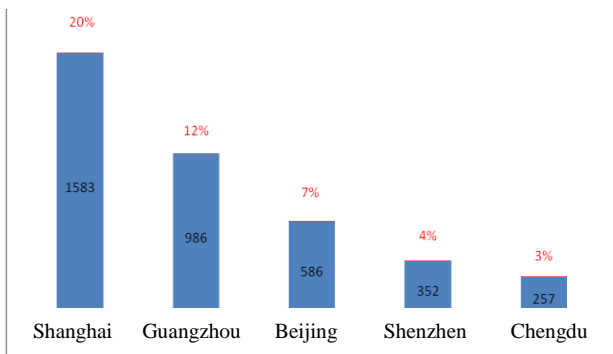


Fig. 3. The top five cities in terms of exhibition area in mainland China.

3) *The number of international conferences held increases obviously:* According to the statistical report data of ICCA (2016), the number association international conferences held in Shanghai and the change of city ranking from 2011 to 2016 are shown in "Fig. 4". In 2016, Shanghai hosted 79 association international conferences, which was the highest over six years, increasing by 24 times over 2015.

The global city ranking rose from 47th in 2015 to 25th in 2016.

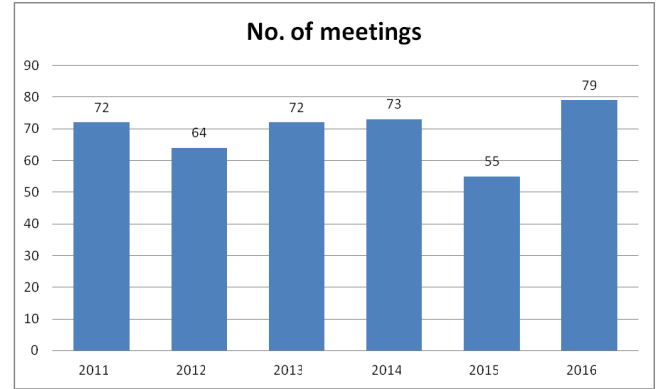


Fig. 4. Statistics of international conference held in Shanghai over the years.

According to the Statistical Report of ICCA (2016), we can further observe the performance of Shanghai in holding association international conferences in mainland China. Mainland China held 410 conferences in 2016, of which 79 were held in Shanghai, accounting for 19.3% of that of mainland China and ranking the second largest conference city in mainland China, following Beijing with 113 conferences held, accounting for 27.6% of the total.

4) *Leisure tourism as main with business travel as supplementary:* Inbound tourism spending in Mainland China amounted to RMB 4,410.1 billion in 2016, of which RMB 3,562.2 billion was spent on leisure travel, accounting for 80.8% of GDP contributed by the tourism industry; business travel spending was RMB 844.9 billion, accounting for 19.2% of the GDP contributed by tourism as shown in "Fig. 5".

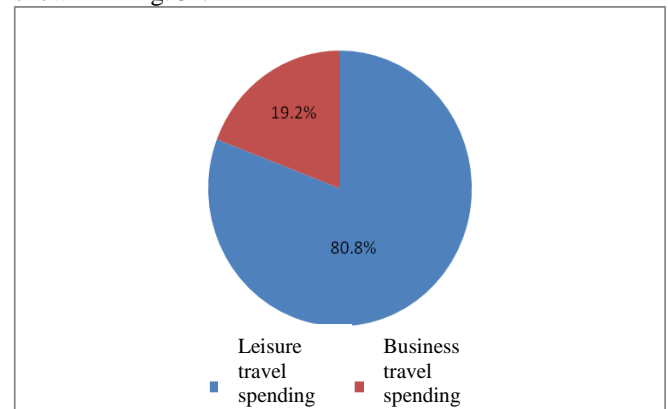


Fig. 5. Percentage of GDP contribution of tourism consumption in mainland China.

5) *The members of Union of International Fairs increase year by year:* According to the China Exhibition Industry Development Report (2016), up to 2015, the total number of UFI members in China reached 95, mainly in the four cities of Beijing, Shanghai, Shenzhen and Guangzhou. The number of members accounts for about 75% of the total membership, of which 22 are Shanghai, accounting for

about 23.2%, following 29 of Beijing, accounting for about 30.5%, as shown in "Fig. 6".

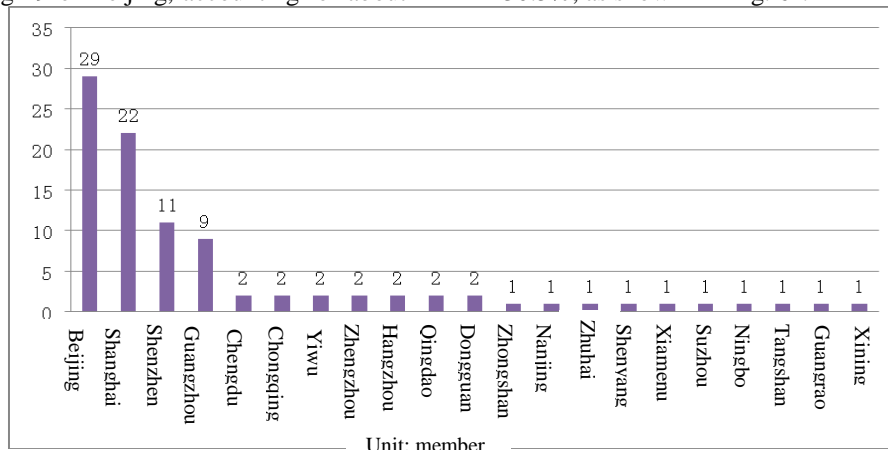


Fig. 6. Number of UFI members in each city in 2015.

**B. Exhibition Promotion Agencies and Related Development Strategies**

The competent authorities of MICE industry in Shanghai are Shanghai Municipal Commission of Commerce and Shanghai Tourism Bureau, which set up the Shanghai Convention and Exhibition Industry Promotion Center and the Shanghai Tourism Exhibition Promotion Center as a unit to promote the exhibition business, as shown in "Table I". The paper introduces the competent authorities, executive units and the relevant policies published in recent years of Shanghai MICE industry.

TABLE I. PROMOTION AGENCIES OF MICE INDUSTRY IN SHANGHAI AND EXHIBITION RELATED POLICIES

Competent authority	Shanghai Business Council	Shanghai Tourism Bureau
Executive unit	Promotion Center of MICE Industry in Shanghai	Shanghai Tourism MICE Center
Business Scope	exhibition	International conference Entrepreneurial Meetings (including Incentive Travel)
Exhibition related policies	"Thirteenth Five year" Development Plan for MICE Industry in Pudong New Area	"Thirteenth Five year" Tourism Reform and Development Plan in Shanghai

Shanghai released the "Thirteenth Five-year Plan for Shanghai Tourism Reform and Development" in 2016. During the 13th FYP, Shanghai's tourism industry will uphold the four basic principles of reform and innovation, transformation and upgrading, coordinated and intensive development, green development, optimized supply, leading consumption, open sharing, and serving the people. Its development objective is to build important tourist node cities along the "Belt and Road", international Golden Tourism Belt along the Yangtze River, tourist core city in the Yangtze River Delta and international tourism destination city. Since Shanghai has an important strategic position in the national economy and social development in mainland China, it will be built into a world famous tourist city with global influence by actively building a globally attractive

tourism product system, a tourism industry system with global competitiveness and a global tourism market system with global configuration force. It is estimated that by 2020, the total revenue of tourism in Shanghai will reach about 500 billion yuan, an average annual increase of about 8%; the number of domestic tourists will reach 360 million, an average annual increase of about 5%. The number of inbound tourists reaches about 9 million people, an average annual increase of about 2%.

The "13th Five-Year Plan for the Reform and Development of Tourism in Shanghai" formulates the supportive policy for the development of MICE tourism, sets up and perfects the norms of convention service agency, forms an exhibition industry service system with industry support, industry linkage and efficient operation and actively nurtures MICE tourism industry cluster to build Shanghai into a world-class MICE destination city. Relying on the State Convention and Exhibition Center (Shanghai), New International Expo Center, Huamu Convention and Exhibition Industry Cluster Area, and Expo Exhibition Industry Cluster Area, tourist service facilities should be perfected to form the convention and exhibition tourist area with exhibitions as the main focus and conference and business trips as supplementary. We should promote the construction of supporting facilities for Boutique Fashion Exhibition and Tourist Area in Nanjing West Road, Business Convention and Exhibition Area in Hongqiao Development Zone, Caohejing Equipment Manufacturing Tourism Exhibition Area, Anting International Automobile Specialized Tourism Convention Exhibition Area and Putuo Changfeng Convention and Exhibition Area, and improve the functions of MICE tourism service.

For MICE industry, "13th Five-Year Development Plan for MICE Industry in Pudong New Area" was proposed. MICE industry as an important emerging industry is an important part of modern service industry with significant multiplier effect on economic growth and social development. Planning proposed that in the next five years, Shanghai is planned to become "an international exhibition capital" and it is expected that by 2020, Pudong New Area will be built into a high-end brand exhibition area and the

core area of world-class and Asia's leading international exhibition capital, as well as a national exhibition industry innovation and development demonstration area.

*C. Exhibition Marketing Strategy*

1) *Overall image promotion:* Slogan and image logo of 2010 Shanghai World Expo tourism "To Discover more and experience more in Shanghai, China" not only focus on the six-month period when the World Expo is held, but also focus on the time before and after the World Expo. After that, Shanghai Tourism Bureau follows this slogan and image to express the meaning that organizing conventions and exhibitions in Shanghai will allow international convention and exhibition personnel to discover more and experience more so that the image of MICE image of Shanghai convention and exhibition enjoys popular support.

2) *Digital marketing:* At present, platforms related to Shanghai Convention and Exhibition are Shanghai Tourism Exhibition Network and Shanghai Convention and Exhibition Network respectively.

The Shanghai Tourism Exhibition Network is set up for the Shanghai Tourism Bureau. It provides five languages versions of simplified Chinese, English, Japanese, Korean and French languages so that MICE personnel from various countries can get access to the information about MICE and incentive travel through the website. The Shanghai Convention and Exhibition Network are large professional web portals that integrate exhibition information, exhibition venues, exhibition services, and exhibition business information. It is a commercial platform for group exhibitors, venues providers, convention service providers, exhibitors and corporate clients. Shanghai MICE industry will be provided with the latest Shanghai exhibition and conference information through comprehensive and timely exhibition information content and efficient network tools to establish a multi-functional, simple and quick network space. Thus, exhibition activities can be linked more closely due to the various services of Shanghai Exhibition Network.

**III. SINGAPORE**

With the national territorial area of 719.1 square kilometers, Singapore is located on the southern tip of the Malay Peninsula. It guards the southernmost extremity of the Strait of Malacca, and is separated from Indonesia by Singapore Strait to the south and separated from West Malaysia by the Johor Strait to the west. It is the hub of the international maritime transport in the Pacific and Indian Oceans as well as the largest transit port of Asia Pacific. In 2016, Singapore's GDP was 296.6 billion U.S. dollars. The industry in Singapore is advanced, with its major industries of electronics, chemicals, oil refining, rubber and shipbuilding. It is also a major oil refining center in Southeast Asia. Its refining capacity is equivalent to twice the consumption of petroleum products. As the third largest refinery and trading center, its drilling platform manufacturing and ship repair rank the first. Singapore is the third largest financial center in the world, next only to London of the United Kingdom and New York of the United States. Since the establishment of

the municipal government, Singapore attaches great importance to the development of tourism. Therefore, tourism industry is also one of the major industries in the country. According to statistics released by the Singapore Tourism Board (STB), Singapore saw 16.4 million visitors in 2016 and expected tourism benefit of 24.8 billion Singapore dollar. In addition, MICE industry is also one of the key points of the promotion of the tourism industry in Singapore, leading many well-known international exhibition companies to set up branch offices in Singapore one after another. At present, the largest international exhibition company Reed Exhibitions of the United Kingdom set its Asia headquarters here, and Singapore has been selected as best exhibition city in Asia for 14 consecutive years by the International Conference and Convention Association (ICCA), with the large-scale activities like annual exhibitions and conferences more than 3,000. Most of the world-class international conferences held in Asia also prefer Singapore, such as the International Commercial Arbitration Conference and the International Gaming Regulatory Assembly.

*A. Analysis of Overall Development Environment of MICE Industry*

In order to understand the overall development environment of MICE industry in Singapore, this study analyzes and explores the status of MICE industry in Singapore, MICE promotion mechanism, the related development strategy and MICE marketing strategy.

Status of MICE industry:

This study summarizes the relevant annual exhibition survey reports of the International Congress and Convention Association (ICCA) and the Global Association of the Exhibition Industry (UFI), as well as the Singapore Exhibition and Convention Bureau (SECB) to view the status of MICE industry in Singapore.

1) *Retaining the No. 1 Position of Holding City of Asian International Association for Six Consecutive Years:* According to the rank of Global Association International Conferences city, Singapore held 151 conferences in 2016, a slight decrease of 3.31% compared with that of 2015, but it still ranks No.1 in Asia and 6th in the world. According to the analysis report of ICCA from 2011 to 2016, Singapore ranked the No.1 city holding international association conferences in the past six years as shown in "Fig. 7".

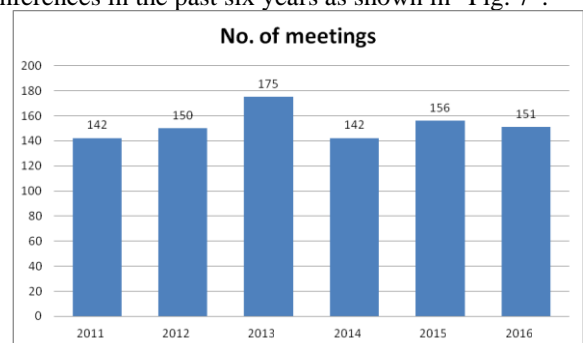


Fig. 7. Statistics of international conference held in Singapore in the past years.

2) *The number of international professional exhibitions decreases slightly, but the size of exhibitions expands:* Statistics report of UFI (2016) shows that Singapore held 72 exhibitions in 2015 with a total exhibition area of 343,750 square meters. Compared with 88 shows in 2014, the number of exhibitions decreases by 18.2% while the exhibition area increases by approximately 3,250 square meters, an increase of 3.4% over 2014.

3) *Perfect Exhibition hardware facilities and complete service functions:* There are currently three major convention centers in Singapore: Singapore Expo is the largest convention center in Singapore with an exhibition hall of 102,455 square meters, which provides a large conference room for up to 8,000 people, and 51 functional meeting rooms. Besides, it has complete overall service function and direct, added with MRT in nearby Changi Airport, becoming the first choice for major international event or large-scale exhibitions over the years.

Suntec Singapore International Convention and Exhibition Center is located at the MTR exit with convenient transportation. It is located at the business center, surrounded by at least more than 10 restaurants. In meeting facilities, the total capacity can reach 18,596 people, among which the largest single conference room can accommodate 10,000 people, and there are 34 multi-purpose conference rooms for international conferences. Sands Expo and Convention Center Despite the small exhibition space, the indoor exhibition area is approximately 31,750 square meters, with 250 multi-purpose meeting rooms and the largest conference room accommodating 8,000 people.

It is located in the Marina Bay Sands Integrated Entertainment Center. In addition to providing conference and exhibition space, it also contain various facilities such as shopping malls, lodging hotels and museums with a total area of 120,000 square meters, which can attract 40 million people each year. In 2013 and 2014, it was selected as the Best Business Exhibition hotel for the past 2 years and it is also the first exhibition facility that obtains the ISO20121 activity management system certification in Southeast Asia.

4) *Balanced development of Leisure tourism and business tourism:* Inbound travel spending in Singapore amounted to 37 billion Singapore dollar in 2016, of which S \$ 20.5 billion for leisure travel, accounting for 55.4% of GDP contributed by the tourism industry; and S \$ 16.5 billion for business travel consumption, accounting 44.6% of the contribution of tourism to GDP.

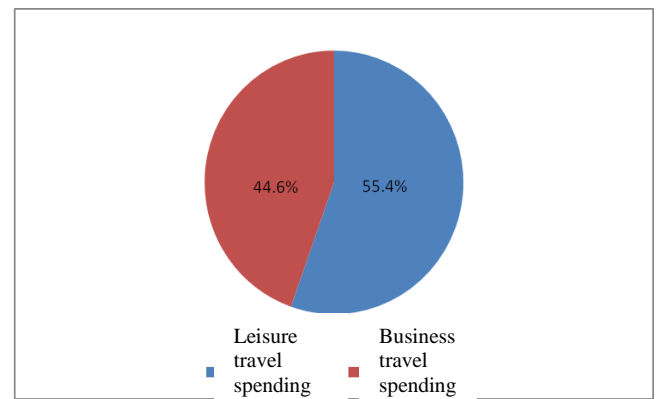


Fig. 8. The percentage of GDP contribution of tourism spending in Singapore.

*B. Exhibition Promotion Agencies and Related Development Strategies*

Singapore Tourism Board (STB in short) set up Singapore Exhibition & Convention Bureau (SECB) to promote the MICE industry in Singapore. In addition to actively inviting overseas companies to go to Singapore for exhibition activities, it also assist dealers to bid for major international conventions to strive to held more international convention and exhibition.

Since 2006, BECA launched "BE (Business Events) in Singapore" (BEIS) funding scheme to provide local businesses or overseas convention and exhibition dealers with the incentive measure for Singapore-based exhibition activities. Subsidy programs include third-party professional services, marketing activities, striving for bid and activities planning. In particular, for the 8 types of exhibition projects including fashion, environment, energy, transportation safety, electronic media, biomedicine, business professional services and future science and technology, we plan to encourage domestic and foreign dealers to handle through various subsidy schemes and promote the MICE industry in Singapore.

*C. Exhibition Marketing Strategy*

Singapore launches exhibition blueprint MICE 2020 to allow foreign business visitors to experience features of Singapore with the 3 core ideas of City link, Singapore MICE Experiences and MICEHQ.SG, including datamation of the city and seamless connection with local access resources, so that visitors have the fresh feeling.

1) *City link:* An intelligent MICE city enables business travelers to reach wherever they want and seamlessly accomplish the work they want, but the problem of intermittent and unreliable WIFI connectivity in Singapore currently is a top priority for improvement. Therefore, Singapore is trying to build a seamless mobile digital experience that allows visitors with limited time to easily integrate work and leisure needs. At the same time, it allows business travelers to send e-mail, shop, and check-in anywhere and anytime via WIFI.

2) *Singapore MICE experience*: Singapore hopes that after the MICE event, the MICE industry in Singapore will not only give visitors the impression of the efficient, safe and convenient features, but also inspire these visitors to experience activities and make contact with local people in Singapore, expecting participants to leave the emotions and memories t their event and Singapore. In this way, Singapore can be built into an ideal destination for conventions and exhibitions.

More and more business travelers look for experiential learning, and MICE experience of Singapore is mixing business and leisure to makes the two inspirational, fun and personal experiences. Wherever possible, it connects business activities to businesses and local communities to create better value for all people.

3) *MICEHQ.SG*: Singapore aims to build a regional hub for industries to make it a base for transformation of MICE skilled talent and knowledge in Asia by providing MICE stakeholders with the information they need to motivate companies and associations to set up regional headquarters here and thus making Singapore grow to be a MICE regional leader.

4) *Digital marketing*: Singapore aspires to become leading trade fair organizer in Asia, so it attaches the utmost importance to MICE marketing. It combines MICE industry with the tourism industry and uses the character of far and wide Internet to make global jointly marketing through digital marketing channels, so as to enhance the visibility of conventions and exhibitions in Singapore and achieve the purpose of marketing MICE industry in Singapore.

Singapore, through the operation of online media platforms such as Facebook, YouTube, Instagram and Twitter, has provided a large number of pictures and videos of exhibition events in Singapore. It has also revealed YourSingapore logo on the platform to deepen the impression of exhibition participants' towards city brand of Singapore.

**IV. TOKYO**

Tokyo, as the capital of Japan is currently the largest metropolitan area in the world. It is also an important world-class city in Asia as well as an important center of international convention and exhibition. Over a quarter of the international conferences held in Japan each year are held in Tokyo. In terms of exhibitions, FOOD EX JAPAN is the largest specialty food fair in Asia as well as one of the three largest food shows in the world, of which the scale is only next to EMO (European Machine Tool Show) and the United States IMTS, and the world's third largest "Japan International Machine Tool Show" (JIMTOF) is held in Tokyo. The Tokyo Convention & Visitors Bureau (TCVB) is a unit to promote local convention and exhibition. It actively markets well-established local urban infrastructure, diversified business capabilities and rich tourism resources. In the future, Infrastructure of 2020 Tokyo Olympic Games will drive the development of neighboring Chiba Prefecture and Kanagawa Prefecture.

**A. Analysis of Overall Development Environment of MICE Industry**

In order to understand the overall development environment of MICE industry in Tokyo, this study analyzes the status of MICE industry in Tokyo, MICE promotion mechanism, related development strategies and MICE marketing strategy.

**Status of MICE industry**

This research compiles the survey reports of annual convention and exhibition related to the International Conferences Association and the Global Association of Exhibition Industry and statistics of Japanese Government Tourism Bureau to examine the current status of MICE industry in Tokyo.

*1) The number of international conference glows slowly:*

According to statistical report data of ICCA (2016), the number of international conferences organized by Tokyo from 2011 to 2016 is shown in "Fig. 9". Tokyo is the capital of Japan as well as the main destination for association international conference in Japan. The conferences it held accounts for about 20% to 25% of the total exhibitions in Japan. It is observed that from 2011 to 2016, the association international conferences held in Tokyo gradually increased from 50 in 2011 t to 90 in 2016, with the global city ranking entering the top 30 in 2013.

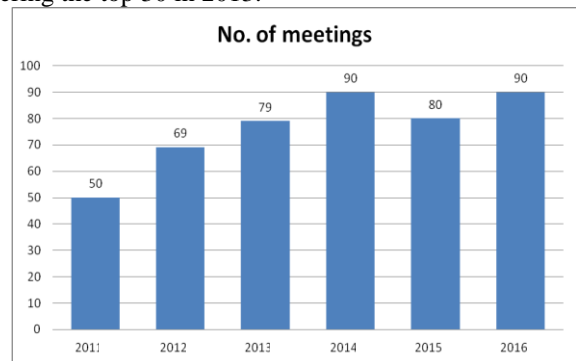


Fig. 9. Statistics of international conference held in Japan over the years.

*2) The proportion of foreign participants in international conferences decreased over last year:*

According to statistics from Japan Government Tourist Office, in 2015, Tokyo hosted a total of 583 international conferences with 37,978 foreign participants and 303,662 domestic participants. In 341,640 participants, 11.1% are foreign participants. Compared with 565 international conferences held in Tokyo in 2014 with 59,579 foreign participants and 283,769 domestic participants, the total number of participants was 343,348 people, and foreign participants accounted for 17.4%. Although 18 more meetings were held in 2015, the number of foreign participants dropped by 21,601. 2015 Tokyo (23 districts) held 557 international conferences, accounting for 96.1% of Tokyo metropolis; foreign participants totaled 37,317, accounting for 98.3% of Tokyo metropolis; the number of

domestic participants was 297,525, accounting for 98% of Tokyo metropolis. The total number of participants was 334,842, accounting for 98% of Tokyo metropolis. This

shows that Tokyo (23 districts) is the main destination for international conference in Tokyo as shown in "Table II".

TABLE II. STATISTICS OF CONVENTION AND EXHIBITION IN EACH CITY OF TOKYO

city	session (unit: times)	number of foreign participants (unit: people)	number of domestic participants (unit: people)	The total number of participants (unit: people)
Tokyo (23 districts)	557	37,317	297,525	334,662
Hachioji City	9	402	788	1,190
Tachikawa city	4	148	2,635	2,783
Musashino City	1	2	197	199
Mitaka City	2	63	387	450
Fuchu City	4	90	1,265	1,355
Koganei City	5	129	492	621
Kokubunji City	1	7	373	380
Total	583	37,978	303,662	341,640

3) *The number and scale of exhibitions continue to increase:* According to the statistics report of UFI (2016), Japan held a total of 339 professional exhibitions in 2015 with an exhibition area of about 2,051,000 square meters. Compared with that of 2014, the number of exhibitions

remained unchanged but the exhibition area increased by 1.2% over 2014. From 2011 to 2015, the number of international professional exhibitions held in Japan only slightly decreased in 2013, but the scale of the exhibition continued to grow, as shown in "Fig. 10".

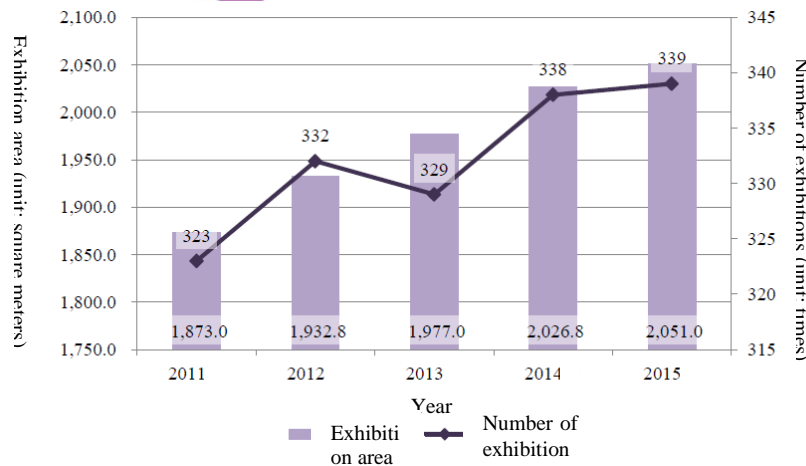


Fig. 10. Number of exhibitions and exhibition area in Japan over the years.

4) *The ratio of Leisure tourism consumption and business tourism consumption is about 7: 3:* Inbound tourism spending in Japan amounted to 262,215 billion Japanese yen in 2016, of which the spending on leisure tourism was about 16,990 billion Japanese yen, accounting for 67.4% of the contribution made by the tourism industry to GDP; the business tourism spending was 8,231,500 million Japanese yen, accounting for 32.6% of the contribution of tourism to GDP.

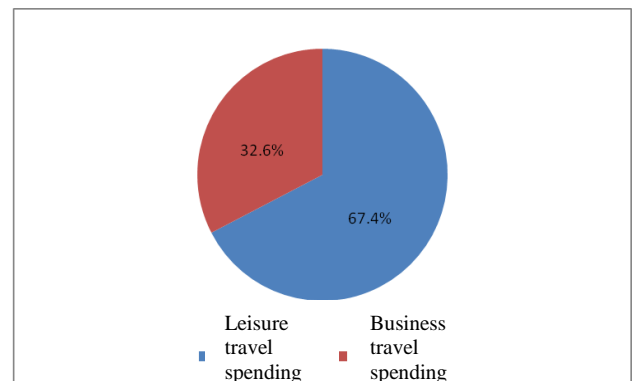


Fig. 11. Percentage of Japan's tourism consumption contribution to GDP.

5) *Limited site leads to limited development:* According to the UFI (2016) Statistical Report, there are 14 exhibition halls in Japan (with the area of 358,649 square meters), of which three are in Tokyo (with the area of 100,198 square meters). The Tokyo International Exhibition Center covers



an area of 80,660 square meters, which is the largest exhibition hall in Japan at present, and many important exhibitions and trade shows of Tokyo are held here.

Since the 20th (Japan) International Machine Tools Exhibition (JIMTOF) organized by the Tokyo International Exhibition Center, the exhibition area has grown to 82,660 square meters and the total number of stands has reached 5,012. Since then, due to limited site size, the exhibition area was maintained at 82,660 square meters. The exhibition area increased significantly until 2016 (28th) with a total exhibition area of 98,540 square meters and a total booths of 5,518. In addition, the Tokyo International Exhibition Center where Tokyo Olympics will be held in 2020 was requisitioned as a media center, so during the preparation period for the Olympics from April 2019 to November 2020, there will be no exhibition can be held for up to 7 months. Since other venues are either too small or have been booked, the convention and exhibition participants in the Asian may leave Japan to hold in other countries, which will have a tremendous impact on the MICE industry in Japan.

### *B. Exhibition Promotion Agencies and Related Development Strategies*

The local qualified institution of MICE industry in Tokyo is the Ministry of Tourism of Tokyo Metropolitan Labor and Welfare Bureau. It is the government department that promotes MICE in Tokyo, of which the main task is to promote Tokyo tourism and launch a series of strategic measures. The local promotion agency is the Tokyo Convention & Visitors Bureau (TCVB), established by the Tokyo Chamber of Commerce and Industry and private companies. Its main task is to promote Tokyo as a tourist destination to attract more overseas tourists and international conference to be held in Tokyo, increase overseas visitor satisfaction and support the development of community through tourism.

### *C. Exhibition marketing strategy*

Tokyo Metropolitan Labor and Welfare Bureau Tourism Department proposed "Tokyo MICE Support Strategy" in July 2017 with the goal of "establishing the status of Tokyo as a city holding MICE" since Tokyo has attractive tourism resources, diversified industries and academic research mechanism. They take advantage of Tokyo's attraction to attract events and establish a firm position of the convention and exhibition hosting city. It is hoped that it will become the top three MICE city in the world by 2024 with the goal of holding about 330 international conferences every year, about 1.5 times of the number in 2013.

Tokyo Convention and Exhibition Industry Exhibition Marketing Strategy is excerpted from The "Business Plan in 2017" released by TCVB in 2017. The contents related to the exhibition marketing are as follows:

- Sending the Conferences hosting information

They can attract foreign and domestic event planners to hold activities in Tokyo by promoting the necessary information for holding conferences in Tokyo or the attractiveness of Tokyo metropolis.

In addition, "Business Events Tokyo eNewsletter" is issued four times a year for overseas media and overseas event planners, and the latest information is sent in the form of press release.

- Manufacturing Enterprise conference activities booklet

They can manufacture brochures for people to experience in Tokyo and distribute them to overseas conference planners or overseas companies to improve attractiveness.

- Strengthening public relations through advertising

In business activities and exhibition related media, the charm of Tokyo metropolitan area can be promoted and popularize by advertising to attract business activities to Tokyo.

- Exhibition experience tour

We can provide experiencing travels for key persons (international conferences) of international organizations headquarters who have significant influence on the site decisions or conferences organizers and meeting planners (corporate meetings and incentive travels) with proposal rights for exhibition venues and convey the charm of Tokyo as a MICE city. Through business matching with MICE business related to Tokyo, MICE activities can be promoted to be held in Tokyo.

- Establishing a network with overseas meeting planners

In order to collect overseas recruitment cases and excellent customer information, as well as advertise Tokyo in overseas countries, they establish a cooperation system for the organizations of the overseas conference planners and set up overseas foothold.

In order to gather attractive projects and good customer information as well as promote Tokyo overseas, they establish organizations of overseas conference planners and overseas bases that promote the attraction of Tokyo.

- Implement business visit

In order to effectively disseminate the charm of Tokyo as a venue for business activities and explore corporate-type conference events, they collaborate with relevant stakeholders in Tokyo to select the target areas for the solicitation strategy and conduct business visits to organizers and conference planners in this field.

- Producing promotional videos for business activities

In order to effectively disseminate the charm of commercial venue in Tokyo, promotional videos will be developed for organizers and participants based on the characteristics and appealing objects of each exhibition and event.

- Manufacturing Exhibition Manual:

They will manufacture and send exhibition manuals that briefly summarize the significance of organizing the convention and exhibition and city measures.

### V. SEOUL

Seoul, the capital city of South Korea, has a population density of nearly twice as high as that of New York City. It is more than eight times the population density of Rome and totals 10,236,408 in 2016. Seoul is the economic, technological and cultural center of Korea. It is a city that integrates traditional history and high digitization. Headquarters of the world's leading companies in the world such as SAMSUNG, LG, Hyundai, SK Group and KIA Group KIA are located in Seoul. Although Seoul accounts for only 0.6% of Korea's land area, its GDP accounts for 21% of Korea's GDP. Seoul is also home to many multinational corporations in the world, which shows its economic development.

Exhibition industry is one of the 17 new growth momentum industries published by Korean government in January 200 after comprehensively considering national competitiveness, job creation, green growth and other aspects of the benefits. MICE Industry in Seoul is well developed and equipped with first-class hardware facilities, supplemented by efficient support services of Seoul Convention Bureau. In order to strengthen its international competitiveness, the tourism and convention industry are included into the eight new growth industries. It will continue to develop into a world-class MICE city.

#### A. Analysis of Overall Development Environment of MICE Industry

In order to understand the overall development environment of MICE industry in Seoul, this study analyzes the current status of MICE industry in Seoul, the promotion mechanism of exhibition, related development strategies and exhibition marketing strategy.

##### Status of MICE industry:

This study integrates the related annual survey report of International Conference Association and the Global Association of Exhibition Industry, and the related materials of Seoul Municipal Exhibition to view the current status of MICE industry in Seoul.

*1) The number of international association meetings grows steadily, ranking within the top five cities in Asia:* According to the ranking of world association conference cities, Seoul held 137 conferences in 2016, ranking No. 2 in Asia and No. 10 in the world, a growth of 14.6% over 2015. Based on the statistical data from 2011 to 2016, Seoul occupies the top five cities in Asia. Until 2016, the number of conferences reached the historical high over the years.

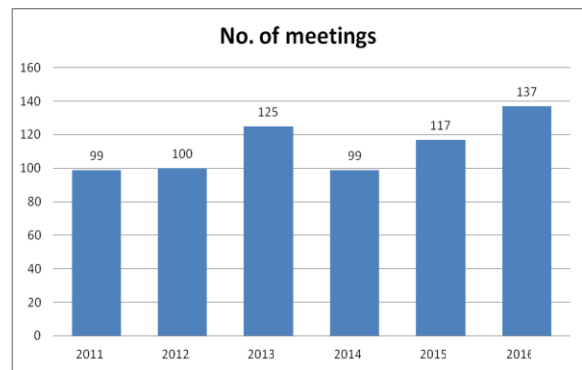


Fig. 12. Statistics of international conference held in Seoul over the years.

*2) The number of international professional exhibitions increases slightly while the scale of exhibitions continues to expand:* The UFI (2016) statistics show that South Korea hosted 160 exhibitions in 2015 with an exhibition area of about 959,000 square meters. Compared with 158 conferences in 2014, the number increased by 1.3% and the exhibition area increased by 34,25, an increase of 3.7% over 2014.

*3) The existing exhibition facilities are not complete enough, and a large-scale world-class MICE center needs to be built:* There are currently 3 main exhibition halls in Seoul. COEX World Trade Center (COEX) has the exhibition hall and conference room covering an area of 47,130 square meters. The largest conference room can accommodate 7,000 people and there are totally 54 meeting rooms.

The exhibition hall and conference room of Seoul Trade Exhibition Center (SETEC) cover 8,787 square meters, with the largest conference room for 300 people and the conference room totals 4 rooms.

Agro-Trade and Exhibition Center (aT Center) has the exhibition hall and conference room of 9,122 square meters, with the largest meeting room accommodating up to 400 guests and the conference room totals 6.

Currently, Seoul has a gross exhibition area of 66,787 square meters, of which 52,002 square meters are for display and 13,450 square meters for conferences. At present, Seoul City ranks second in the MICE cities in Asia, the construction of exhibition infrastructure is somewhat inadequate, which needs to continue to expand the facilities.

According to the study of the Korea Institute for Conventional Exhibition Industry, the demand for exhibition space in Seoul by 2028 is 186,938 square meters, differing 120,151 square meters from the existing gross exhibition area of 66,787 square meters. Therefore, Seoul Metropolitan Government has adopted short-term and medium and long term to expand the comprehensive exhibition facilities and expand the exhibition infrastructure is not yet completed by stages. By 2018, the center of Seoul (DDP + Seoul Station + Downtown Hotel + Myeongdong, etc.) will be built into a "city center conference area." By 2020, the exhibition and conference infrastructure will be expanded to three times the existing ones.

4) *Inbound tourism centers on leisure travel:* Inbound tourism spending in South Korea totaled 78.736 trillion won in 2016, of which leisure travel consumption was 63.378 trillion won, accounting for 80.2% of the contribution of tourism to GDP; business travel spending was 15.59771 trillion won, accounting for 19.8% of tourism's contribution to GDP.

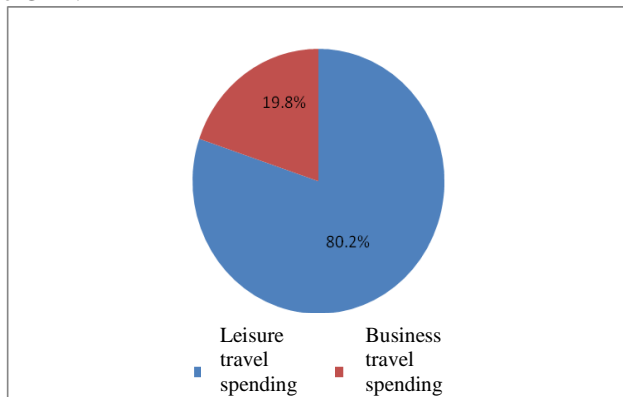


Fig. 13. The percentage of contribution of tourism spending to GDP in Seoul.

**B. Exhibition Promotion Agencies and Related Development Strategies**

The Seoul Convention Bureau (SCB), a branch of Seoul Tourism Bureau, is responsible for the public relations management and international marketing of exhibitions. It provides various services and supports for every event held in Seoul, including finance, bidding, promotion, and operation and information assistance. It is also responsible for the development of professional training courses, expansion of business activities and planning of exhibition industry prospects.

Seoul Convention and Exhibition Union founded in 2010 and operated by the Seoul Metropolitan Government and Seoul travel guide is a platform that combines public-private partnerships. Meeting planners can benefit a lot by using member venues of Seoul Convention and Exhibition Alliance to hold business activities. From the beginning of 47 members to October 2017, the overall membership of the Seoul Convention and Exhibition Union has reached 260 in various fields. Seoul Convention and Exhibition Union run by the Seoul Metropolitan Government and Seoul Tourism

Bureau undertakes the common mission of promoting MICE infrastructure in the city and publicizing Seoul to the world. In the future, Seoul Convention and Exhibition Union will continue to drive the growth of MICE industry in Seoul and promote various cooperation programs, aiming at building friendly cooperation between government and private enterprise in order to enhance the competitiveness of MICE industry in Seoul.

**C. Exhibition Marketing Strategy**

*1) Overall image promotion*

*a) Cooperation with relevant MICE enterprises:* They cooperate with companies such as management and planning companies in destination and professional conference organizers to provide relevant information about MICE for overseas exhibition planners.

*b) Joining the international convention and exhibition agencies to improve the country's visibility:* Seoul joins four international convention and exhibition organizations, namely ICCA, UIA, Destination Marketing Association International (DMAI) and Future Convention Cities Initiative (FCCI) to enhance the country's international visibility.

*2) Digital marketing:* Seoul operates online media platforms such as Facebook, Twitter, Vimeo, and Supporters Café to provide pictures and videos of convention and exhibition activities in Seoul for users to search and exchange on the platform.

Seoul travel guide operates MICE Seoul website, which provides information about the holding environment of exhibition, convention and exhibition facilities, and funding project in Seoul. The website supports four languages, including Korean, English, Japanese and Chinese, so that visitors from all over the world can easily browse the website.

*3) Official units actively support the conventions and exhibitions held in Seoul:* Seoul International Convention and Exhibition Bureau support meetings and incentive travels in Seoul and provides with assistance.

*a) Assistance for corporate meetings and incentive travel:* Businesses or travel agencies (including PCOs, event planning companies and DMCs) may enjoy the following support for hosting activities that attract foreigners as shown in "Table III".

TABLE III. ASSISTANCE FOR CORPORATE MEETINGS AND INCENTIVE TRAVEL

<b>Financial support</b>	Basic Support: 20,000 won per person for foreigners living abroad ① using at least 2 or more members of the Seoul Convention and Exhibition Union ② Using the sightseeing activities recommended by Seoul ③ Support for souvenirs and activities (up to 100 million won)
<b>Special support plan</b>	Special experience project is provided. Select one of the followings. ① 7017 walk experience on Seoul Road ② bike experience along Han River ③ walk experience in Hanyang capital city (Seoul City Wall) ④ Korean wave experience (K-Pop dance and make-up experience, etc.) ⑤ traditional cultural experience (hanbok experience and traditional Korean instruments, etc.) ⑥ recommended travel itinerary

*b) International conference assistance:*

Seoul supports international seminars and conferences that meet the standards of activities in "Table IV".

TABLE IV. TYPES AND CONTENTS THAT VARIOUS INTERNATIONAL SEMINARS AND CONFERENCES SUPPORT

Support category	Support content
Category A (bidding activity)	In order to apply for Category A activities in Seoul and provide support for bidding for international symposiums and conferences, at least 300 participants should attend the conference, of which 30% should be foreign delegates from countries other than the host country and at least 5 delegates from other countries.
Category B (promotion activities)	Support is provided to the promotion activities that aim at Seoul's bid for international seminars and conferences, with at least 150 participants from the countries other than hosting country.
Category C (organizing event)	Supporting the operation of international seminars and conferences in Seoul and attracting more than 50 participants from countries outside the host country to the meeting can apply for assistance payment and need to pass review and approval.

*c) Support bidding:*

- Preparation for Assisting Bid: The Seoul Conference Bureau (SCB) provides support services to conference planners, association leaders and other event organizers who hold events in Seoul. The service includes assisting in the preparation of proposals, individual publication of workshops and successful bidding strategy consulting.
- Inquiring place and field investigation: SCB provides information on hotel accommodation and transportation in Seoul for board members or supreme members who plan to hold an international conference in Seoul in the future. It also provides field investigation and tourist information on the City Tour, convention facilities and special venues.
- Tender support declaration: Through the SCB you will receive the tender letter of commitment and video from Seoul Mayor and Seoul Tourism Corporation CEO.

*d) Support promotion:* Seoul Convention Bureau (SCB) provides promotional videos, conference planner's guides, printed materials and handbook of 10 reasons for selecting Seoul for the organizing committee that plans the bidding and organizes activities in Seoul. All promotional materials and souvenirs are elaborately packaged in traditional Korean lucky bag as a welcome gift package for foreign guests.

## VI. CONCLUSION

Judging from the MICE marketing strategies of the above four MICE countries, most of them focus on international conferences, business meetings (including incentive travel) and exhibitions. The future development of MICE industry

in Asia will be toward the direction of technology-based services, international strategic alliances, construction of new venues and exhibition personnel training. Only when countries develop a unique MICE marketing strategy to promote exhibition can they compete with the European MICE cities.

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