

Master Thesis

**Meeting, Incentive, Convention and Exhibition (MICE) Tourism
Development in Korea**

Case Studies from Seoul and Incheon city

By

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CONTENT

ABSTRACT.....	6
CHAPTER1: Introduction	7
1.1 Research Background.....	7
1.2 The Scope of Research.....	8
1.3 Significance of Study	11
CHAPTER2: Literature Review	12
2.1 History of Event Tourism.....	12
2.2 Factors of MICE tourism	13
2.3 MICE Industry in Korea.....	14
2.4 Korean MICE Industry Status	16
2.5 Stakeholder’s role in MICE Tourism	19
CHAPTER 3: Research Design and Methodology	26
3.1 Theoretical Framework	26
3.2 Methodology	27
3.2.1 Qualitative research	27
CHAPTER4: Research Findings	30
4.1 MICE Tourism in Metropolitan City, Seoul.....	30
4.1.1 Stakeholder	31
4.1.2 MICE facilities in Seoul	34
4.1.3 Interview Summary in Seoul City	36
4.2 MICE Tourism in Smart City, Incheon	37
4.2.1 Stakeholders in Incheon City.....	39
4.2.2 Interview summary in Incheon	41
CHAPTER5 : Analysis of MICE Tourism Flow in Korea.....	42
5.1 SWOT analysis.....	42
5.2 SWOT analysis for MICE tourism in Korea.....	43

5.2.1 Strengths	43
5.2.2 Weakness	45
5.2.3 Opportunities	45
5.2.4 Threats	46
5.3 SWOT analysis of Seoul and Incheon Region	49
5.3.1 Strengths	49
5.3.2 Weakness	49
5.3.3 Opportunities	50
5.3.4 Threats	50
CHAPTER6 : CONCLUSTION AND RECOMMENDATION	52
6.2 Conclusion.....	52
References.....	54
Appendix.....	60

List of Table

TABLE 1. MICE STAKEHOLDERS OF KOREA	20
TABLE 2. MICE FACILITIES	34

List of Figure

FIGURE 1. PREVIOUS “BEST MICE CITY” AWARD RECIPIENTS	14
FIGURE 2. TOP INTERNATIONAL MEETINGS COUNTRIES IN 2015	17
FIGURE 3. INTERNATIONAL CONGRESS AND CONVENTION ASSOCIATION 2017.....	18
FIGURE 4. SOUTH KOREA UIA, 2017	18
FIGURE 5. KOREA MICE ALLIANCE’S ROLE	24
FIGURE 6. RESEARCH FRAME WORK	26
FIGURE 7. SWOT ANALYSIS.....	42
FIGURE 8. TOURISM SERVICE CERTIFICATE IN KOREA	44

List of Image

IMAGE 1. MAP OF KOREA	9
IMAGE 2. COEX	34
IMAGE 3. 63 CONVENTION CENTER.....	35
IMAGE 4. AT CENTER	35
IMAGE 5. SEJONG UNIVERSITY CONVENTION CENTER.....	36
IMAGE 6. SETEC	36
IMAGE 7. FREE ECONOMIC ZONE IN INCHEON	38

ABSTRACT

The research focus on MICE (Meetings, Incentive, Conventions and Exhibition) tourism development. Especially, case study of MICE tourism development in Seoul and Incheon city, Korea. It explores different parts of MICE tourism through MICE tourism definition, current situation, future perspective. In the second part, the research explores history of Event tourism which introduces how MICE tourism was born and current situation of MICE tourism in Seoul and Incheon city with future perspectives. Particularly, it has insight relationship of stakeholders in MICE tourism organizations and the role of public and local government and privacy MICE tourism agencies, associations and condition and some effective factors in MICE tourism environment for management of MICE tourism.

Findings from In-depth interview and SWOT analysis in this research are applied for understanding and discuss about MICE tourism development in Korea logically. Also, finding part gives answers for the research questions and new issues and suggestions are discussed for keeping study about future MICE tourism market in Korea.

MICE tourism in Korea is recognized as a new engine to develop economy and branding the country and cities globally. However, the form of MICE tourism is changing with ICT technology newly in Korea and the world. New ICT technology could threaten or influence positive effects for development of MICE tourism in Korea. However, it is obvious that MICE tourism makes people to spend twice higher than general tourists which increase economy greatly in host cities. Moreover, it is useful to raise economy in local cities with development of new tourist places, city infrastructure and create employment. Holding with mega-sport events, festival, international conferences and regular mid to big various events internationalize city brand and increase citizen awareness and level at national and international level.

Lastly, the research will give deep insights leaders about MICE tourism development in Seoul and Incheon city in Korea and further application for future MICE tourism in Korea.

CHAPTER1: Introduction

1.1 Research Background

Since long times ago, human being have had meetings for various reasons in Ancient Greece. This kinds of meeting history effects current international conferences, mega-events such Olympics and World Cup Games at certain intervals. Certain vision, cooperation, mission from stakeholders made MICE industry where tourism is born as niche market.

Tourism is the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes not related to the exercise of an activity remunerated from within the place visited (OECD,2002). Under the umbrella of tourism, there are various tourism such as ecotourism, heritage tourism. MICE tourism however, is a form of business tourism which is commonly called “Meeting Industry”. “MICE market refers to a specialized niche of group dedicated to planning, booking and facilitating conferences, seminars, and other events, which is a big money maker in the travel industry”(FIGUEROA, 2018).

MICE defines as meetings, incentive travel, conventions and exhibitions and refers to a business tourism. A meeting is a group of people who discuss or share information and new knowledge together. In some regions, meetings is considered as a small-scale conference by others. Incentive travels is designated to reward for business people about certain activities or achievement goals. And it emphasizes pleasure and excitement which does not related to business purpose. Conference is an channel that people who has common concern and associate, discussions and exchange information in organized event. Exhibitions can generally be portrayed as ‘presentations of products and services to an invited audience with the object of inducing a sale or informing the visitors’ (Singh and Parkash, 2016).

MICE tourism is being a tool of activating trade and economic relations and instrument of development and involvement into external economic relations. Also, it helps people to exchange knowledge and increasing of cooperation at the global level which makes the result of growth of foreign investment.

MICE industry is getting bigger as the tourism market recognized it as future industry. Europe, Asia and America boost MICE tourism for developing economy, create more employment, branding city to the world. International Congress and Convention Association (ICCA)statistics indicated 4000,000 conferences and exhibitions are held annually. It proves the scale of MICE industry in the World. In addition, The World Tourism Council announced that approximately 60% of tourism industry is taken up by business tourism, while business tourists themselves comprise only 25% of the total international tourists flows which indicates high solvency of this segment. This situation makes MICE tourism market more attractive (Katsitadze and Natsblishvili , 2017).

Korea is advanced convention destination and designed as world-class MICE infrastructure and provide various tourists sites and experiences by Korean MICE cities. According to The Association Magazine (2017), UIA global meeting statistics announced in 2017, Korea was the 1st ranking and preferred destination for international events. Korea is world's most innovate country with new and fast technology and convenient access as Korea is located in the center between China and Japan. Especially, Korea has excellent record with public safe and security and low nature disaster environmentally.

Therefore, Korea has high potential to develop as the strongest MICE Industry in the future. Moreover, active association community is offered to boards of international organizations. In addition, a great number of people visit to Korea as incentive travel destination rapidly in Asia Pacific. Korea will welcome 155 international association congresses between 2017 and 2025, across a wide range of disciplines in different host cities. The Korea MICE Bureau (KMB) works with the eleven regional convention bureau to ensure a yearlong calendrer of meetings (UNWTO, 2017).

1.2 The Scope of Research

In 2009, the Korean government selected MICE as one of the new growth engine industries along with green energy among others. Korean government selected 11cities as potential MICE cities, Seoul, Incheon, Gyeonggi, Gyeongju, Gwangju, Jeseonju, Deajeon, Deagu, Gyengnam, Gwangwon, Busan, Yeosu and Jeju.

Image 1. Map of Korea



Source : Driving Directions and Maps

Korean MICE cities can be divided as five different areas, Seoul, Incheon and Gyeonggi cities are in metropolitan city area. Especially, Seoul has high potential to improve MICE tourism fast in a short period because of the biggest of tourism places and convenient access are provided in Korea. Incheon is the first smart city in Korea which is developed based on ICT technology. Especially, Songdo, Yeongjong, Cheongna areas.

Also, Gwangju, Busan, Yeosu, Jeju is designated as outdoor retreats area. Busan is the second biggest city in Korea and has great amount of tourists and convenient public transportation which has positive effects on MICE industry. Gwangju, Gyeongju and Jeonju is categorized as historical and cultural area which drive MICE industry few years ago. And Daegu and Gyeongnam cities are in Technology and Industrial area. Those cities still need improving city infrastructure and MICE facilities from government.

Interestingly, compare to other countries, the size of Korea land is much smaller which is rather opportunity for developing MICE tourism in a short period. Because each city is located closely within maximum three hour which makes travelers can move to other cities faster. It is opportunity to encourage tourists to travel other cities. The capital city, Seoul has maximum tourism places, easy and convenient public transportation link to all the areas in Seoul, the biggest Incheon international airport is located within 1 hour by bus. And Incheon is the first SMART city based

on ICT technology and Korean government nominates as free economic zone where number of foreign corporations will be built and number of foreigners invest to free economic zone which will be international city in the future. This environment has high potential to develop as MICE city in a short term and will attract number of foreign tourists.

When MICE tourism develops greatly in Seoul and Incheon, local cities will be effected by Seoul and Incheon cities for developing MICE tourism. A great number of international business tourists might visit and travel to other cities from Seoul and Incheon after MICE events because geographically, moving from Seoul and Incheon to other local cities provide maximum three to four hour by train and airplane. Also It is significant, Korea transportation such as train, airport is cheaper compare to other Asian countries such as Japan.

Currently, Korea is lack of theme tourism except Seoul and Jeju Island, Moreover, local cities do not have enough easy transportation such as subway lines and train and MICE facilities in local areas do not have enough spaces to hold big international MICE events. For building and extending MICE facilities in local cities need high budget and take a long time.

Therefore, the research will first explain how Seoul and Incheon can boost MICE tourism in local cities and the general situation of Korean MICE tourism. Seoul and Incheon were selected as case study because each city has the highest potential and challenges for developing MICE tourism in whole cities in a short period. Also, this research explores how main factors (various tourism places, convenient public transportation, various convention centers, hotel and IT technology) and role of stakeholders in MICE industry effect on further develop MICE tourism in Korea.

Research Object and Questions

The purpose of this research is to understand the effect of MICE tourism development in Korea especially Seoul and Incheon cities. And explore MICE market and find the potentials and challenges for further improvements in Korea. In order to accomplish the research objectives, the following research questions are determined.

1. How MICE tourism industry in Korea has been developed especially in Seoul and Incheon cities ?
2. What are the main factors for developing MICE tourism industry in Korea?
3. What are the characteristics of stakeholders of MICE tourism industry in Korea?

1.3 Significance of Study

The findings of this research through evaluation current management of MICE tourism profile, strategies and policy is important for sustainable development of MICE tourism in Korea. Moreover, future planning and new strategies from the current situation of MICE tourism is not only serve higher value of economy in each cities but also provide quality MICE tourism service and management.

This research will focus on development of MICE tourism in Korea. Especially, case study, the capital city Seoul and smart MICE city Incheon which has strong power to develop other local cities in a short period.

This research will emphasize on the main factors (various tourism places, convenient transportation, various convention centers, hotels and ICT technology) to develop MICE tourism and the importance of stakeholders' corporation in each organization for developing MICE tourism. Especially, capital city Seoul and Smart MICE city Incheon. This will help to understand why MICE tourism development in capital cities has higher potential to develop other cities' MICE tourism fast by some main factors and stakeholders. According to E. NAWROCKA (2013), the most important main factors in development of business tourism (MICE tourism) is tourists attractiveness, a diverse culture, higher education and research institutions, sports and recreation facilities, good transport accessibility, a high standard of tourists accommodation and congress location. And, according to Lau (2013), although the main purpose for business travelers is to attend a MICE event, they would usually prefer to visit some of local attractions. Most of the time, a post-conference tour is organized after the convention for international attendees to visit the attractions in and near host city.

In order to develop MICE tourism, understanding the situation of convention centers, hotels, tourism attractions, public transportation is important for managing MICE tourism environment logically and stakeholders should share information, ideas how MICE tourism flows through cooperation each other.

Therefore, it is significant since Korean government emphasizes the importance of MICE tourism in aspects of developing economy, creating employment, internationalized city brand to the world. Especially, stakeholder's role and the power from metropolitan cities, Seoul and Incheon to local cities for developing MICE tourism in Korea.

CHAPTER2: Literature Review

2.1 History of Event Tourism

Events have played an important role to attract a great number of people to visit cities and tourism places which brings a great economy effect in each cities and regions. Moreover, events lead each cities to compete with better strategies for improving city infrastructure, create employment and branding city over the world.

Compare to Europe and America, history of Korea tourism is comparatively short. However, since Korean government recognized participants in MICE industry spend 3.1 times more money and stay 1.4 times longer than general tourists, Korean government has planned new policies for boosting MICE industry.

In 1960, June 26, Korea tourism organization was established for earning foreign currency which is the initiation of tourism industry. In 1965, there was the first international meeting PATA (Pacific Asia Travel Association) were held in Korea (Park and Song, 2017).

Since 1990s, Korean local government enacted tourism policy about hosting events. And, In 1995, The Ministry of Culture and Tourism (MCT) started to develop new tourism product by supporting local events. It made about twenty to thirty events are supported annually by Korean government. Hosting events increased economy, improved host city image. Since local governments recognized it, they have supported and created new local festivals and events.

There is an example of successful festivals which benefits economy greatly. The Hampyeong Butterfly Festival is one of the examples. The population of Hampyeong is about 40,000 populations and there are not any theme tourism places to attract tourists. Moreover, there is not specialized industry because young generation was getting out from the city. However, since Hampeyong city developed special events, 1620,000 tourists visited the city in 2000. In addition, 1910 jobs were created and 302 million economic benefit were made(choi).

Also, Korea has held various international events such as the Seoul Summer Olympics 1988. the Asian Games events were held from 1986 and 2014 and The FIFA soccer World Cup in 2002. According to samuel and alastair (2005), FIFA World Cup was held in both Korea and Japan together which was the first mega-sport event in Asia after Olympic Games 1988. World cup 2002 attracted 230,000 foreign visitors and travelers spend \$2,242 per person. As a result 307 million income benefited and created 31,329 jobs.

Since mega sport events and international meeting, convention, exhibition brings extensive economy benefit, Korean government consistently develops MICE industry at international level until now.

2.2 Factors of MICE tourism

MICE tourism has been playing an important key role to improve economy, create employment develop city infrastructure, internationalize city brand and increase level of civic consciousness. In order to strengthen competitiveness and sustainability MICE industry in Korea, some of key factors effectively impact on successful MICE events.

According to Wan et al (2015), in order to make MICE event successfully, six factors :clear objectives, code of conduct, location of venue, financial resources, marketing and promotion and sponsorship of event play an important role to develop MICE industry.

Singapore will be the representative example for successful MICE industry in Asia. According to Rajeshini (2013), Singapore sets a clear goal of Tourism 2015 and improved national image from the two complex resort of Mariana Bay Sands and Resort World sentosa. The statistics showed that 1.5 percent to 2 percent increased Singapore's GDP from two complex resorts. Mariana Bay provides vast MICE event spaces and entertainments such as theme tourism places, museum, restaurants, large scale outdoor event place, and shopping malls. It offer one-stop service in a place for participants which attracts a great number of business travelers (Mariana Bay Sands).

Seoul capital city in Korea is developed as the best advanced MICE city. There are key factors to make best MICE city of Seoul. According to Korean tourism organization (2011), Firstly, there is Seoul MICE alliance with 72 public and private organizations which is the channel to exchange information and cooperate for marketing and promotion. Secondly, advanced infrastructure for develop convention industry where the international Incheon airport is located near Seoul city and various accommodations, combination of traditional and modern tourist places and various types of convention centers with high technology are provided. Especially, world top COEX convention center is located in the center of Seoul city. It is popular entertainment place with vast underground shopping malls, five star hotels, two premier office tower, city airport terminal, a lot of subway lines, various restaurants and department stores. Average visitors to COEX is approximately 150,000 per day.

It is shown that MICE alliance, complex resort town convention center, easy accessibility of public transportation, tourist places effect on development of MICE industry in Seoul city.

This MICE environment contributed to Seoul to be selected as the "Best MICE City" for four consecutive years from 2015 to 2018 (Seoul Solution, 2018).

Figure 1. Previous “Best MICE City” award recipients

Year	2012	2013	2014	2015	2016	2017	2018
City	Abu Dhabi	Seoul	Singapore	Seoul	Seoul	Seoul	Seoul

Source: Seoul Solution

In Incheon, according to Choi (2012), Incheon was not selected MICE city before establishing Songdo Convention center. However, since convention center is established, MICE industry has developed greatly in Incheon city and the biggest international Incheon airport is located in Incheon city which is also comparative advantage to be chosen Incheon as MICE place. Currently, Incheon has developed a great number of theme tourism places especially, the filming location of a Korea drama is popular and attract business travelers as incentive trip places. In 2006, the filming location of a Korea drama attracted more than 6000 business travelers from Chinese Aurance corporation. In addition, Songdo convention center extended meeting places with new building which made to come Incheon more than 1000 participants (Beak, 2018).

Therefore, it is apparent that the venue of MICE events, theme tourism places, convenient public transportation contribute to develop MICE tourism significantly.

2.3 MICE Industry in Korea

Korea MICE Convention Bureau was established in 1979 by Korea Tourism organization for supporting international meetings, international marketing, educating MICE professionals and connecting MICE organizations (Korea MICE Bureau).

And, Korean government passed a law for the promotion of the convention industry in December 1996 to institutionalizes the legal environment for promoting the convention industry (Kim et al., 2002).

Korean government officially recognized the MICE industry as one of the “17 New Growth Engine Industries” in January 2009. This declare was made for the effectiveness of nation’s competitiveness, job creation and the green growth.

In March of 2013, Korean government announced “2013 Direction on Economy Policy” which is for driving Creative Service Business along with tourism and MICE industry. As a result, Korea has hosted large-scaled key events, such as G20summit (2010), UNWTO General Assembly (2011), Incheon Asian Game (2013), Pyeongchang Olympic (2018) and Since 2009, Korea has been recognized as a strong global MICE destination in the World.

Asia Market has 133% of the growth rate for 6 years which is compared to

19.9 % of the Global Market's rate. It shows that Asia is the leader. Among Asia countries, Singapore, Japan, Korea and China has grown steadily and emerged prospected engines international market (CASION, 2013). UIA International Meetings Statistics reports showed on 2013, Korea recorded 5th ranking with 563 meetings and capital city Seoul ranked 5th for three the consecutive year. Among other countries, Singapore recorded top ranking with 952 meetings held in 2012, Japan on second for 731, U.S. on third with 658, and Belgium on fourth with 597 meetings. Following Belgium (Seoul Metropolitan Government). According to The Association Magazine(2017), UIA (Union of International Associations) announced Korea ranked no.1 for holding 997 international meeting in 2016.

However, MICE industries in other countries are growing at a great faster pace and Korea's competitiveness is behind compare to some countries. In order to promote Korean MICE Industry, Korea MICE Bureau (KMB) has launched an expanded "Korea Convention Support Program" designed to attract more international meetings and events. The support will depend on the event's size and duration. Support includes variety of benefits including a complimentary banquet for delegates, cultural programs and tours, performances and Korea souvenirs (Trade Show News Network,2017).

Since Korean government designated the international meeting industry as a major growth new engine and under the campaign '2012 the Korea Convention Year' Korean government increased financial support for meeting, incentive travel, convention and exhibition (MICE industry) with the aim of better serving MICE participants and hosts (Visit Korea, 2012).

According to ICCA (2016), Korea climbed 2nd place worldwide for the 891 global congress were held in 2015. In 2016, 25,000 international visitors participated in Rotary International Convention. In 2017, Korea counts for 12.6% of the 10,786 total international meetings is announced by UIA reflecting a 3.1% growth in the global market share from 2016. Moreover, capital city Seoul ranked 3rd with 688 meetings, following Singapore (887 meetings) and Brussels (763 meetings). In addition, Korea ranked 13th place on the latest International Congress and Convention Association (ICCA) world rankings with 279 meetings hosted in 2017. Recently, Korea MICE Industry level upgraded since Korea held 2018Pyeong Chang Winter Olympic and North-South Korea summit. Especially, PyeongChang winter Olympic effects PATA Annual Summit 2018 hosted in the same place in Gwangwon-do province (Korea Convention, 2017).

Korea recently announced several major upcoming global congress between 2020 and 2024. There will be 28th International congress of translation society at Seoul COEX convention center in 2020. There will be 5,000 participants and 4,500 oversea participants. And, 37th International Geological Congress at BEXCO Busan will be held with 6,000 participants and 5,000 oversea participants. In EXCO Deagu

city, World Biomaterials Congress is planned with 3,500 participants and 3,000 overseas participants (ICCA, 2016).

Therefore, Korean government emphasizes MICE industry as one of the important engines to drive Korea economy, create employment and internationalize the national brand and cities.

For the future aspects of MICE tourism in Korea, Korea tourism organization plans to promote new tourism sites like the Korean Demilitarized Zone (DMZ) and open more “post-Olympic project” in Gwangwon prefecture where PyeongChang Olympic was held. In addition, Korean tourism organization announces new Incentive program for South-east Asian groups. The new incentive program is made by Korean pop culture content and it will be offered for exclusive concert for large corporate groups.

2.4 Korean MICE Industry Status

Korea has over 30 years of experience in organizing events, from small one to global events like the 1988 Summer Olympics, 1999 IOC conference, 2002 FIFA World Cup, 2010 G20 Summit 2011 UNWTO General Assembly. In February 2018, Korea welcomed more than 3,000 athletes and national team officials during the successfully held Winter Olympic Games in PyeongChang. Moreover, Geographically, Korea is easily accessible from many countries in Europe and has one of the best airports in the World, Incheon International Airport.

In September 1979, the convention and exhibition center development started to open first international scale center, Korea Exhibition Center (KOEX). Since KOEX was opened, many local governments planned to open convention and exhibition for stimulating local economy and enhance the image of local cities. Exhibition and Convention industry accelerated after Korean government passed the Convention Promotion Law in December 1996 (Nelson, 2004).

In 1998, Korea Exhibition Center (KOEX) reopened with new name COEX. Even though, Korean government has announced new policies for boosting MICE industry in Korea, there were not enough convention centers and facilities for big meetings, conventions and exhibition or event. Even though, the biggest COEX convention center has limited space for holding huge exhibition.

COEX is located in capital city in Seoul and has hosted a great number of international scale of conventions and meetings with events such as the 14th General Assembly meeting of the World Tourism Organization (WTO) ministerial meeting and 2002 Seoul nuclear security summit. In local cities, BEXCO in Busan city and EXCO in Daegu city were the first opened convention centers by local government funding in April and May 2001, respectively. Continuously,

construction of large scale convention centers has been undertaken or planned by provincial or local governments in order to stimulate local economy (Kim et al, 2002)

KINTEX is the biggest convention center, Gyeonggi prefecture in Korea and was opened in 2003 spring. KINTEX had 857 domestic and international events with 648 meetings, 97 exhibitions, 112 cultural functions in 2012. And, 50,000 international people participants in KINTEX. The huge exhibition and events usually hold in KINTEX convention center in Korea (Gyeonggi MICE Bureau)

UIA International Meeting Associations reports Korea's meeting count has grown from 891 in 2015 to 997 in 2016, reflecting an 11.89% increased. On the other hand, Korea has maintained its rank in the 13th place on the latest ICCA country rankings, with 279 meetings hosted in 2017 surpassing other advanced country such as Switzerland and Norway (Kongres,2018).

Figure 2. Top International Meetings Countries in 2015

Rank	City	Meetings
1	USA	930
2	Korea Rep	891
3	Belgium	737
4	Singapore	736
5	Japan	634
6	France	590
7	Spain	480
8	Germany	472
9	Italy	385
10	Austria	383

Source : UIA, Union of International Association 2013

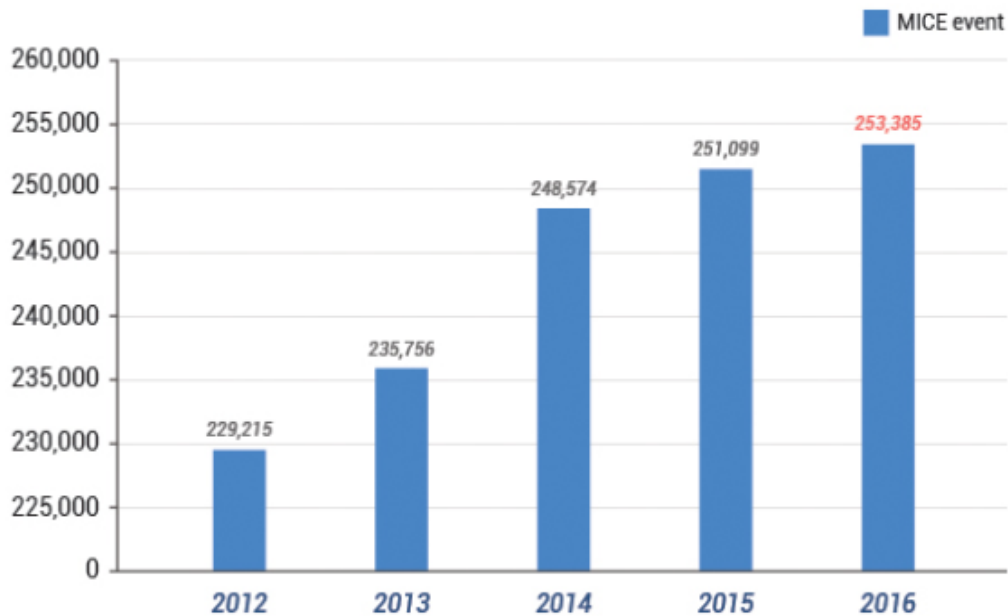
Figure 3. International Congress And Convention Association 2017

Country	Number of meetings	Percentage of all meetings
1 Korea Rep	997	9.5%
2 Belgium	953	9.1%
3 Singapore	888	8.5%
4 USA	702	6.7%
5 France	523	5.0%
5 Japan	523	5.0%
6 Spain	423	4.0%
7 Austria	404	3.9%
8 Germany	390	3.7%
9 Netherlands	332	3.2%
10 Thailand	279	2.7%

Source: The Association Magazine

Figure 4. South Korea UIA, 2017

[Data on MICE events in Korea]



Source: Korea Tour

The result of graph proves that Korea meeting industry keep increasing. Meeting industry in Korea expected to flourish, especially after the success of the 2018 PyeongChang Winter Olympics, the inter-Korean summit, and the growing interest in Hallyu, Korean Wave. In addition, Korean government continues to support strongly MICE market, thereby increasing budget allocation to improve infrastructure and develop programs that would enhance the experience of MICE delegates with almost over 900 accommodations, unique venues and several support programs it is an ideal for different kinds of meetings. In the case of International Conventions, through subvention program, eligible groups can avail cultural program and tours, cultural performances, special souvenirs, and a Korea Tourism & Cultural Booth on the event site to support meeting delegates with their travel needs. Apart from this, Korea Tourism Organization has also started providing a subsidy for ‘participants & accompanying persons Tour Program’, enabling a MICE delegates’ partner and companion, to join a free tour program. Meanwhile, Incentive Travel and Corporate Meetings support program offer MICE delegate free admission to a regular cultural performance , top tourists attractions and popular group activities.

In fact, Korea was not safe country politically for MICE destination since Korea has political conflict with North Korea. However, recently, government level negotiations between North and South Korea are having a positive impact on the reception of South Korea. Also, South Korea remains a leading economy in North East Asia and a major hub for corporate meetings and association convention.

On the incentive side, Korea has diversity of the landscape from the unexpected beach destination like Busan, the pristine lush greenery of Jeju Island, or high mountains of Gwangwon, that offer great winter sports. This environment can offer tourists as tourism destination for incentive travel.

Korea is a fast developing destination for business events and the Korean government is very foster its capacity a notch higher every year, delivering best practices in MICE industry and improving its meeting infrastructure and support programs. An example is the development of more MICE-specialized cities and construction of new hotels and convention centers such as Suwon Convention Center in Suwon city, which is expected to be completed in 2019(KONGRES,2018).

2.5 Stakeholder’s role in MICE Tourism

MICE has complex characteristics which related with various industries such exchange human resources and material resources and service. In order to develop MICE industry continuously, active support and cooperation are required from

government, local government and MICE related association, organization.

In MICE market, stakeholders is defined as individual or a group which support to hold MICE related events, operation, evaluation before and after event process. And, they need to cooperate for networking.

In detail, stakeholders in tourism industry refers tourists (as demand), industries (as supplier) and hosts (the local community and environment). According to Timur (2012) at the World Tourism Organization (WTO) of view, stakeholders in sustainable tourism development are classified into three categories, tourism industry, environment support and local community and government.

In addition, according to Ritche and Crouch (2003), stakeholders in tourism industry are divided as suppliers, supporting industries, members of public, marketing merchandise and facilitators. The role of suppliers is to provide require resources about tourists 'needs. Moreover, supplier will conduct activities in tourism destinations for providing satisfaction and experience to domestic and international tourists' expectation. Suppliers always be aware and understand of the general MICE market situation about price change, service quality, tourists preference and standard of tourism selection, innovative and uniqueness of products. In MICE tourism organization in Korea, MICE stakeholders are divided into five departments and each department activate different fields.

Table 1. MICE Stakeholders of Korea

	Organization
Government	<ul style="list-style-type: none"> ● Ministry of culture, sport and tourism ● Korea Tourism Organization ● Center MICE agency ● Local MICE agency ● MICE Alliance
MICE host organization	<ul style="list-style-type: none"> ● Corporation ● Association ● MICE related group
MICE related Associations	<ul style="list-style-type: none"> ● Korea MICE Association ● Korea PCO Association ● Korea exhibition Association ● Korea exhibition host Association ● Korea exhibition support association
Convention Centers	<ul style="list-style-type: none"> ● Exhibition Convention center ● Convention Hotel ● Unique venue

Planner	<ul style="list-style-type: none"> ● PCO ● PEO
Service Agency	<ul style="list-style-type: none"> ● Lodge ● Transformation

Source : Author (2018)

MICE specialist organization status and role

- Korea Tourism Organization (KTO) supports MICE industry promotion. Firstly, KTO operates MICE support system to support planning BD, hosting international MICE events. Secondly, KTO advertise Korean MICE through marketing activities such as Global MICE shows, oversee road shows, PR&ADs, FAM tours for MICE Media and related VIPs publishing brochures and PR materials. Third, supporting MICE fundamentals for research studies, international corporation, training courses for the MICE professionals (Korea Convention Bureau,2008).
- MICE host organization is the representative of city and region. In order to attract MICE event, MICE host organization support event attraction, advertisement, marketing and customer service.
- Korea MICE bureau is a special division of Korea tourism organization. Since 1979, K-MICE bureau play a role to promote and develop Korean mice industry. It had made extensive network and connection. The purpose is to establish Korea as a premier destination for convention delegates, tourists and business travelers. It has worked 30 years for providing assist and best service to those who wants to have MICE events in Korea. They are working closely with local convention bureau and meeting planner PCO (professional convention organizer) and PEO (professional exhibition organizer) for holding successful MICE events. Korea MICE bureau are divided into four different division, strategic planning team, the convention team, incentive team, and event team (Korea MICE Bureau, 2018).
- Local MICE association is to support laws for development international convention. And assist for selection of international meeting city and management of event.
- Public city organization, local tourism organization and under government organizations charges the cities where convention and

visits bureau is not established. Among to MICE host organization, Seoul convention bureau is belong to Seoul tourism marketing and Incheon convention bureau is belong to Incheon city corporation. Busan convention bureau is belong to Busan tourism organization and Deajeon convention bureau is belong to Deajeon expo science park, Deajeon convention center and Deajeon trade exhibition.

- PCO (Professional Congress Organizer) is special operate organization which plans and operate international meetings, convention and exhibition. PCO plays a role to support rental, service, hotel, convention center and educational institution. And they provides various information and services to customers.
- PEO (Professional Exhibition Organizer) is professional exhibition planner and support and operate exhibition or international meetings
- Convention centers support exchange with exhibition centers and adjust for reservation system.
- Service agency provides lodging, transportation including extra MICE service(Korea Tourism Organization, 2014).

In Korea, there are officially 61 domestic MICE alliances including central government, Korea Tourism Organization, local government, convention bureau, tourism association, convention centers, local industries and hotels. Since 2001, August, Korea MICE association established MICE alliance which has activated over 10 years for development convention industry and in 2009, December, It renewed as Korea MICE Alliance (KMA). The main active of KMA is to support local MICE development, global marketing and cooperation with global MICE organizations, operate Korea MICE programs, associate with airline, lodging and shopping(Korea Tourism Organization,2018).

Stakeholder Management is a key determinant for the success of Convention and Visitors Bureaus (CVB). CVB often deals with multiple stakeholders with multiple interests due to complex and fragmented nature of meetings, incentives, conferences and exhibitions (MICE) industry. The MICE industry is comprised of a diversity of elements such as hotels, convention centers, transport operators, attractions, caters, conference planners, entertainers and so forth. The whole flow and mix of local products and services governs the MICE industry. The separated stakeholders' activities and the relationship needs certain MICE policies and CVBs (Convention & Visitors Bureau)for developing MICE industry infrastructure strongly (Woo

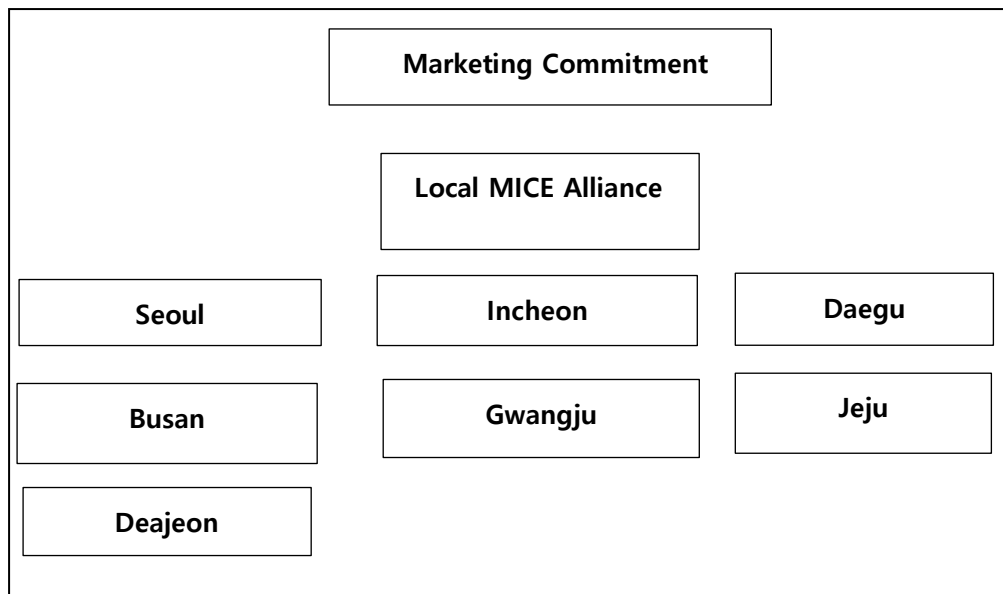
and Ladkin, 2006). In order to promote event successfully, stakeholders should share information and analyze the situation and act for next steps(Rai et al, 2013).

Figure 5. Korea MICE Alliance's role
(Korea Tourism Organization)



Role of Impartial Panel	Role of Policy commitment
Monitoring competitiveness	Industry policy development
Dispute conciliation	Government recommendation and Supporting law

Impartial Panel	Policy commitment	Industrial Statistic Commitment
Monitoring competitiveness	Industry Policy development	Management MICE industry statistic information
Dispute conciliation	Government recommendation	Collecting statistic materials & discussion
	Supporting law	



Source : Korea Tourism Organization

Summary

literature review shows the importance of MICE tourism role and many researchers emphasizes the positive impact after holding MICE events in economic, social, city brand aspects. MICE tourism influences tourists spend more expenses on extra products and needs which provide a great economic development in host city.

Most of researchers emphasize what MICE tourism brings in aspects of economy in host cities. However, there are not enough study to show how and where they spend expense by MICE events. The reason is that number of participants and spending in MICE events statistical record has not been conducted in each MICE related organizations and lack of cooperation of stakeholders. There is only the prove that mega-events or international conferences make the result to increase economy, create employment and internationalized city brand generally without specific statistical record. Therefore, it is commented that cooperation stakeholders in MICE tourism relations are important especially, recording the patterns of tourists spending and tour routes from MICE events.

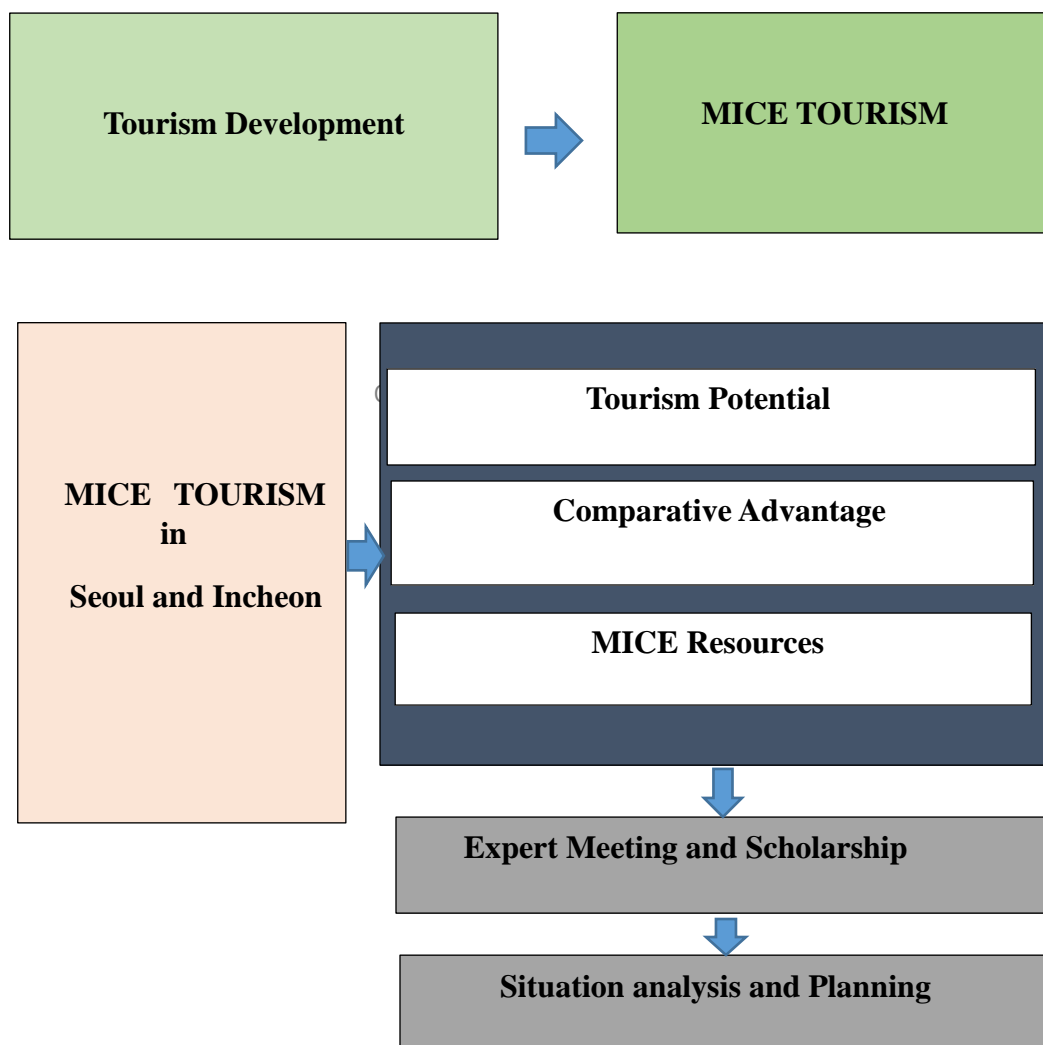
This research focuses on the development of MICE tourism in Seoul and Incheon city and development of MICE tourism in local cities by metropolitan cities, Seoul and Incheon city in a short period. Therefore, the study will discuss current situation and issue about MICE tourism and provide suggest to improve MICE tourism in Korea for the future researchers.

CHAPTER 3: Research Design and Methodology

3.1 Theoretical Framework

Theoretical framework introduces whole thesis structure with charts. At first, with general tourism meaning, Event tourism, MICE (Meetings, Incentive, Conventions and Exhibition or Event) tourism and general situation of MICE tourism in Korea will be explained in order. And then, research main of the MICE cities, Seoul and Incheon in Korea will be focused and analysis specifically. Research purpose, background, in-depth interview and range of MICE related data are mentioned for answering research questions. Additionally, in-depth research interview in Seoul and Incheon cities was done and practiced holding meeting, events, conventions in actual places through internship for observation and understanding clearly. Overall, SWOT analysis has been applied for further challenges and opportunities in MICE tourism Korea.

Figure 6. Research Frame work



3.2 Methodology

In this research, in order to collect certain information and research, in-depth interview was done as primary data and several papers are referred as a secondary data.

Source of data	Contents
Primary data	<ul style="list-style-type: none">● Tourism organizations● Convention centers● Local government● Tourism association
Secondary data	<ul style="list-style-type: none">● Text books● Magazines and news papers● Academic, scientific, official documents● Journals● Brochures and Books from MICE related organization● Books and magazines received from interviewees● Tourism association and organization website
Observation	Participated in several MICE events for observation

3.2.1 Qualitative research

Qualitative method is used for this research because it provides hidden information which is not in official websites and published papers. Also, it is the most suitable answer for research questions. According to Shrivastava, interview are particularly useful for getting the story behind a participant's experiences. The interviewer can pursue in-depth information around the topic. Interviews may be useful as follow-up to certain respondents to questionnaires.

■ Interview

The purpose of interview conducting is for richer understanding received from personal interaction. Also, it is possible to share respondents' point of view and listen specific answer about MICE tourism situation and future planning. Interview allows authors to catch particular hidden information or catch the problems about the situation of MICE tourism especially, in different of meetings, incentive, conventions and exhibition or event areas specifically.

Authors conducted interview with four stakeholders face to face. A staff who is belong to MICE department in Incheon Tourism Organization and at the same time, she was managing Songdo convention center in Incheon. Eight Interview questions were sent by email in Japan before visiting Incheon in Korea and author was conducted interview with a staff face to face in Songdo Convention Center. Interview was conducted about one and half hour. In Seoul, eight interview questions was sent to a staff and a manager in COEX convention center. Interview was conducted based on eight questions in COEX convention center about one and half hour. Lastly, Interview with Seoul city have done by email. Authors contacted with a staff in MICE tourism policy department by phone call and emailed prepared eight interview questions. Overall, All interview in Seoul and Incheon was conducted in Korean and done by note-taking. A respondent in Incheon tourism organization could not give all answers from questions because some questions are not in her work fields. Two respondents in COEX convention center also could not give all answers because they have only deep knowledge about MICE events in convention center situation. A staff in Seoul City Hall responded with quality information following few questions among eight questions.

■ Secondary data

The purpose of applying secondary data is to find out various answers from different mythologies (academic papers, journals, official MICE tourism sites, magazine etc. Because conducting interview with variety of MICE tourism organization for a period is impossible however, various methodologies are already done from long times ago and catch different interpretation from the same topic and questions.

Also, the answers which could not get in interview can find from secondary data.

For the methodology, text books in English, Korean version reviewed in Ritusmeikan Asia Pacific University library in Japan and buying MICE tourism books in Korea and several online e-magazines, newspapers, journals and brochures, public documents which published in tourism organizations, agencies, associations were used. In addition, various magazines and hand books which received from respondents during interview helped to understand the situation of MICE tourism in Korea deeply. Overall, interview main conversation was focused about MICE tourism policies and planning for the future as the research purpose is to identify prospect of MICE tourism development based on tourism policy.

■ Observation

Authors participated big MICE events in person and completed internship in convention centers to identify MICE tourism situation directly. Therefore, authors understands MICE event systems and main factors which affect MICE tourism development.

List of the Interview

location	Interview numbers	Organization	position
Seoul	2	COEX convention center	Manager staff
	1	Seoul City government	staff
Incheon	1	Sondo ConvensiA Convention Center & Incheon Tourism Organization	staff

Summary

Chapter 3 is discussed the overall research framework. The require data is applied in this chapter. Primary data for academic papers, books, journals, websites and secondary data for in-depth interview from COEX convention centers from two staff and a staff in MICE department in Songdo convention center and Incheon Tourism Organization in Incheon.

CHAPTER4: Research Findings

4.1 MICE Tourism in Metropolitan City, Seoul

Seoul is located in west of the central region in Korea peninsula and has played a great role for national policies, cultural, economic, society. Seoul became metropolitan city with over 600 years history and 10 million population. In addition, Seoul is within three-hour flight from 43 cities in Asia and has two airports. The biggest international Incheon airport is located from Seoul city within maximum 1hour distance and provide 70 airlines which are connected with 132 cities in the world. And, Gimpo airport is accessible about 30 minutes from center of Seoul city. Moreover, history and cultural scenery can be seen with traditional palaces such as Changdeokgung place complex, Jongmyo Shrine which are registered on UNESCO World Heritage List. Also, large international convention center COEX and the largest underground shopping mall offers to complex resort town. (Korea Tourism Organization).

Seoul is famous for IT industry, MICE industry from successful MICE events experience for a long time. Also, K-pop, K-drama culture, vast shopping malls, historical and modern tourism attraction, Korean cuisine and convenient public transportation attract a great number of business tourists from MICE events. In addition, Seoul has held various international and national MICE events such as 88 Olympic, 2010 G20 summit, 2012 Seoul nuclear Security summit, 2016 Rotary international Annual Convention.

Seoul has specialized “Gangnam” and “Jamsil Comlex stadium” as MICE special areas. Seoul city designated “Gangnam” as “Gangnam MICE tourism special area”. The area is clustered with international trade center, COEX convention center, vast shopping mall, hotels, city airport terminal. Especially, world famous k-pop culture made “gangnam” as Seoul land mark internationally. In Gangnam area, C-festival is held every year for displaying complex k-pop culture such as animation, k-pop song contest, Korean culture products. Also, COEX is held chicken and beer festival every summer itself for attract number of foreign tourists.

Even though, the biggest convention center COEX is established as complex MICE center, in fact, there are not enough space to hold large scale of exhibition at nationally and internationally. In this reason, Seoul city plans to build new MICE venue in Jamsil area in Seoul.

Jamsil complex stadium area will be established near COEX convention center in Gangnam area. Seoul city is planning to build over 100,000m² exhibition and convention center. The area is the landmark for Korea history of 88 Olympic in 1988 and a great number shopping malls, accommodations, culture places, convenient public transportation are clustered. Seoul city is expecting Jamsil complex stadium will upgrade MICE tourism industry in Seoul city internationally.

Currently, there are not enough MICE event professionals to manage MICE events systemically. In order to solve the situation, Seoul city is making MICE human resource system for increasing MICE event professionals and providing various tourism product for increasing international tourists from East Asia area.

Therefore, it is shown that Seoul city continually plan new strategies for developing MICE industry.

4.1.1 Stakeholder

■ Seoul

Seoul has strong MICE alliance with 72 members, the Seoul Metropolitan government, the Seoul Tourism Organization, convention centers, hotels, professional convention organizer, travel agencies, venue and production agencies all of which work together to offer organizations holding international conventions in the city (Seoul Metropolitan Government).

● Seoul Metropolitan Government

The role of Seoul metropolitan government is mainly administrative work to adopt different tourism policies with incoming tourists for different four groups, Chinese, Japanese, Southeast Asia and Europeans with North Americans. Also, They had promoted and done marketing activity with storytelling for five tourists destinations: Dongdaemon, Seoul city Wall, Sejong-daero, The paths in the royal court of Seoul Beakje and The hangang (river). Also, they distribute tourists maps for these destination and prepare foreign language guide for international tourists.

Seoul Metropolitan Government actives in number of ways for

developing Seoul MICE. Firstly, they support and force to partnership with other international cities by forming alliances. In 2010, Seoul Tourism organization was founded FCCI (future convention cities initiative) with convention leaders from London, Sydney, San Francisco, Durban, Abu Dhabi and Toronto. Secondly, management the environment for reducing electricity and utilize natural light while promoting green campaign. Third, marketing activities at global level (Seoul Metropolitan Government).

- Seoul Convention Bureau

Historically, In 2011 August, informal Seoul MICE Alliance was established by Korea Convention Association for growth of convention industry MICE policy and cooperation. And 2009, Seoul MICE Alliance is officially recognized. Seoul MICE Alliance (SMA) is connected with government agency and private sector organization for enhancing international business events competitiveness. Seoul City and Seoul tourism organization operate Seoul MICE Alliance for developing MICE industry infrastructure and provide the better MICE market and service to buyers in the world. Generally, corporations in SMA (Seoul MICE Alliance) received the support for joining meetings, convention, exhibition, various kinds of events and active as marketers in other countries. They also focus to create new product and service for inducing business tourism and general MICE industry.

In order to drive successful MICE event in Seoul, Seoul mice bureau provides innovative quality of serve and competed one stop support. Professor and staffs deliver all convention planning from invitation to on the day of events. Specifically, first, they support overall expense to organize and host event. Secondly, promote activities worldwide. Third, organize various events. fourth, manage human resource. Fifth, develop merchandise linked to city promotions. Sixth, support the planning of new hotels, event and performance convention centers, MICE facilities and theme parks. Lastly, planning incentive programs to encourage international tourists and promote international activities for MICE businesses (International Meeting Review, 2018).

- COEX Convention Center

COEX is the center of business and cultural places in Gangnam region in Seoul. It is popular for various entertainment for international and domestic tourists. Visitors in this place are about 150,000 people per day. Moreover, COEX convention center offers convenient subway lines to every regions in Seoul and airport terminals to ticketing airline and sent luggage before going Incheon international airport. Moreover, several public transportation options are offered for visitors to Airports. Around COEX convention center, there are the largest underground shopping malls, three star hotels, two premier office towers and a department store.

COEX is also the best business destination because there are huge trade towers and companies around COEX convention centers. COEX itself is constructed as a fourth floor building including meeting venue with over 430, 000m of total floor space. In addition, there are 2,000 conference and 200 exhibitions are held every year.

There are 17 bus stops, 2 subway stops and two Incheon International airport and Gimpo airport are connected. The capacity is that 4 exhibitions and over 100 meeting spaces are constructed. For entertainment, over 200 stores and over 100 restaurants are around COEX. The staffs and professional MICE have over 30 years' experience. Moreover, COEX focus green convention that over 400 tonnies of carbon dioxide is reduced throughout environment initiatives every year (COEX).

Even though, COEX is the representative of MICE complex resort in the center of metropolitan city, they still need more and bigger spaces for exhibitions because some of exhibitions such as huge military equipment cannot accepted because of small space. Most of huge exhibitions are held KINTEX convention center which is the biggest convention center in goyang city, gyeonggi prefecture Korea. However, most of foreign buyers and participants prefer to have MICE events in COEX convention center in Seoul because of complex resort town and convenient environment in the center of Seoul city.

Image 2. COEX





Source: author



4.1.2 MICE facilities in Seoul

According to Korea Tourism Organization, there are four more MICE major facilities that 63 convention center, At center, Sejoing University Convention Center and SETEC.

Table 2. MICE facilities

63 convention center	<p>63 convention center provide the most beautiful view to overlook Seoul city at once</p> <p>Type of Halls wedding halls, family events, corporate events and conference. Elegant ballroom can accept about 2000 people and small and medium banquet provide terrace and view of Hang river. Grand ballroom accepts up to 2,000 people</p> <p>Characteristic state-of-the-art light and special effect for international convention. Various size and theme of event can be acceptable.</p>
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	<p>Image 3. 63 convention center</p>  <p>Source: Korea Tourism Organization</p>
At center	<p>AT Center was established in 1967 and a modern exhibition and convention center where several international convention and exhibition and international trade were held.</p> <p>Type of Halls There are 6 types of meeting room for maximum 400 people. 2 types of exhibitions – the size of first exhibition: 3,793 m² and second of exhibition: 4524 m²</p> <p>Characteristics AT center has state-of-the-art halls and equipment including simultaneous presentation room and audiovisual rooms. AT center is the place where export service is provided to buyers from domestic and abroad. Also, there are excellent environment with convenient public transportation, a variety amenities are available such as wedding rooms and event rooms, book café, spacious parking area. AT Center offer culture and recreation environment for people.</p> <p>Image 4. AT center</p>  <p>Source: Korea Tourism Organization</p>
Sejong University convention center	<p>The convention center is located inside Sejong University. It is built with 15 floors and 4 underground floors.</p> <p>Types of Halls 7 small and medium size of convention rooms, concert room, exhibition hall, wedding rooms, guest rooms and accept maximum 2,700 people.</p> <p>Characteristics convention center has the relationship with banquet specialist and the University's Hospitality and Tourism Management Department with knowledge which helped for holding successful events.</p>

	<p>Image 5. Sejong University Convention Center</p>  <p>Source: Korea Tourism Organization</p>
<p>SETEC</p>	<p>Since 1999, SETEC was founded</p> <p>Type of Halls 4 exhibition rooms, 1 conference room for 100 seats, 1 international rooms for 300 people, 3 convention hall from 30 to 100 seats.</p> <p>Characteristics From 2014 to 2016, during the consecutive 4years, ranked No.1 Korea exhibition and No1. Brand product convention.</p> <p>Image 6. SETEC</p>  <p>Source: Korea Tourism Organization</p>

4.1.3 Interview Summary in Seoul City

Seoul has various MICE facilities including convention centers, hotels. However, all the MICE facilities cannot accept big events especially exhibition such as big military equipment exhibition. In order to promote MICE events, central government and Seoul city government need to extend space of existed MICE facilities such as the biggest COEX Convention Center. COEX convention center is known as MICE complex resort town where the biggest shopping mall underground has built and a great number of restaurants, luxury hotels and airport terminals are gathered. However, COEX convention center and the facilities such as hotels, restaurants and more around do not have any channel to share information or meeting for corporation. With this environment and condition of MICE market in Seoul, number of stores, restaurants, hotel and convention center focus on competition

to take more customers and buyers for only their profits. COEX convention center does not only active for holding MICE events inside convention center, they also hold chicken and beer festival at regular patens for attracting a great number of tourists. In financial aspects, Seoul is extremely expensive to rent MICE facilities and hold MICE events. Therefore, it is require to adjust the price for MICE events. Seoul City Hall plans to build the biggest exhibition and convention facilities in Seoul Jamsil Stadium which will be the biggest MICE complex zone including culture, shopping and MICE together in Seoul. Moreover, they tried make joining MICE program to boost Korean MICE industry at global level.

4.2 MICE Tourism in Smart City, Incheon

Incheon is located middle of Korea peninsula on the west coast of Korea and a center of Northeast of Asia. Moreover, Incheon city is the 3rd largest city in Korea with 2nd largest port. Gwanghaw and Ongjin where agriculture and fishery industry are developed. Also, Incheon is the gateway to Seoul and metropolitan cities. The biggest Incheon International airport are located within Incheon city. Currently, Incheon is a global business hub and the tallest 305m North East Asia Trade tower in Korea is built.

In 21centry, Incheon has become the most important destination because they have big harbor and port for import and export in Korea and Incheon is growing rapidly as a center of international trade with 2.5 million population.

In addition, Incheon is growing as smart city based on ICT technology. Especially, Incheon has first Free economic zone officially which Korean government recognized August 2003. The size of Incheon is 964,53 km square. Especially, Incheon is the Free Economic Zone (FEZ) including songdo international city, Yeongjongdo District, Cheongna International City. And its size is 51,739 acres. The purpose of this Free Economic Zone (FEZ) is to develop as international business region for foreign investor and leisure, tourism destination and offers free economic activities, taxation support to business and economic activities of foreign investors . In Free economic zone, international schools, international business center, hospitals, financial services, entertainment centers and shopping malls are provided.

Image 7. Free Economic Zone in Incheon



Source: Inchoen Free Economic Zone

In fact, at first time, Incheon was not selected as MICE city from Korean government with under five international convention cities. However, after establishing Songdo Convensia convention center, MICE industry has developed sharply.

Incheon as an international city had number of international conferences such 2009 the Incheon Global fair & festival and The 17th Incheon Asian Game was held in 2014. Moreover, currently, Incheon city develops first Free Economic Zone(FEZ) in Korea. A great number of foreign corporations and business are operated as an international city and has a great challenges and opportunities for developing as MICE city. Incheon firstly received leadership in Energy & Environment Design (LEED) certification.

Currently, most of successful MICE industry infrastructure is the form of resort town. In Incheon, paradise city opened which is the first resort complex in Northeast Asia. Paradise city is comprised of convention center with state of the art equipment, hotel, casino, plaza, club, spa and performance hall and more. Paradise city is constructed with 12 floors and 711 of variety style of rooms. The complex resort town will attract a great number of international and domestic tourists as resort provide the best service at one stop and high potential to develop Incheon city as a MICE destination. Orlando is the representative MICE resort town in Florida states, America. The orange county convention center MICE resort is success because of hotels, universal studio theme parks are gathered together which meets travelers' satisfaction (Global Travel, 2017).

Incheon's local GNP is 25 trillion 517.7 billion, which is 4.7 % of national GNP. In Incheon city, over the 1.2 million population involved in Incheon economic industry. Incheon is one of metropolitan cities which mostly depends on tertiary industry than primary and second industry which presents hosting international or domestic MICE events effect on city economy (Incheon Metropolitan City).

4.2.1 Stakeholders in Incheon City

- **Incheon City Government**

Incheon city government is belong to central government and support and manage city economic development and environment, infrastructure. In Addition, they plan various promotions for branding and internationalized city. Among various department, there is MICE department in Incheon city government which is divided into various MICE departments and charge MICE related various project domestically and internationally. All the work related MICE such as MICE future planning, development new policy, supporting marketing, invest new market, operate and specialized Incheon MICE industry, educate MICE specialist, strength PCO and PEO network are being processed by different department of MICE team.

- **Incheon Convention Bureau (ICVB)**

The organization of Incheon Convention Bureau's major business is that maximize opportunities to attract many international conferences related city marketing and medicine through the two-step business of "Incheon medicine MICE city campaign" and they improve city branding.

ICVB is usually attract and host various MICE events in Incheon city and maximize participants satisfaction through various supporting system. In addition, they increase event host with attractive and useful information to event organizers and strengthen promotion marketing through expo and special event of MICE. In order to promote Incheon MICE infrastructure, they provide customized incentives regionally and offer MICE alliance to develop MICE industry in Incheon city (Incheon Convention Bureau, 2018).

- Incheon Tourism Organization

Incheon Tourism Organization provide various tourism products for boosting Incheon Tourism Destination. The biggest Convention Center in Incheon is belong to Incheon tourism organization. In order to promote MICE industry, Incheon tourism organization specializes theme tourism places such as filming location of a Korea drama where a great number of Chinese tourists and Japanese tourists visited Moreover, some big Chinese corporation chose the Incheon city as a meeting place and incentive trip destination because of hallyu (Korea K-pop culture). Moreover, medical tourism, big and small events are held regularly for developing MICE industry.

- Incheon Convensia convention center

Songdo Convensia is the biggest convention center in Songdo area Incheon. In 2018, July, they expanded the convention center is 64,000m and constructed 900 booth exhibition, premier ballroom halls which can accept maximum 2,000 people and 41 meeting rooms. Even though, Songdo Convensia is located near Seoul, they have their own advantages to accept lots of participants. Firstly, Songdo area is IFEZ where a great number of foreign investors and corporations will be established which has high possibility to hold number of international events. Moreover, Songdo area is developed based on ICT technology which can control city as fresh and convenient environment Especially, IoT technology is available which can provide a great number of information fast by mobile phone anywhere in the region and convention center. In addition, they provide robot guide for introducing each halls to visitors in convention center. This environment represents Songdo is changing as smart mice city.

Songdo Convensia has eco-environment green equipment at first in Asia and recognized LEED (leadership in energy and environment design) which shows sustainable MICE industry.

In aspects of participants trend, most of participants are corporations and they have secret meetings which is the reason why Songdo convention center cannot have participants information officially. In addition, Seoul COEX convention center is always full of reservation for meeting room for one year. However, Convensia can accept various participants in

flexible time and they provide Seoul tour for participants. Also, lots of hotels are around convention center. This environment shows that there is not hesitation to choose Songdo Convensia as meeting place in Incheon.

4.2.2 Interview summary in Incheon

Even though, Incheon tourism organization operates MICE department with Songdo Convensia center for promoting Incheon MICE development, they do not have network with Seoul COEX convention center. In order to develop and promote Incheon and Seoul's MICE industry and main convention centers, they need to exchange a lot of information and operate joint network system for sharing the better ideas and information.

However, Incheon is the first smart city based on ICT technology which will provide participants the better convenient environment for example, people who can watch and join exhibition in real time by mobile phone and exchange buyers' information for trade and business through various business connection applications which Songdo Convensia MICE team developed for participants.

IoT, Cloud, big data from ICT technology will make convenient digital MICE industry in Incheon. IoT will provide participants to search any information anywhere and big data will offer delegates and business information to each percipients. Therefore, Incheon has high opportunity to develop as digital smart MICE city with new ICT technology.

Summary

In chapter 4, author provides the answer to the research questions by interviewing from the staffs in MICE tourism related organizations and primary data from websites, academic papers and journals. Especially, it was able to find new and hidden information about current MICE tourism situations and future planning in Seoul and Incheon cities. The findings from interviewers (lack of space for MICE events, adopting ICT technology in MICE market newly) will be useful for the future MICE tourism development and future researchers about MICE tourism in Korea.

CHAPTER5 : Analysis of MICE Tourism Flow in Korea

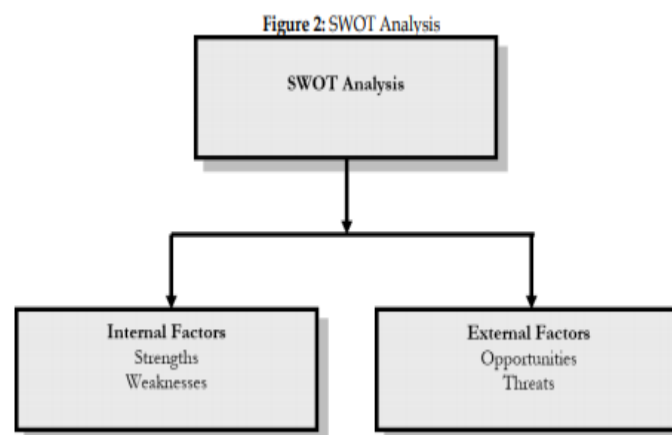
5.1 SWOT analysis

This research is applied by SWOT analysis which is useful tool for analyzing and compare different perspectives from different interviewers' opinion and results. Interview was conducted by five different stakeholders in MICE industry, Korea. SWOT analysis is popular tool to identify internal and external environment. SWOT helps to find in different areas of strengths, weakness, opportunities and threats. SWOT analysis tool will apply for identifying MICE tourism industry logically and understanding internal strengths and weakness as well as its external opportunities and threats in Korea and specially Metropolitan city, Seoul and Incheon cities. Therefore, SWOT analysis figure will help to understand MICE tourism industry with case study of Seoul and Incheon cities logically.

SWOT analysis components

- Strengths: Characteristics that give advantages over other in industry
- Weakness: Characteristics that place at a advantages relative to others
- Opportunities: External elements in the environment that give benefits for the organization
- Treats: External elements in the environment that could cause trouble for the organization

Figure 7. SWOT Analysis



Source: SWOT ANALYSIS: A THEORETICAL REVIEW (2017) : Merba TAT

5.2 SWOT analysis for MICE tourism in Korea

5.2.1 Strengths

Based on various documents, data and interviewers, there are a great number of strengths in geographical location, environment, technology, K-pop and K-drama culture, service, infrastructure. Firstly, Korea is located between Japan and China which provide international visitors convenient meeting environment. In addition, people can flights within short time from Korea to some countries such as Singapore, Japan, China in Asia areas. Secondly, Korea has safe environment and high quality security ensure people to walk around at late night. In addition, Korea has excellent and speed IT and ICT technology. People can use free wifi service anywhere. It helps people to find useful information quickly.

In 21st century, ICT technology has become essential technology in society. Incheon city started to develop as Smart MICE city using IoT, cloud and big data services and Seoul including other cities also tried to change as smart city. In entertainment environment, Korea is loved and popular from over the world with K-pop and K-drama culture which is one of reasons to choose Korea as incentive travel or events. According to interviewer in Incheon tourism organization, in 2016, A huge Chinese company, Aurance corporation chose and 4,500 people visited Incheon as an Incentive travel destination for traveling filming location of a Korea drama. Also, a great number of Chinese, Japanese, Vietnam, USA tourists visit to Korea because of K-pop popularity. Therefore, K-drama and K-pop culture attract a great number of international tourists and brand Korea nation. According to Bae et al (2017), Korean wave as “a favorable phenomenon of Korea popular culture abroad”. The Korean wave has a multifaceted nature of cultural phenomena and economic phenomena. And Korea wave effects the trade and tourism industry. In Service aspects, Korea offers high-quality service such as hospitality, Korea special traditional food. Considering city infrastructure, most of cities provide MICE facilities, convention centers which is expanding continually by supporting Korean government.

Geographically, the size of Korea land is smaller than China, Japan and USA which could help people to travel all the cities in Korea in a short time with lower price of transportation. Also, there are number of famous world top corporations in different

business fields. Those world leading corporations' fame are already known to the world and they gave high trust to other corporations worldwide. As a result, Korea has had various MICE events with other international corporations at certain interval.

In educational system aspects, Korea has quality tourism human resources with a certain level of expertise and qualification. The graph prove that there are 213,759 people with certain levels in different areas of tourism (Korea Tourism Organization, 2016).

Figure 8. Tourism Service Certificate in Korea

Classification		Certified No. of persons	Established Year	Qualification Type
Tour and Travel Business	Domestic Travel Guide	84,470	1964	National Professional Qualification
	Interpretation Tour Guide	25,407	1962	
Hotel Business	Hotel Business Management	362	1970	
	Hotel Management	4,256	1970	
	Hotel Service	98,848	1965	
International Conference Business	Convention	1,564	2003	National Technical Qualification
Total		213,759		

Source: Ministry of Culture, Sports and Tourism (2017)

There are unique Korean traditional tourism places and attractive nature island and vacation spots offers international tourists to take leisure and incentive tour in Korea. Also, there are unique theme tourism places such as food, shopping and historical tourism which attract many international tourism from abroad. Lastly, Korea consider fluent English level is highly important to

be work in Korea society which effects most organization, association and institutions in different fields offer English guide documents, papers, magazines and websites which provide convenient environment for foreign visitors.

5.2.2 Weakness

On the other hand, there are some concerns about weakness of MICE tourism in Korea. Firstly, even though, Korea has high quality human resources in tourism fields, there are not enough MICE experts and the facilities and organizations related MICE events have satisfaction wages for MICE experts. In this reason, there are lack of MICE experts. Moreover, there are not educational system for MICE experts which is needed for further development of MICE industry. Secondly, lack of competitiveness due to high prices for renting the convention halls and event places in each cities and holding events. Third, it is obvious that interviewers in different MICE organizations answers that there is not regular meetings and any channel to exchange MICE status information each other. Therefore, Convention and Visits Bureau (CVBs) needs to maximized its activities with each cities and public and private organizations, associations and institutions through regular meetings for exchange advantages and disadvantage information. Lastly, there are not its own unique and representative tourism theme in each cities in Korea. People usually prefer cities where unique theme tourism places are showed for the MICE events destination. Because of this reasons, people are only looking for metropolitan cities or capital city Seoul. Except Metropolitan cities, Gyeongju city is the Korea's traditional representative city which was capital city in the past and Jeju Island is famous for beach and nature scenery. However, other cities where convention centers are established but they do not have its own representative theme for attractive international visitors.

5.2.3 Opportunities

There are several opportunities for further development of Korea MICE tourism industry. Firstly, Korea is the safe country for nature disaster compare to Japan, China and other countries. Korea rarely has earthquake, tsunami disaster which is excellent condition for holding MICE events. Secondly, There is not political conflicts with North Korea and people can participants MICE events without any political problems. Third, K-pop and K-

dream is the key role to attract a great number of international tourists from abroad since K-pop and K-drama are popular and loved from the foreigners. The places of K-drama will be the destination for incentive travel. Forth, Korea is located in the middle of china and Japan which offers people convenient MICE destination Moreover, Korean government offer free visa for 150 countries and 186 cities in the world people can flights from Korea.

5.2.4 Threats

There are some concerns about threats to Korean MICE tourism industry. First of all, convention infrastructure is over supplied from government organization and local governments in each cities. Government needs to manage balanced MICE industry development with understanding the situation of MICE industry in each cities specifically. Secondly, since ICT technology is emerged as an essential factor for developing industry in Korea, MICE industry also used ICT technology, IoT, Cloud, big data for online meetings, conventions, exhibition and some events which could be threats to off MICE events and reduces participants in MICE facilities, convention centers and tourism places through MICE events. Lastly, the competitiveness in MICE industry in Asia area increases such as Singapore, Japan, China, Australia.

■ Australia

Australia has strong business economic market which accounts for a total of 80% in Australia industry. This strangeness increases multinational corporations and members of MICE association and business in trade area. In addition, In February 2008, the national business events strategy for Australia 2020 was planned. Australia government plans to raise more foreign visitors and domestic visitors through reinforce manpower, expand accommodation and connect more flight lines to the world. In 2020, six strategies are set

1. Unitize the increase of Asian tourist activity
2. Building competitive digital capability
3. Reform investment regulations
4. Expand the tourism environment transportation environment support

5. Prepare a policy of increasing the supply of labor and participants skills in tourism
6. Build industry resilience, productivity and quality (Global MICE Insight, 2015).

■ Singapore

Singapore has stable business environment, high-skilled, multi-national human resources and financial strength for MICE industry development. Singapore government announced The MICE 2020 roadmap in the end 2014 and it is useful tool for developing MICE industry for the next 5 years. Singapore Tourism Board has released a strategy to develop MICE industry. MICE 2020 roadmap provides an effective guide to new opportunities and systems for MICE spots. The MICE 2020 roadmap includes connected city which offers digital experience and big data analytics for successful business and mice events. And, Singapore MICE experience which is to attract destination with MICE events. The core idea is to achieve and offer experimental program to outside business events. Lastly, MICEHQ.SG which is to make as an Asia's MICE resource capital with skilled talent and knowledge and international MICE corporations. Lastly, complex resort Marina Bay Sands attracts a great number international visitors from the world (Tan Venus, 2015)

■ China

China is the second largest economy country in the world and MICE industry has increased gradually since Chinese MICE agencies, organizations started boost MICE industry with various strategies. And many cities have been supported by Chinese government stimulus packages. Especially, Chinese exhibition in Beijing, Shanghai, Guangzhou cities are famous for excellent modern exhibition facilities. Beijing is capital city of China and supporting various MICE events and introduce policies for development of MICE industry In Beijing The Beijing Municipal

Commission of Tourism Development announced “Administrative Measure on Beijing Conference and Incentive Travel funds” in 2012 and in order to attract international visitors, Beijing city provide 144 hours Visa Free for 51 countries (Beijing Municipal of Commission of Tourism Development). Shanghai has one of international metropolitan cities which connects 400 cities in the world by airlines. Shanghai is ready to hold regional and international level of events and experienced to have Fortune 500, APEC and ADB (China Tourism, 2018).

■ Japan

Japan looks forward a successful international events and MICE events in 2020. Japan plans to hold mega-events such Rugby World Cup in September 2019 and G20 summit in 2019, Olympic games and Paralympic Olympic in Tokyo city at the beginning of 2020. In addition, The World Aquatics championships in Fukuoka in 2021 and Kansai World Master Games in May 2021. A great number of mega-sport events and international conference and meetings are already planned which will attract number of international visitors to Japan. Japan government estimates 2020 Tokyo Olympic will effects for increasing Japanese economy greatly and upgrade country brand to the world. Especially, Rugby World in 2019 and Olympics and Paralympic Games which are enormous scale of events and opportunity to attract international tourists in Europe, Australia and America. JNTO established strategical planning by establishing a Japan tourism brand through digital media. Japanese Tourism Vision estimates 8 trillion yen will be spent by visitors in 2020. There will be 40 million inbound travelers by 2020 Tokyo Olympic Games which will have a great effect to have number of MICE event after 2020 Tokyo Olympic games(McKinsey&Company, 2016).

SWOT Analysis of MICE tourism in Korea (Kim, 2018)

Strengths	Weakness
<ul style="list-style-type: none"> • Convenient Location between China and Japan • Safety and Security • IT and ICT technology • K-pop, K-drama culture • High quality service • Quality of human resource 	<ul style="list-style-type: none"> • Lack of MICE experts • High price for MICE facilities • Low corporation with stakeholders • Lack of representative tourism theme in each cities.
<ul style="list-style-type: none"> • No nature disaster compare to Japan and China • No more political problem with North Korea • Free visa system for 150 countries 	<ul style="list-style-type: none"> • Over supply of MICE facilities • ICT technology treats off-MICE events • Growing competitiveness in Asia MICE industry
Opportunities	Threats

5.3 SWOT analysis of Seoul and Incheon Region

5.3.1 Strengths

Seoul and Incheon are belong to metropolitan area where the biggest Incheon International airport is closely located to each cities. The convenient transportation system is one of key factors to encourage international visitors for coming Korea. In addition, a great number traditional and modern theme tourism places are offered including K-culture (K-pop and K-drama places). Most of the big MICE facilities including convention centers, hotels are in Seoul and Incheon areas which makes people to choose those cities as a MICE destination.

5.3.2 Weakness

According to Interviewer from COEX convention center and Incheon Tourism Organization, Seoul and Incheon cities do not corporate through any regular meetings and have channels which makes lack of information about MICE industry status for them. MICE facilities

including hotels and privacy meeting halls are over supplied and COEX (Convention & Exhibition) is the biggest convention center in Seoul however, they cannot hold huge exhibitions compare to KINTEX (Korea International Exhibition Center). Incheon is located near Seoul city, most of international visitors prefer to have MICE events in Seoul city which makes disrupt to develop Incheon as MICE city.

5.3.3 Opportunities

Seoul city will be a key player for developing and maximizing MICE tourism in a short period in Korea. The reason is that Seoul has maximum tourism places, public transportation system, convention centers as mentioned above. This environment will provide chance to have more MICE events than any other cities. Once international tourists visit to Seoul for MICE events, they will move and travel to other cities in Korea because all the cities are close to Seoul and move within maximum two to three hours by airplane in cheap prices. Geographically, the size of Korea land is smaller than Japan, China and some of Asian countries. This will be the opportunity to lead tourists in Seoul to local cities. In Addition, Incheon city is the first smart MICE city based on ICT technology and free economic zone for foreign investors. Therefore, Incheon city also has opportunity to encourage a great number of international visitors with ICT technology and free economic zone environment. Therefore, unlikely Japan, China and some other competitive countries, Seoul and Incheon have high possibility to develop MICE tourism in Korea faster and effect to MICE tourism in local cities. In addition, Incheon has the 2nd biggest port in Korea which will be 2nd gate to come Incheon city after Incheon International airport. In addition, there are maximum international organization including Green Climate Fund which has potential to brand Incheon as international city (Incheon Economic Zone Magazine, 2018).

5.3.4 Threats

The awareness of citizen about MICE tourism is lower and MICE industry is not included to Incheon main business strategy. And, the relationship and channel are not linked between local organization and MICE organization and association which makes limitation for developing MICE industry in Incheon. The experience to hold MICE events is lower compare to other cities. In Seoul, MICE facilities including convention center, hotels, private agencies are expensive compare to local MICE facilities which will be threat to international tourist to have MICE events in other countries. Therefore, it is required to adjust the price for renting MICE facilities and holding MICE events and offer adequate price for

international tourists.

Summary

In this chapter, SWOT analysis is applied and analysis MICE tourism in four different aspects from the information which provided by interviewers and primary data such as relationship stakeholders, important factors (convenient transportation, complex resort style of convention center, Free Economic zone, ICT technology), future planning in Seoul and Incheon city. Furthermore, new findings which are provided from interviewers can extend MICE tourism research continuously with new questions for further developing MICE market in Korea.

CHAPTER6 : CONCLUSTION AND RECOMMENDATION

6.2 Conclusion

Based on interview, discussion, analysis, it has found that MICE industry has high potential and opportunity to develop MICE tourism place in Seoul and Incheon city, Korea. Although Korea has short history about MICE industry compare to Europe and America, a great number of international convention, meetings, mega-sport events were held in Seoul and Incheon cities.

In order to strengthen competitiveness MICE industry, Korea MICE alliance, Seoul MICE alliance and Incheon convention bureau are made for cooperation with members in MICE markets. However, based on interview, stakeholders in public and private sectors are not strongly connected each other. COEX does not have any regular meeting or channel to share information with other convention centers, public MICE organizations.

In addition, even though COEX convention center is located in the center of Seoul city with vast shopping malls, hotels restaurants offers complex MICE place, they have limitation to hold big scale of exhibition in COEX because they do not have enough spaces and need financial support from local government. KINTEX is the biggest convention center in Korea and located goyang city which is far from Seoul city. Even though, KINTEX can hold huge exhibition, travelers prefer to have MICE events in Seoul.

The reason is that Seoul city offer advanced MICE infrastructure, combination of tradition and modern tourism places, city airport terminal, shopping malls, various public transportation options, various accommodation types and Incheon international airport is closely located. In order to develop MICE events in Seoul, budget from Korean government should provide for COEX convention center to extend space of exhibition.

Compare to Seoul city, Incheon has different construction of stakeholders in MICE market. The biggest Songdo convention center in Incheon was belong to Incheon Tourism Organization. Therefore, it makes a great effect to develop MICE tourism because Incheon tourism organization is developing new tourism products for attracting international tourists, business travelers for incentive trip. Attractive tourism place will makes business travelers to choose Incheon as incentive and meeting places.

In addition, Incheon city is the first smart city based on ICT in Korea which is high potential to be the best MICE city because ICT is issued all over the world for the better life with digital world. There is robot guide in convention center, IoT technology is adapted some areas in Incheon which will offer travelers to search information anywhere. Therefore, it is clearly shown that Incheon city has high potential and opportunity to develop as a MICE city.

This research is focused on how MICE tourism can be developed in Seoul and Incheon city for developing destination and increase benefit at national and international level though tourism. And the reasons mentioned why MICE tourism is important and what are the necessary for further development. MICE tourism is a future industry and bring a great benefit in aspect of economy, marketing city, develop city infrastructure.

There were some limitation for conducting research. Firstly, there were lack of second data about Korean MICE tourism. Even though, MICE is booming in Korea, research papers about MICE industry were lack. Secondly, conducting interview with some stakeholders from public organizations, they were busy with their work. In this reason, interview face to face could not conducted with many stakeholders in MICE market.

Lastly, it is recommend to any future researcher to explore and research about MICE tourism development based on ICT technology and how new digital tourism market meets business travelers satisfaction and develop MICE tourism newly further in Incheon, Seoul city and other potential areas. This topic will be useful to develop MICE tourism in different side of perspective.

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Appendix

Interview questions:

MICE tourism development in Korea, case study: Seoul and Incheon city

1. What facilities are the most important and need for convention center such as hotels, restaurants, public transportation and shopping malls and so on?

Seoul COEX :All facilities such as easy public transportation, hotels are important to attract people. COEX convention center is complex shopping mall town and airport terminal also provides to participants which is an excellent MICE environment because lots of hotels, shopping mall and public transportation lines give people a one stop premier service.

Incheon Tourism Organization: Hotels and easy transportation system are important. There are a lot of luxury hotels around songdo convention center which will be one of good attraction environment to people also the biggest international Incheon airport is located near Songdo convention center it takes about one hour. In addition, Incheon has the second largest port in Korea. People can come and go in two ways of airport and port.

2. What facilities made MICE stronger in Korea?

Seoul COEX: This question is for Seoul city not for convention center

Incheon Tourism Organization: This questions is for Incheon city hall not for Incheon tourism organization

3. What tourism activities are provided /promoted to MICE tourists?

Seoul COEX: COEX convention center hold outdoor Chicken and Beer festival every year for attracting a great number of tourists near convention center.

Incheon Tourism Organization: Incheon Tourism Organization develops lots theme tourism places Especially, First, the filming location of a Korea drama is the most popular for foreign tourists. Few years ago, 6000 people from one of the big corporation aurance came to Incheon for meeting the reason is for choosing the filming location of a Korea drama place as an

incentive travel for workers in insurance company. Second, providing tour program which include Seoul and Incheon, Gyeonggi prefecture such as DMZ (Demilitarized Zone)

4. What are the current urgent problems to solve for MICE tourism and what plans does MICE industry in Seoul and Incheon have for the future?

Seoul COEX: even though COEX convention center is the biggest for holding MICE events in Seoul city, COEX does not have enough space for holding big exhibition such as big army equipment. Such a big and huge exhibitions usually hold in KINTEX convention center in Goyang city, Gyeonggi prefecture. COEX convention center needs to extend spaces for holding huge exhibitions like KITECH.

Seoul City Hall: Seoul do not have enough MICE facilities however, recently Seoul city decided to build over 100,000m exhibition and convention facilities in Seoul Jamsil Stadium. The place of Seoul Jamsil Stadium has the history of 88 Olympic Games in 1988. New Exhibition and Convention Center will strengthen and upgrade MICE industry in Seoul In addition, shopping malls, lodging, culture will be connected with MICE which will lead the best MICE industry in the future of Seoul soon.

Incheon Tourism Organization: Songdo convention center does not have enough space for holding number of MICE events. In order to solve this problem, Songdo convention center plan to extend spaces which will be completed in 2018.

5. What are the advantages of MICE for Seoul and Incheon and what are your development plans for MICE?

Seoul COEX: this question for Seoul city government

Incheon Tourism Organization: this question for Incheon city hall

6. How does Seoul and Incheon ensure about the uniqueness and competitiveness for MICE in the future?

Seoul COEX: Seoul is the capital city which has a great number of tourist attraction and convenient public transportation provides people to come and go. Seoul is has the best environment to develop MICE tourism compare to other cities in Korea.

Seoul City Hall: Seoul has over 2000 year history with beautiful han river and nature are around the city. Moreover Seoul city has strong IT technology industry and hold a great number of MICE events for a long period. On the Seoul's attractiveness, hardware and software with human resource are extending. Seoul city mainly is acting

1. Seoul city is working at international level. They try to make South East Asia as MICE industry as MICE complex zone including shopping, lodging, exhibition and culture.
2. Seoul city is developing the system for finding potentials in order to develop MICE industry.
3. Seoul city tries to make effort to cooperate with privacy MICE organizations for educating MICE professionals

All the planning will make the Seoul city as the best MICE city in the world for business meeting, tourism, holiday and enjoying Korean culture together.

Incheon Tourism Organization: Incheon is the first Free Economic Zone (FEZ) which will make Incheon as an international city since FEX encourages foreign investors

7. What and where is your target market? And why?

Seoul: This question for Seoul city government

Incheon: Foreign tourists are target because Incheon city has the filming location of a Korea drama which is popular for foreign tourists also, Free Economic Zone will brings a great number of foreign investors and Incheon will be the best international MICE city in the future with foreign tourists.

8. Why MICE is important in Incheon, Seoul?

Seoul: This question for Seoul city government

Seoul City Hall: Seoul city historically ranked 3rd meeting city in the world. Seoul held 2010 the G20 summit, 2012 Nuclear Security Summit. As a result, a great number of foreign incentive groups are visiting Seoul continually. All the visitors spend twice higher in the Seoul city during traveling. In addition, the visitors are all opinion leaders who will share recent information, various skills of Korea and branding Korea image at international level.

Incheon: This question for Incheon city hall