

EXECUTIVE SUMMARY

A Study on Behavioral Trends and Strategic
Forecasting to Meet the Needs of MICE
Travelers





INTRODUCTION

Due to the previous COVID-19 pandemic situation and ongoing technological advancements that impact the global business sector as a whole, the behavior, expectations, and business operation patterns of MICE travelers have undergone significant changes. The Thailand Convention and Exhibition Bureau (TCEB), a policy-level agency with a crucial mission to drive the MICE industry and thought leader in the industry, has recognized the necessity to study the behavioral trends of MICE travelers, their expectations regarding participation in MICE events in Thailand, and their perspective on Thailand as a key MICE destination. Additionally, TCEB aims to analyze opportunities to expand the market of the Thai MICE industry to potential industries with growth potential and high future value. This will pave the way for presenting the development direction of the MICE industry as a tool for national development and provide insights into event organization development and new business opportunities for Thai MICE entrepreneurs.

Thailand Convention and Exhibition Bureau (TCEB) hopes that readers will greatly benefit from the project's study results and utilize this data to establish future directions and strategies for conducting business effectively in order to enhance competitiveness in the global future.“

MICE Intelligence and Innovation Department
Thailand Convention and Exhibition Bureau (TCEB)



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INTRODUCTION

1.1 Principles and Reasons

From the national strategic plan for the years 2018-2037, the government has an overarching policy for the country's development, aiming to enhance its potential in various dimensions. One of the development strategies is to foster competitiveness by developing the economy based on the new era of entrepreneurs. This strategy emphasizes the development of the potential of MICE entrepreneurs and continuous access to various beneficial information equally, enabling them to compete internationally. Additionally, the fourth strategy of the Thailand Convention and Exhibition Bureau (TCEB) aims to strengthen and enhance the competitiveness of the MICE industry (MICE - Meetings, Incentives, Conventions, and Exhibitions), elevating MICE to a national agenda.

Furthermore, the recent pandemic situation has had a global impact, leading to significant changes in the behavior of MICE travelers. Currently, these behavioral changes have compelled entrepreneurs in the MICE industry to adapt and understand the altered behavior. Understanding the expectations of participants coming to join events in the country and their perspective on Thailand as a key destination for MICE is of paramount importance. This includes not only retaining existing target customers but also expanding the customer base within the Thai MICE industry.

In this context, the Thailand Convention and Exhibition Bureau (TCEB), as a policy-level agency with a critical mission to drive the MICE industry and thought leader, has recognized the importance of studying the behavioral trends of MICE travelers, their expectations when attending events in Thailand, and their perceptions of Thailand as a key MICE destination. Additionally, analyzing trends affecting the expansion of new target customer groups for the Thai MICE industry is essential. This analysis will contribute to presenting development guidelines for event organization and new business opportunities for Thai MICE entrepreneurs.



1.2 The Objectives of the project

5 main objectives of this project are as follows:

1. To study the travel behavioral changes of MICE travelers when attending events in Thailand, including their expectations regarding their participation in Thailand MICE events and their perceptions of Thailand as a MICE destination.
2. To gather the opinions of international travelers regarding the factors influencing their choice of destination when attending MICE events.
1. To analyze countries with potential and opportunities for expanding the target customer base for the Thai MICE industry, aiming to compete for leadership in MICE destination within the Asian region.
2. To study methods of accessing and marketing techniques targeting potential customer groups, and to plan marketing activities that align with the behaviors and expectations of these new target groups.
3. To explore future scenarios for the Thai MICE industry in the next 3-5 years, considering various changing factors of global situations.



2

METHODOLOGY

The operation consists of 3 steps according to the Future Lab Research Methodology™, aimed at discovering future opportunities.

2.1 The step for defining the scope and analyzing the alternatives for Thailand's Image of the future as a destination for MICE events.

The step of defining the scope and analyzing the options for the Image of the Future of Thailand as a destination for MICE events is divided into four parts:

2.1.1 Interviews with the executives of TCEB as a policy-level agency driving Thailand's MICE industry to study current opportunities and challenges in the MICE industry and future development directions.

2.1.2 Review of literatures and researches related to the MICE industry including;

- Changes in various dimensions of the mega-trend level, such as social structure, technology, politic, economy, and environmental factors affecting changes in behavior and expectations of people and business operations in the next 3-5 years.
- Changes in the behavior and expectations of MICE travelers due to the COVID-19 situation.
- Predictions for the future travel patterns of MICE travelers.

- The proportion of business travel, and participation in MICE events for each industry, as well as opportunities for recovery after the COVID-19 situation.
- Industries with growth potential and high value that align with future trends.
- Conducting an analysis of the trends and changes in the MICE industry from the perspective that MICE is a component of the value chain of doing business.

2.1.3 Study of secondary data on the potential of competitive countries as destinations for MICE events.

2.1.4 Analyze alternative Image of the Future for Thailand as an ultimate destination for MICE and setting the agenda for collecting data from all stakeholders in the upcoming sequence



2.2 The step of collecting data from stakeholders in Thailand MICE industry

The step of collecting data from stakeholders in Thailand MICE industry, using appropriate methods for each target group, consists of:

2.2.1 Representatives from the MICE entrepreneurs in Thailand: In-dept Interview with a minimum of 5 organizations.

2.2.2 Representatives from associations related to the MICE industry at the global level: In-depth Interview with a minimum of 5 organizations.

2.2.3 International MICE travellers: distributed questionnaires or face-to-face interviews covering a

sample group from Europe, North America, Asia, and Oceania market, with a minimum of 600 samples

2.2.4 Group of TCEB executives: serving as an expert and driver of MICE policies in each industry group (Meeting, Incentive, Convention, Exhibition), using operational brainstorming meetings with an agenda to collectively determine the direction of Thailand's MICE industry towards becoming a leading MICE destination in the future.

2.3 The step of analyzing data and interpreting all research results to create conclusions and recommendations for developing the direction of the Thai MICE industry into the future.

This step includes the management of qualitative and quantitative data, data quality checking, quantitative analysis, content analysis and preparation of summary report and recommendations.



3

Study Results of Behavior and Expectations of MICE Travelers

and Their Perspective on Thailand
as a Current MICE Destination.

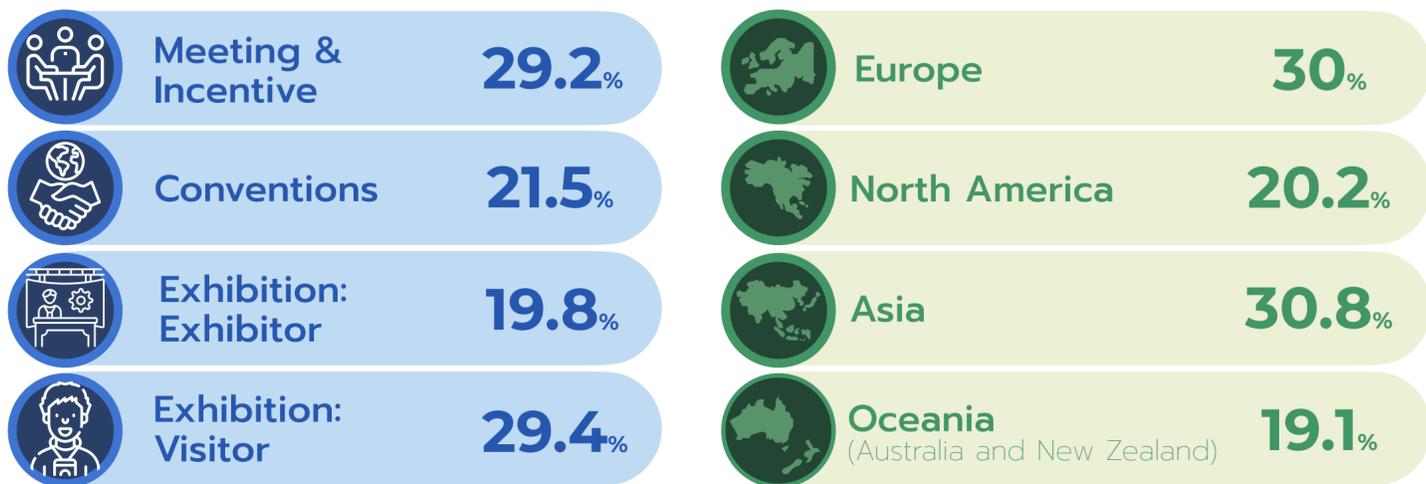
3.1 Number of Survey Participants

Response to the number of survey participants in each group was in accordance with the set goals, consisting of

3.1.1 Representatives of 6 MICE industry operators in Thailand, covering DMC, PCO, PEO, Venue, Event Owner and Event Organizer groups.

3.1.2 Representatives of associations related to the MICE industry at the global level, 6 examples include UFI, SITE, PATA, ICCA, Skift and Messe Frankfurt.

3.1.3 Samples of 651 foreign MICE travelers, who were representative of travelers for each type of MICE event in every nationality group. The proportion of participants is as follows:



3.2 Characteristic of MICE travelers

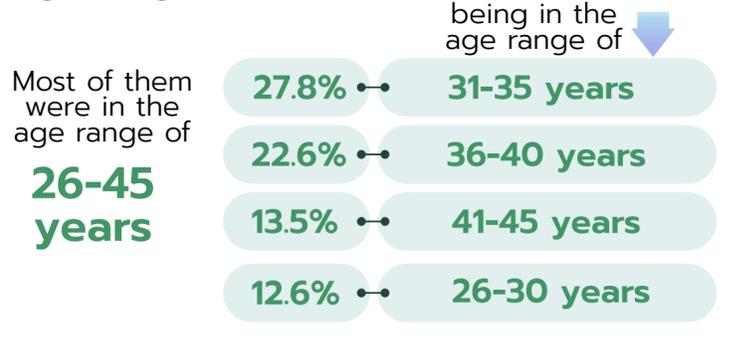
Travel experience

(considering from normal behavior before entering the COVID-19 outbreak situation)

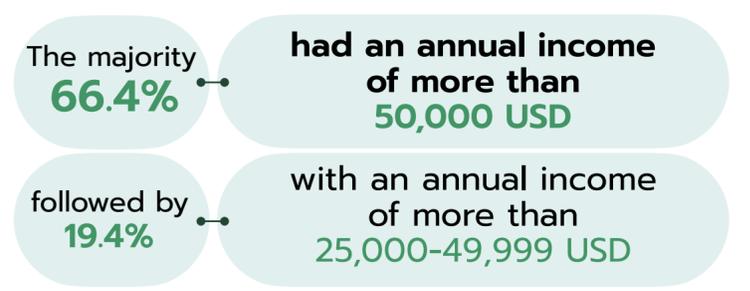


Demographic features

Age Range



Annual Income



Participants

The majority of participants were from the private sectors

TOP 3 from engineering and architecture; arts, entertainment and sports; and IT

Accounting for more than **30%** of the total.

In addition, it is distributed to various industries comprehensively, such as food and beverages, investment finance, consumer product manufacturers, construction contractors and manufacturers of building/decorative materials, media, tourism, medical, etc.



3.3 Expected behavior after returning to the new normal of MICE travelers

Perspectives from industry experts, both domestic and global, predict that impact of COVID-19, Incentive group still has concerns about cleanliness and sterility and needs more safety measures than before and tends to focus more on regional markets as of concerns on long distance travel and budget that is appropriate to the economic situation.

The format for organizing events will change, with a tendency to have more mixed formats. It is

expected that The large and small size events that can be held more often tend to grow, while the middle size events are facing challenges. As for Mega Event, experts are of the opinion that the competition will be more intense, allowing travelers benefit from variety of interesting options. According to research from a group of international MICE travelers, interesting travel behaviors were found as follows:

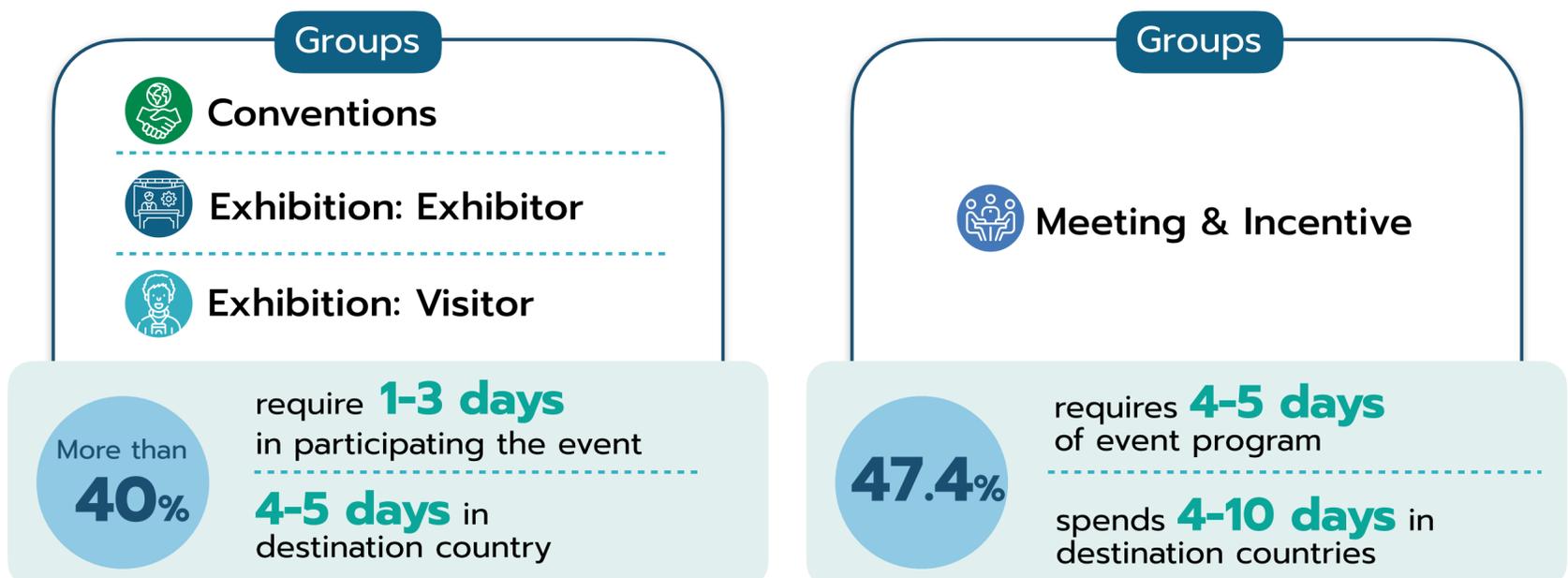
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Overall, most of MICE travellers expect their travel frequency to decrease from pre-COVID-19, with 52.8% of them estimating that they will travel 1-5 times/year, M&I and E groups have more frequency of traveling more than 6 times per year which is greater C and V groups.



2

Overall, half of MICE travellers expect to spend less time in their destination countries than before. The other half expect to spend the same time or slightly more time. More than 40% of C,E and V groups require 1-3 days in participating the event and 4-5 days in destination country. While most of M&I group (47.4%) requires 4-5 days of event program and spends 4-10 days in destination countries.



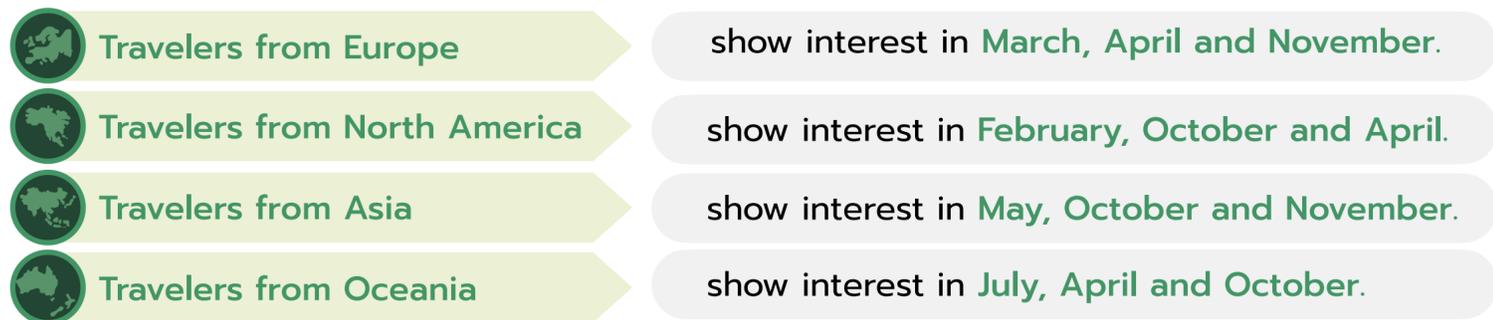
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Considering period of events that draw interest, it was found that the travel groups showed relatively consistent levels of interest, averaging around 20-30% throughout the year. However, upon considering subgroups of travelers during the months exceeding 30%, differences were observed as follows;



In terms of the nationality of travelers

by continent, a clear correlation was found with the specific months;

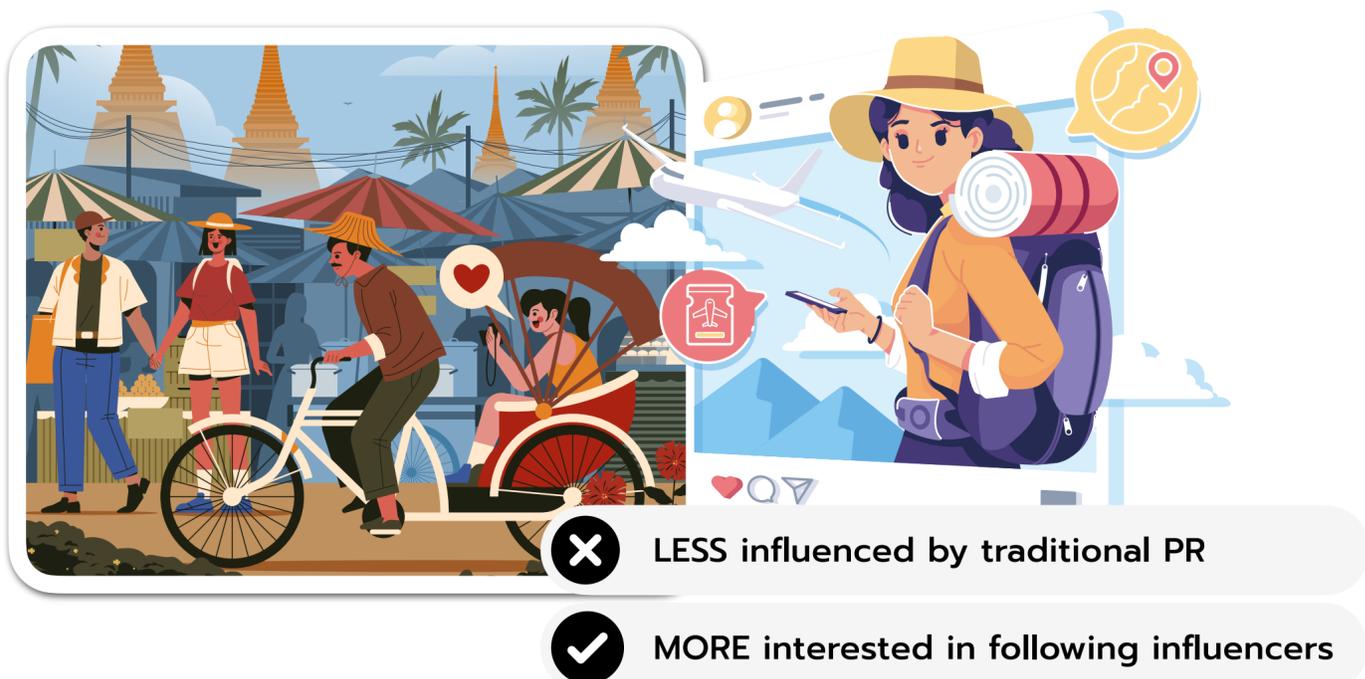


Note: In other months, there are also proportions of people interested, but the three mentioned months have standout proportion.

4

Travel groups of M&I, E and V are interested in extending their travels to other cities that are tourist attractions in the same country, Meanwhile, group C is more interested in traveling within the same city.

In terms of this connecting tourism issue, MICE industry experts, both Thai and global, have expressed their opinions. They have observed changes in travelers' behavior. Travelers are now less influenced by traditional PR and more interested in following influencers. New-generation travelers are becoming more inclined towards experiential travel, seeking experiences that are authentic and immersive and connecting with communities in areas that regular tourists do not typically access. Additionally, executives at TCEB have noticed that travelers are starting to show interest in the value of being a giver, supporting communities, or participating in conservation activities.



5

In the near future, experts believe that the MICE travelers who will have an influence on event organization are the younger generation. They expect more from the events and travels and prioritize sustainability.

Base on research from secondary data, it has been found that over the next 7 years, the MICE traveler group with the highest influence will be Generation Z, which makes up 26-30% of the global population. In the business travel sector, they are referred to as Next Gen Event Goers (NGEG). On the survey of this group's perspective, a study from The Freeman Trends Report highlights their different perspectives, behaviors, and expectations. It reveals a trend

towards seeking clear value and opportunities for professional growth, not longer respond to one-size-fits-all strategies. NGEG values authenticity and personalization and places a strong emphasis on direct career inspiration. They prefer face-to-face events but ready to go online should it gives unique experiences, hard to access from elsewhere. They are budget-conscious and time-sensitive.

The changing characteristics of the NGEG group can be categorized into three main areas: Mindset, Behavior, and Expectation, as summarized in the table below



3.4 Travelers' expectations regarding the choice of MICE destination

Experts in the MICE industry, both domestically and globally, have anticipated the expectations and destination selection factors of travelers in general that the decision-making aspects likely include accessible pricing, infrastructure and convenience of transportation, local friendliness, intriguing connecting tourist attractions, culture, and uniqueness, as well as event organization and travels that concern on environmental impact. When assessing the weight of these factors among different traveler groups, it is found that all traveler groups rate each factor higher than 3.8 out of 5 points. The criteria that received the highest scores and were considered most important in a significant proportion of the top three rankings of each group include:

	Rank that received high to the highest level of interest in the highest proportion: 	The least selected: 
All 	<ol style="list-style-type: none"> 1. Safety measure (from crime, accident and health issue) 2. Value for money for overall spending of the whole trip 3. Readiness on accommodating travelers(Facility, Transportation, Internet etc.) 	Supporting Policy from the government
M&I  Meeting & Incentive	<ol style="list-style-type: none"> 1. Safety measure (from crime, accident and health issue) 2. Value for money for overall spending of the whole trip 3. Readiness on accommodating travelers(Facility, Transportation, Internet etc.) 	Supporting Policy from the government
C  Conventions	<ol style="list-style-type: none"> 1. Readiness on accommodating travelers (Facility, Transportation, Internet etc.) 2. Value for money for overall spending of the whole trip 3. Safety measure (from crime, accident and health issue) 	Supporting Policy from the government
E  Exhibition: Exhibitor	<ol style="list-style-type: none"> 1. Safety measure (from crime, accident and health issue) 2. Business opportunities in various industries (High Growth Destination, Supply Chain) 3. Technology advancement supporting MICE event / Professionalism of MICE staff / Value for money for overall spending of the whole trip 	Unique Identity (Culture, Architecture, Nature, Weather)
V  Exhibition: Visitor	<ol style="list-style-type: none"> 1. Readiness on accommodating travelers (Facility, Transportation, Internet etc.) / Value for money for overall spending of the whole trip 2. Business opportunities in various industries (High Growth Destination, Supply Chain) 3. Safety measure (from crime, accident and health issue) 	Supporting Policy from the government

It is observed that both Exhibition groups, Exhibitors and Visitors, prioritize business growth opportunities to a greater extent than other groups. On the other hand, government support policies are the least interesting factor for all groups except for Exhibitors, which is the only group that places less importance on the Unique Identity factor of the destination than government support.

On the requirements related to the ideal destination, issues that are given importance include:

-  Convenience in travel to attend events and tourism.
-  Feeling of safety in life and property.
-  Friendliness of the locals.
-  Value for the experience received and the money spent.

The top 3 expectations for hotel and accommodation services that people desire the most are:

The top 3 overall rankings across all groups;

- 1 Concierge Providing Service on Restaurant Booking, Travel Management, Etc.
- 2 Providing Full Facilities; Guests Can Relax and Enjoy Fitness Equipment, Infinity Edge Pool, Spa, Sauna, and Other Sport Activities
- 3 Able To Check in Since 7 A.M.

-  **Rank number 3 of group C:** 24-Hour Service, E.G. Food or Snack Available 24 Hours
-  **Rank number 3 of group M&I:** Luggage Delivery Service Direct to the Airport Available
-  **Rank number 3 of group V:** Keeping Customer's Preferences and Ability To Provide Personalized Service

In terms of interest in tourism themes, it was found that the themes that the target groups are most interested in are quite similar, with the Visitor group being somewhat different from the others.



Each theme mentioned has a description as follows:

- **Fascinating History and Culture** Means historic, cultural, and social value site visit including places of mental affinity for later generations.
- **Beach Bliss** Represents activities to experience beachfront atmosphere or activities set up on the beach so that to feel differently from the ordinary activities.
- **Exhilarating Adventures.** Refer to travelling to places where the environment is different from normal environment, consisting of physical activity, natural environment, and immersion into culture.
- **CSR and Green Meetings** Corporate Social Responsibility which is a commitment to the stakeholders in order to operate the business in a transparent and ethically sustainable manner, either in economic, society and environment
- **Lavish Luxury** Brings luxury trip which gained more popularity recently to provide a great experience for MICE enthusiasts.
- **Fascinating History and Culture** Means historic, cultural, and social value site visit including places of mental affinity for later generations.
- **Treasured Team Building** Illustrates harmony creation among members of a group through various activities which may be a brainstorming activity or joining activity bases so that groups can share ideas and exchange knowledge.

69.8% of the overall group of travelers stated that the themes of tourism that pique their interest help motivate them to participate in trips to those countries. In particular, the M&I group specified that intriguing themes have an impact on their decision, as high as 82.6%.

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3.5 Perception of Thailand's image as a MICE Destination

The various characteristics that Thailand possesses as a destination for MICE events, MICE travelers and industry experts, both domestically and globally, all highlight aspects of Unique Identity (Culture, Architecture, Nature, Weather), Authentic Thai essence, and friendliness. The ease and comfort of Thai people stand out as Thailand's most prominent strengths.

When compared to 14 other countries in Asia and Oceania, Thailand is perceived as having the highest overall excellence in all criteria, ranking the first. Following Thailand, Japan and Singapore are ranked second and third, respectively.

14 other countries in Asia and Oceania

 China	 South Korea
 India	 Malaysia
 Indonesia	 Singapore
 Japan	 Taiwan
 Philippines	 Hong Kong
 Vietnam	 Australia
 Thailand	 UAE



4 aspects that Thailand is particularly recognized for and stands out as number 1.

- Value for Money for Overall Spending of the Whole Trip (43%)
- Unique Identity (36%)
- Readiness on Accommodation Travelers (31%)
- Country's Brand Image Suitable for MICE Destination (24%)

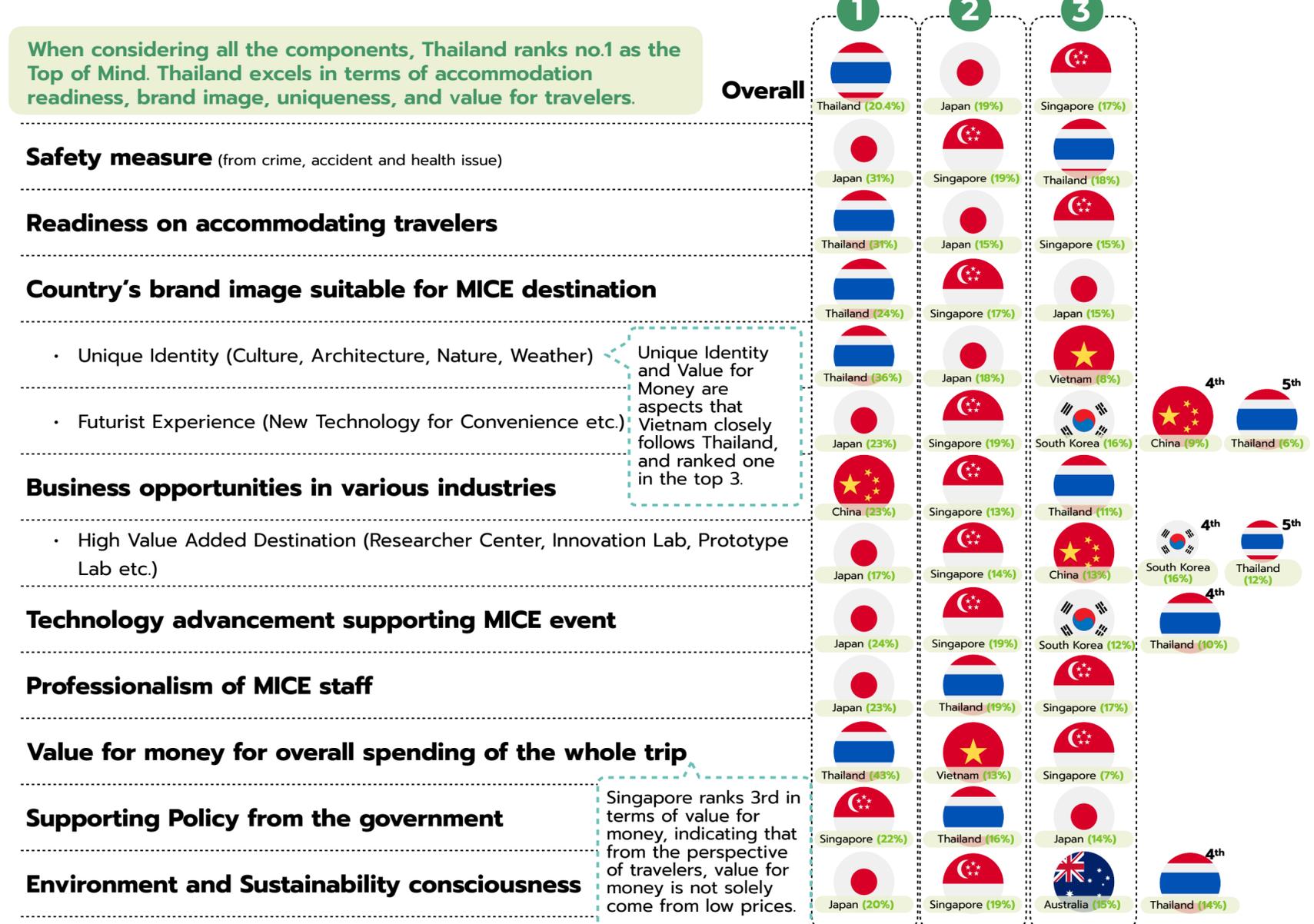
4 aspects that Thailand is recognized for in the second rank:

- Professionalism of MICE Staff (19%)
- Safety Measure (From Crime, Accident and Health Issue) (18%)
- Supporting Policy From the Government (16%)
- Business Opportunities in Various Industries (11%)

4 aspects that Thailand is not widely recognized for.

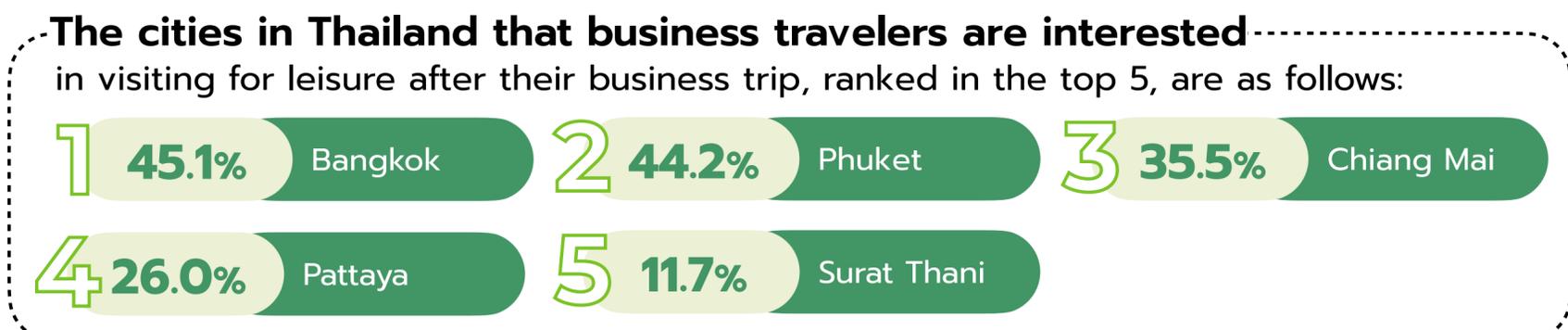
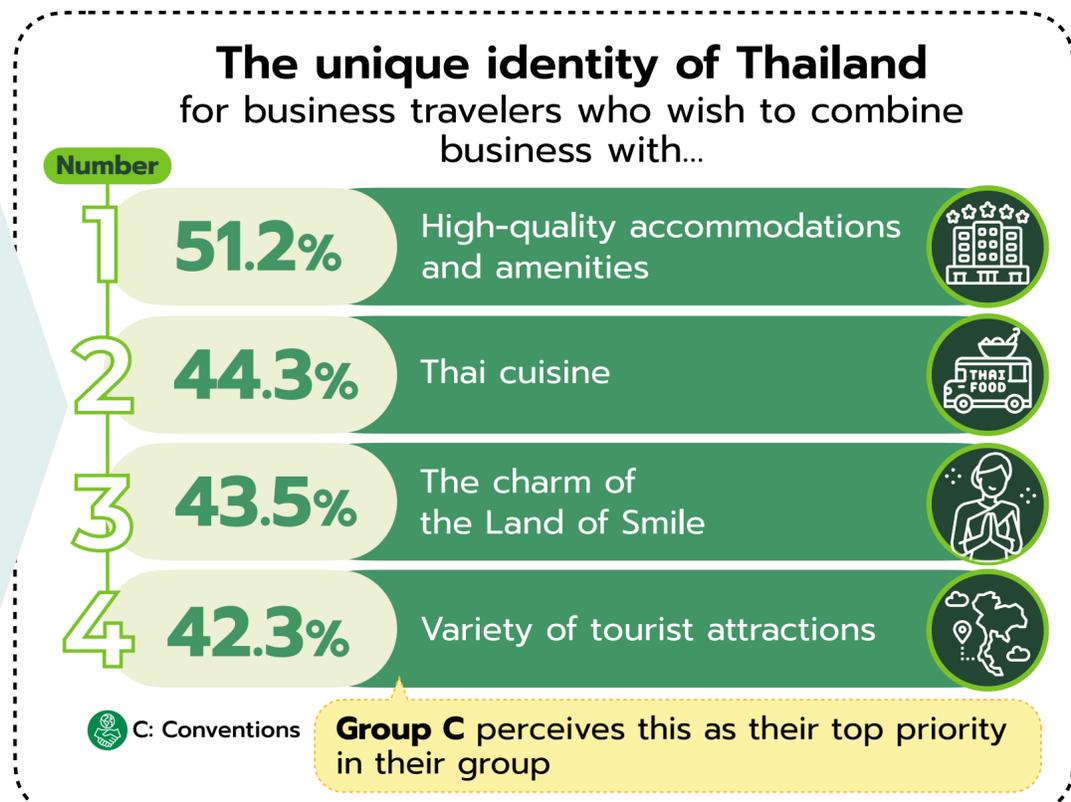
- Environment and Sustainability Consciousness (14%)
- High Value Added Destination (12%)
- Technology Advancement Supporting MICE Event (10%)
- Futurist Experience (6%)

MICE Top of Mind: B2. Speaking about these factors, What country that pops up in your mind has such outstanding attributes? (Single Answer)



When analyzing and comparing between travelers who have visited Thailand before and those who haven't, it was found that those who have been to Thailand consider Thailand as "Top of Mind" in various aspects more significantly than those who haven't.

The unique identity of Thailand for business travelers who wish to combine business with leisure includes high-quality accommodations and amenities, Thai cuisine, the charm of the Land of Smile, and diverse tourist attractions.



EXECUTIVE SUMMARY

4

**Study Results
of the MICE Industry Trends
in the Next 3-5 Year.**

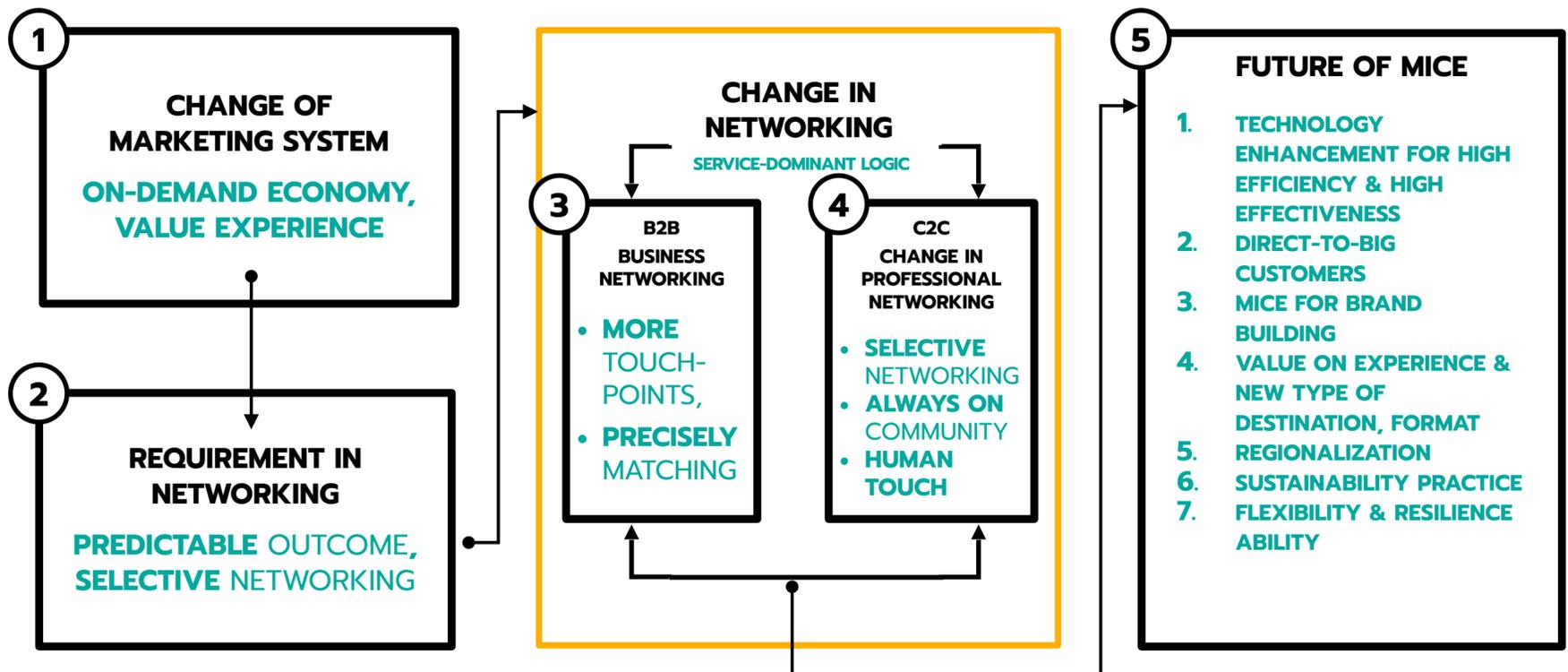
In analyzing the trends of change in the MICE industry from the perspective of MICE being a component of the value chain of business, the research team has studied changes in four dimensions:

- 1) Marketing Changes: Changes in buyer behavior and political-economic changes that impact the supply chain system.
- 2) Technology Changes: The functions or forms of MICE that may undergo evolution or disruption due to technology.

3) MICE Business Model/Strategy Changes: How traditional players in the MICE industry adapt and develop strategies to cope with these changes.

4) Cross Industries Rival: New business models and new players that may disrupt traditional service delivery.

All of these changes impact the MICE market, including both the market's structure and the participants' needs. This can be explained as follows:



CHANGE OF MARKETING SYSTEM

1. **CHANGE OF MARKETING SYSTEM** : Market changes that emphasize specialization (On-Demand Economy) and place a greater value on the overall experience (Value Experience).

REQUIREMENT IN NETWORKING

2. **REQUIREMENT IN NETWORKING**: When technological, economic, and political forces impact businesses, it also influences changing expectations for MICE as a part of the Value Chain and a Marketing Tool. Participants seek predictable outcomes and tailored networking opportunities (Selective Networking).

CHANGE IN NETWORKING

CHANGE IN NETWORKING: Current products are not just about selling goods but also include bundled services (Service-Dominant Logic).

3. **B2B - BUSINESS NETWORKING**: It affects changing expectations for the format of networking activities between organizations that require continuous connectivity, more touch-points in B2B interactions, and precise matching.

4. **C2C - CHANGE IN PROFESSIONAL NETWORKING**: It impacts changing expectations for networking activities between individuals on a professional level, focusing on selective networking needs. This involves constant connectivity even beyond the events (Always On Community) and experiences derived from personal interactions (Human Touch).

FUTURE OF MICE

5. FUTURE OF MICE Subsequently, the team analyzed the commonalities and linkages of these changes in business activities and tested the actual impact of these changes from the perspectives of experts and MICE travelers participating in this survey.

The study identified a total of seven trends in the MICE industry for the next 3-5 years, categorized by the time frame in which these trends are expected to emerge. These trends are as follows:

7 TRENDS in the MICE industry for the next 3-5 years

Trend 1 Technology Enhancement for High Efficiency & High Effectiveness

The technology to increase efficiency and create additional effectiveness to help the MICE's work achieve the network-building goals according to the results that the new business era desires. This group's trend has been the highest expectation selected by Mic's travelers participating in the survey. The expectation that travelers want technology to elevate, such as.

Tech-Efficiency

-  Technology that enables quick and accurate access to data.

-  Technology that enhances convenience in tracking work content.

-  Technology that helps reduce language barriers.

-  Technology that aids in reducing physical contact and reducing unnecessary processes, such as registration and data exchange.

-  Technology that helps create unique meeting experiences, improves communication efficiency, enables participation in multiple sessions simultaneously, facilitates file and data exchange, or allows efficient co-creation.

Tech-Effectiveness

-  Technology that helps meeting attendees establish ongoing business connections beyond just the event itself.

-  Technology that facilitates precise matchmaking with the required qualifications for specific business negotiations in limited time.

-  Technology that helps establish continuous networking connections even after the conclusion of each year's events.

Over **70%**

The group of expectations towards the emerging technology, for the next 3-5 years, has been highly selected by MICE travelers who participate in this survey. They have chosen to express their expectations at a high to very high level for

*** 82.9%**

especially with regards to technology that enables quick and accurate access to data, showing a particularly high interest

Trend

2

Direct-to-Big Customers

“Large customers” are becoming a new target group for MICE events more and more, replacing the distributor or importer groups. With new era production and sales technology, large customers, such as restaurants, hotels, and factories, can directly access and negotiate with manufacturers to a greater extent. From a survey of international MICE travelers, especially the Exhibition group, it was found that both Visitors and Exhibitors have expectations for self-service content presentation, with additional expectations as follows



Expectations of the Exhibition group



Exhibitors



Visitors



• Expectations include receiving in-depth information presented alongside the product itself and having experts (such as technical teams, R&D teams, product development teams, etc.) who can explain in-depth information together with sales staff.



• Expectations include the need for services that help achieve greater success in ongoing work rather than just finished products.



• Expectations include the desire for highly specialized products that have expertise in a specific area, rather than just common versatile products.



• Expectations include a desire to collaborate in creating content rather than just being content consumers.



• Expectations in MICE events involve content that is continuous and connected as a series, featuring information and developed products, with a participant group that forms a cohesive narrative that aligns frequently. This continuity can manifest in either offline or online formats, as their market demands new products and services continually. Introducing new products is a competitive factor in the new era's world.

Over **70%**

The group of expectations reflecting the characteristics of being a large customer rather than just a distributor has been assessed at a high to very high level of expectation

Trend

3

MICE For Brand Building

MICE events are not just marketing or sales tools. From now on, the aim to use MICE as a means to enhance brand building for businesses with both external customers and internal employees will be intensive. The survey of MICE travelers has found that the M&I group is increasingly looking to utilize M&I events for brand building, with the hope of ensuring that employees understand the organization's direction, vision, values, and learn their corporate culture. Following closely is Exhibitor group who expect exhibitions to help customers recognize and appreciate their brand and convey a positive brand perception to their acquaintance. In the Convention group, the survey in this round reveals a modest expectation for building their organization's brand through Conventions/Conferences/ Seminars.

M&I



Meeting & Incentive

increasingly looking to utilize M&I events for brand building, with the hope of ensuring that employees understand the organization's direction, vision, values, and learn their corporate culture.

E



Exhibition: Exhibitor

expect exhibitions to help customers recognize and appreciate their brand and convey a positive brand perception to their acquaintance.

C



Conventions

modest expectation for building their organization's brand through Conventions/Conferences/ Seminars.

Trend

4

Value on Experience & New Type of Destination, Format

People are increasingly seeking new experiences, which has led to changing expectations for event venues. The desire to access destinations in new and different ways is creating authentic local experiences. Current surveys of MICE travelers indicate growing expectations for authentic experiences through connecting travel, where they want to engage with communities, participate in conservation activities. They begin to explore new types of accommodations that offer a more localized experience than traditional 4-5 star hotels.

Furthermore, health and wellness tourism is also gaining interest among MICE travellers.

Beyond the experiences on tourism, the MICE event itself is expressing expectations for new and unique event venues. Additional blend of virtual and real world connectivity, particularly in the context of local experiences, is also of interest.



Trend

5

Regionalization

For decades, there has been a global trend in developing the world's economic systems. When the world faced the COVID-19 pandemic, it resulted in uncertainties in global supply chains. Regionalization is a trend that aligns with the concept of deglobalization, where operations are adjusted to reduce reliance on distant countries and emphasize strengthening economic relationships at the regional level. This has also influenced the direction of MICE events, which have evolved into tools for expanding regional target groups.



From surveys, it was found that **over half of MICE travelers** in the **Convention and Exhibition groups** tend to choose events that specifically target regional audience rather than worldwide events.



Trend

6

Sustainability Practice

Sustainability is becoming increasingly necessary and is poised to become a new standard in the near future, requiring not only just attitude adjustment but also action from the very beginning, starting from the travel process, workflow, and venue management. Over the next 3-5 years, the emphasis on sustainability is expected to expand from the initial group to a broader audience. Finding solutions that create sustainable MICE events without increasing costs will be a top priority during this transition. More than 60% of travelers are beginning to specify that their companies will choose only event organizers who prioritize society and the environment. This proportion is higher in the Meeting & Incentive group compared to the Convention & Exhibitor group, and 51.9% of travelers are willing to pay extra for carbon reduction in their travels.

Beyond the sustainability dimension that comes from a focus on social and environmental responsibility, is another aspect of being part of reducing the world's burden which also helps to reduce an organization's expenses. It has been identified that behaviors such as reducing the frequency of offline events while supplementing them with online participation will occur over the next 3-5 years (with 56.8% of the sample group indicating this). Additionally, there is a tendency to choose destinations that are not too far away (such as staying within the same continent) (56.7% of the M&I group).



Trend

7

Flexibility & Resilience Ability

Amidst the multitude of uncertainties that have significantly impacted event planning, which everyone has collectively faced during the COVID-19 pandemic. Trend analysts predict that from now on, variables creating uncertainty will continue to occur. These uncertainties extend beyond diseases, natural disasters and unforeseen accidents. Uncertain situations in the context of business activities must continue to be managed, leading to the necessity for all MICE operators to adapt and be prepared to handle various scenarios. This requires increased flexibility in event management, emergency plan, and having a variety of solutions available to address changing circumstances. These capabilities may become new and vital core competencies for the MICE industry in the future.

Furthermore, the study of changing business models due to the development of new technologies also has implications for the expectations of MICE events. The intense competition in the industry and the demand for new innovations will make MICE events increasingly more interesting with future trend emerging, reflecting business and economic disruptions caused by technology. This may lead to the emergence of new industries that increasingly utilize MICE services in the future.

EXECUTIVE SUMMARY

5

Study Results on Target Groups with Market expansion Potential for Thailand's MICE Industry

and Approaches to Access New
target Groups of MICE Entrepreneurs.

In studying and analyzing potential target groups for the future expansion of Thailand's MICE industry, the research team conducted a study and analyzed trend data at the mega-trend level, which indicated the Global Agenda that will impact the global economy in the future. This was then compared to the existing strategies, policy directions, and economic costs in Thailand to identify industries that have the potential for significant growth in the future. This analysis is based on the concept that the MICE industry can serve as a tool for national development by facilitating network connections and showcasing Thailand's potential and investment opportunities for target industries through more aggressive strategic approaches. The study identified six business sectors within the MICE industry that should receive attention based on changes at the mega-trend level, including:

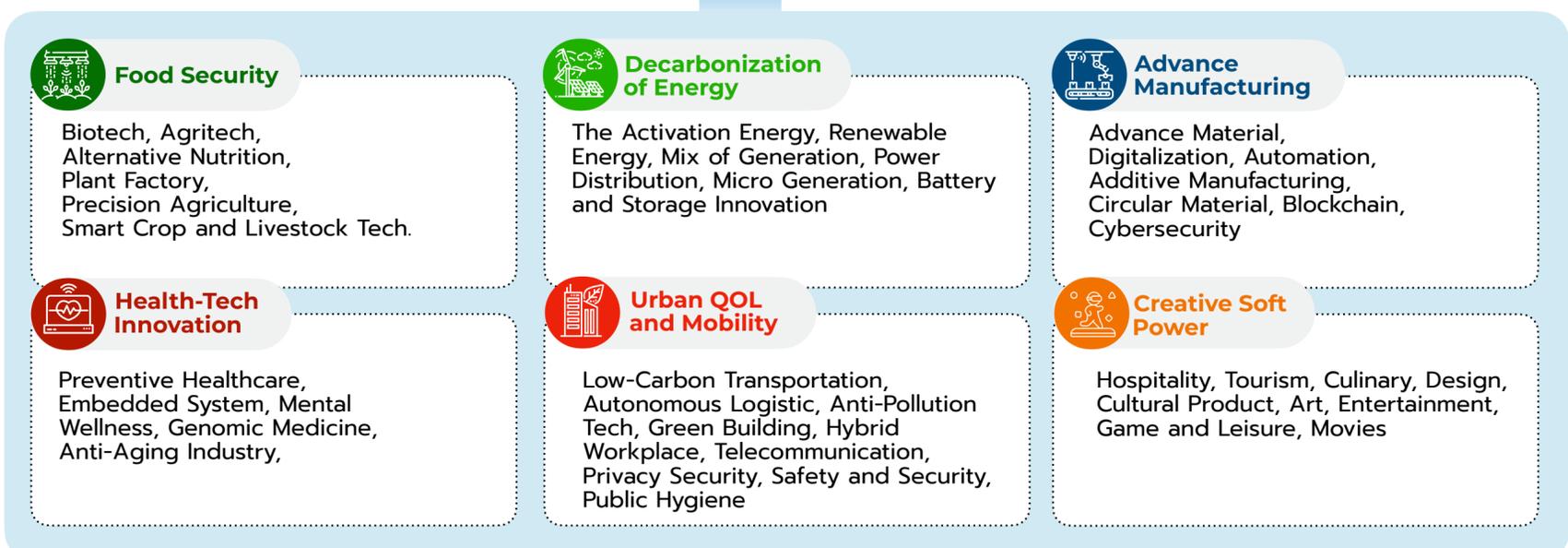
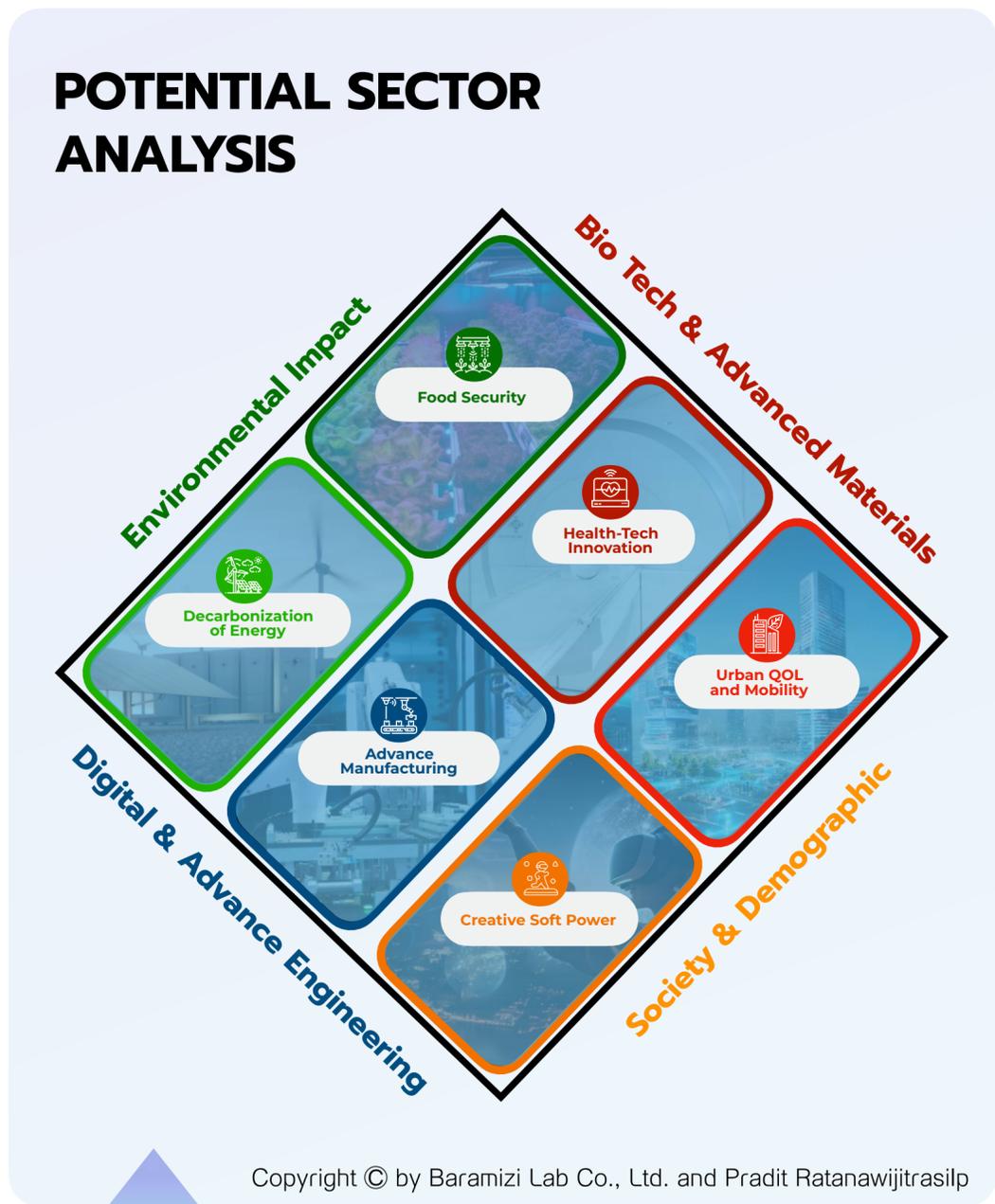
1) Society & Demographic: Changes in social structure, transmigration and urbanization.

2) Environmental Impact: Environmental challenges arising from population growth and resource consumption.

3) Bio Tech & Advanced Material: Growth in biotechnology and material sciences that drive continuous innovation.

4) Digital & Advanced Engineering: Growth in digital technology and engineering that elevate and disrupt production systems and people's lifestyles.

These four significant trends will create opportunities for the development of Thailand's economy, as outlined in the six groups mentioned in the Potential Sector Analysis model.



EXECUTIVE SUMMARY

Importance of the 6 Agendas



Agenda 1

Food Security

The World's Necessities That Thailand Can Capitalize on From its Biodiversity and Food Industry

Food Security Is a Global Concern due to Issues of Safe Food Access, Poverty, and Environmental Problems Affecting Agriculture. In the Case of Thailand, It Possesses Abundant Natural Resources, Almost Like the World's Kitchen, for Food Production. However, There Has Yet To Be Development To Increase the Value of Production or Meet the Nutritional Needs of Consumers, Both Domestically and Internationally



Agenda 3

Health-Tech Innovation

In a World Where Human Life Expectancy Is Increasing, It Creates a Demand on Health Science, Both Treatment and Prevention Aspects at an Advanced Level.

Supporting State-of-the-Art Medical Innovation in Thailand Is Essential for Economic Growth, Attracting Medical Tourists, and Positioning Thailand as a Global Hub for Medical and Healthcare Services. It Meets the Changing Needs of the Healthcare Industry and Contributes to the Overall Well-Being of the Country and its People. Additionally, It Leverages the Diversity of Natural Food Resources, Holistic Wellness Approaches, and Even Alternative Medicine, all Adapted With More Modern Technology.



Agenda 5

Advance Manufacturing

Manufacturing Is Entering an Era of Competition, With High Efficiency and Flexibility. Those Who Can't Keep Up Will Be Left Behind Quickly

Thailand's Industrial Sector Accounts for 33% of the GDP, With the Majority Being Contract Manufacturing. However, the Global Value Chain Is Contracting Due to Technological Advancements and Self-Reliance Policies in Many Countries, Especially in the Middle-High Production Technology. This Product Category, Which Developing Countries and Thailand Are Also Developing, Includes Electronics, Computers, and Automobiles. Thai Entrepreneurs Must Adapt Quickly to Position Themselves for Higher Value-Added Roles in the Global Supply Chain



Agenda 2

Creative Soft Power

Influence on Mind That Generates Endless Values, Addressing Emotional Value, and Create Social Cohesion.

Although the Creative and Soft Power Industries May Not Have As Significant an Economic Impact as the Core Industries, They Play a Role in Driving the Creative Industry Sector To Leverage Cultural Assets, Increasing the Value of the Industry and Distributing It to Small Players. This Is Suitable for Today's World, Which Is Characterized by Volatility and Intense Competition, Where Simply Competing on Price or Functionality May Not Be Sufficient or Be Competitive in the Current Era.



Agenda 4

Urban QOL and Mobility

Urban Communities Expanding and Connecting People Worldwide Accelerate the Demand on Quality of Urban Living and Mobility.

In Today's World, the Role of Cities in People's Lives Is Inseparable. The Key Component Is That People Living in Cities Seek an Improved Quality of Life. The More a City Develops To Meet These Needs, the More It Attracts Capable Individuals To Reside Within It. This, in Turn, Fuels Further Development. Additionally, Thailand's Urban Development Is Becoming More Decentralized. City Leaders Have a Desire for Area-Specific Development, and Private Sectors Are Continuously Developing and Offering Technologies and Innovations That Address These Needs.



Agenda 6

Decarbonization of Energy

The World Needs To Shift From Destructive Energy Production to Creating and Using Energy While Restoring the Planet

The Transition to Low-Carbon Energy Has Had a Positive Impact on Energy Stability, Reduced Dependence on Imports, and Developed Knowledge and Innovation in the Energy Sector at the Consumer Level. The Ability To Manage Energy Efficiently From Natural Resources Has Benefited Both the Public and the Environment, and Has Driven Other Industries to Development To Support Low-Carbon Energy."

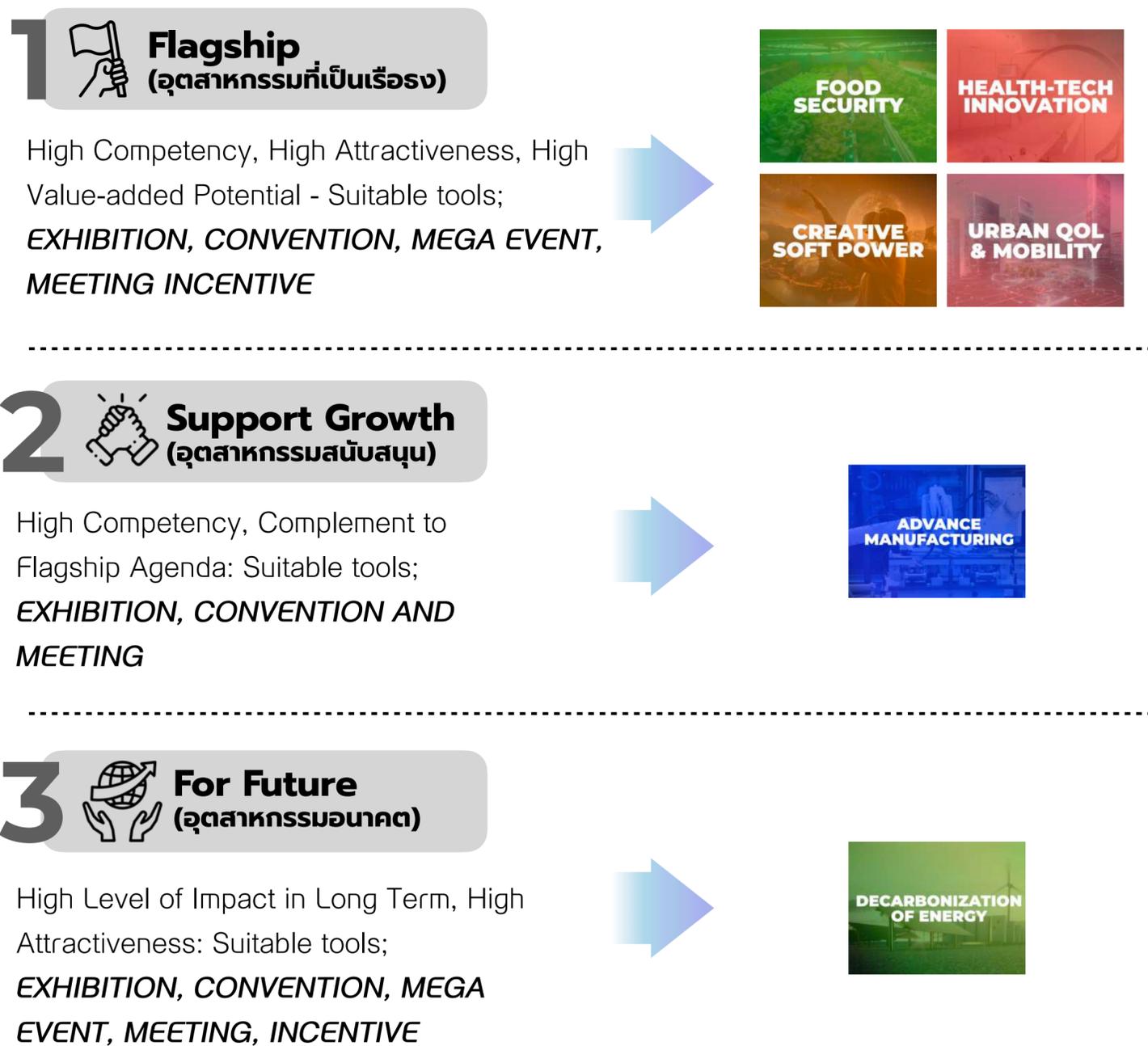
The Grouping of Target Industries.

Based on data analysis and expert insights in Thailand's MICE industry, following an operational seminar held in collaboration with TCEB management on July 25, 2023, potential industry clusters can be organized with the following criteria:

Emerging Market Assessment and Classification Criteria

- Capability and the number of businesses or experts in Thailand: Expertise, Experience, Variety, Local Knowhow
- Attractiveness: Market Size, Market Growth and Connectivity with Asian Market
- Potential of High Value-added Activity in Thailand: Innovation, R&D, Design, Creative. All of them align with the brand of Thailand.
- The level of creating positive impacts on the economy and society of Thailand or its necessity in the long term.

The requirements for business and professional certification and linkage criteria. Based on the aforementioned analysis criteria, it is possible to categorize potential industries into 3 groups as follows:



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A summary of opportunities and interesting details in each agenda. In this report, we would like to present the narrative diagram of the MICE Emerging Market Description. The diagram will consist of key topics that will help readers understand the nature of opportunities arising from potential target groups. It includes:

1) Agenda of The Future: A summary of the importance of the agenda and the value that Thailand will gain when successfully pushing forward with this agenda.

2) Related Business Sector: Discussing the business sectors related to the aforementioned global-level agenda, which are expected to grow significantly over the next 3-5 years.

3) What Value that Business Will Gain from Networking in Thailand?: Benefits that businesses in this agenda will receive from networking and participating in MICE events in Thailand.

4) Who Will be MICE Participants? What Are Their Needs and Expectations as Individuals?: Discussing the job positions and expertise of those who have the opportunity to participate in MICE events.

5) Where Will Target Travelers Come From?: Highlighting the target countries with notable innovations and countries with supply chain connected to Thailand.

6) Next S-Curve To Keep Momentum: Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

Each agenda concludes with the topic "**How to Enter the Market,**" which explains the expectations of the target group concerning networking in the business, behavioral trends, and expectations for the experience during participation in MICE events. It also covers opportunities for developing MICE events in each category, each with varying degrees of importance.

These details in this chapter should help entrepreneurs gain a clearer understanding of the opportunities for each potential target group, leading to effective and harmonized strategies for entering the market in each agenda. This, in turn, will contribute to expanding economic and social development opportunities, as well as the quality of life for the people of Thailand in the future.



5.1 Agenda 1 Food Security



Food Security

The World's Necessities That Thailand Can Capitalize on From its Biodiversity and Food Industry

1 Agenda of The Future

Food security is a global concern due to issues of safe food access, poverty, and environmental problems affecting agriculture. In the case of Thailand, it possesses abundant natural resources, almost like the world's kitchen, for food production. However, there has yet to be development to increase the value of production or meet the nutritional needs of consumers, both domestically and internationally.

Value for Thailand

- Importing Knowledge, Skills, and Experts Related to Food Security To Develop the Relevant Industry by Incorporating Modern Knowledge, Products, and Services Into the Country.
- Attracting Investors Interested in Food Security to Further Leverage the Potential of the Country as a Large-Scale Food Producer.

2 Related Business Sector

The business sectors related to the aforementioned global agenda, which are expected to experience significant growth in the next 3-5 years in the food security context, include:

Advance Farming

(digital, robotic, novel farm)

- Precision Agriculture
- Farm Management Software, Sensing & IoT
- Smart Crop and Livestock Monitoring
- Farm Robotics Mechanization & Equipment
- Novel Farming System
- Urban Farm
- Plant Factory

Bio-tech for production and food

- Alternative Nutrition
- Biotechnology

Food Safety & privacy

- Post Harvest Logistic & Traceability

Digital connect

- Agribusiness Marketplaces
- E-Grocery

3 What Value That Business Will Gain From Networking in Thailand?

The benefits that various businesses in this agenda will gain from networking and participating in events in Thailand include:

Strategic Location

- Access to Large Regional Markets
- Access To Diverse Biologically Rich Sources of Production
- Integration With Local Knowledge

Investment opportunity

- Investment in Biotechnology and Agriculture
- Investment Right in BCG
- Smart Agriculture

Extensive / Complete Supply Chain

- A Production System That Is Well-Prepared

4 Who Will be MICE Participants? What Are Their Needs and Expectations as Individual?

The job positions and expertise of those who have the opportunity to participate in MICE events.

Business Provider

- Startup
- Public Sector, City Administration
- Food Company
- Agricultural Products Company
- Telecommunication Company
- Transport & Delivery Business
- Agricultural and Food Research and Development Institute

Business Users

- Farmers and Livestock
- Food & Agricultural Products Supplier
- Agricultural Supplier
- Restaurant
- Catering & Food Service Providers
- Food Importers and Exporters
- Wholesale/Retail

Public Sector

Investor

Professional & Expertise

AI X Civil Engineer

- Smart Agriculture Expert (Smart Crop, Biotech, Precision Agriculture)

Digital Electrical Engineer

- Developer, Software Engineer
- System Engineer

Environmental Engineer

- Sustainability Expert
- Climate Change Adaptation Specialist

Power and Energy Engineer

- Sustainable Resource Manager

Mechatronic Engineer

- Mechanical Engineer

Specialization

- Food Safety Inspector
- Food Technologist (Food Scientist)
- Future Material Expert (Future Food, Alternative Protein)

5 Where Will be Target Travelers Come From?

The target countries with notable innovations and countries with supply chain connected to Thailand.

Notable Technology and Innovation



Supply Chain Linked to Thailand



6 Next S-Curve To Keep Momentum

Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

Sustainable Protein

- Sustainable Alternative Proteins Throughout the Entire Process, Such as:
 - Lab Grown Meat
 - Plant Based Protein

Bio-Engineering

- Biotechnology That Helps in Agriculture and Food Production

Personalize Food

- Customizing Food To Meet Individual Nutritional Needs.

Synthetic Biology

- Synthetic Biology in the Process of Creating Highly Nutritious Food.

7 HOW TO ENTER THE MARKET: food security

1) Attributes, Needs and Expectations of the Target Groups From Business Perspective

Value added factors	Supply chain integrity from production resources, technology advancement of the operators throughout supply chain
Market activities	They are often classified into separate specialized activities throughout the supply chain. (eg. Agricultural technology, biological engineering, processing, logistic/ warehousing, food ingredient, processing, packaging, restaurant)
Business motivation	Sourcing comprehensive service system, access to technology competition data, policy support
MICE activity format	Focusing on diversity of both innovations(biotechnology, digital technology) and creative ideas(Food and Cuisine Design)

Expectations from MICE events due to changes in business trends

Direct-to-Big Customers

Service Dominant



Visitors: When participating in exhibitions or trade shows, you are not only looking for finished products but also trying to offer service to achieve the task.



Exhibitors: In joining the exhibition or trade show, your organization tends to offer more than just a product but a service together with in-depth knowledge.

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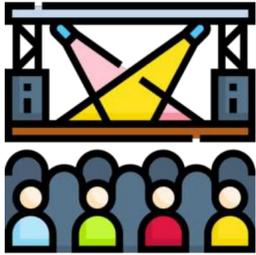
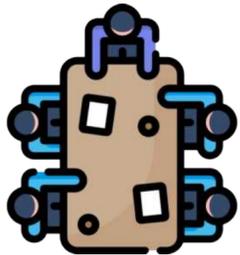
2) Value Proposition: Key Values of Participating/Organizing Events in Thailand That Should Be Presented Include:

- **Strategic Location:** Access to large markets in the region, access to diverse biologically rich sources of production, and integration with local knowledge.
- **Investment Opportunity:** Investment in biotechnology and agriculture, investment rights in BCG-related businesses, and smart agriculture.
- **Extensive / Complete Supply Chain:** A production system that is well-prepared, such as abundant natural resources, relatively low labor costs and skilled labor, agricultural land accounting for 50% of the country's area, and numerous food processing facilities.

3) MICE Product Development Opportunities

Food Security Is Related to Two Major Industries, Namely the Agriculture Industry and the Food Industry. Both of These Industries Are Considered Strong in Thailand's Current Production Capacity. However, To Elevate to the Level of Advanced Farming and Future Food in Alignment With the Food Security Agenda, Thailand Has Not Yet Excelled Significantly. To Utilize MICE as a Tool To Propel the Country Towards the Goals of This Agenda, It Is Necessary To Focus on Building Innovation and Technology Networks With Local Content and Expanding Business Networks To Cover the ASEAN Region. This Should Go Hand in Hand With Creating a Distinct National Brand. In the Operational Strategy, It Can Involve Upgrading or Expanding Existing Projects to International Levels, Consolidating Small Related Projects, Creating New Projects Based on Industry Needs in Thailand, and Bidding or Attracting Interesting Foreign Projects To Be Organized in Thailand. This Can Be Achieved by Showcasing the Strengths of the Country Through Local Content and Creative Thinking

3) MICE Product Development Opportunities

<p>Exhibition</p> 	<p>E are an effective tool for this agenda. The event should aim to facilitate business matchmaking at the regional level in Asia, connecting producers, product and technology developers with major buyers such as restaurants and catering services.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Sourcing, Market Expansion, Partnership - The exhibition showcases businesses that bridge both product distribution representatives in B2B and access to large consumers in B2BC. - It presents products and services that enhance production in terms of productivity and efficiency, such as sustainable agricultural technology, food waste management, nutrition, and food safety technologies.
<p>Convention</p> 	<p>C are a tool to help raise social awareness and facilitate exchanges for scientific development.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Investment Opportunity, Idea Gathering <p>Key Point:</p> <ul style="list-style-type: none"> • Define content that utilizes innovation to enhance the strengths of agricultural product production to increase value and ensure food security. Examples include the future of food production, the role of technology in food security, food waste challenges, and the importance of nutrition education. This should be a collaborative effort between MICE entrepreneurs, academic associations, and relevant government agencies.
<p>Mega Event</p> 	<p>Mega Event is suitable for enhancing the country's role as a clear destination for innovation and related industrial development, with an international target audience. It also opens opportunities for entrepreneurs and professionals in related fields to gain recognition.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Branding (Country, Local and Corporate), Professional x Business Matching <p>A Mega Event is a tool for strengthening the Thai national brand, which has received international recognition for its strengths. Businesses participating in and supporting the event elevate their market positions globally.</p>
<p>Meeting</p> 	<p>M can be used as a tool for businesses to discuss and collaborate. In the context of the strengths of the Local Supply Chain, Meeting activities serve as a means of exchanging knowledge and technology. They can also be used to initiate or collaborate with organizations to drive changes and prepare for the national food security agenda.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Branding (Local and Corporate), Professional x Business Matching <p>MICE entrepreneurs can work with organizations and agencies in the agenda by designing events to meet specific research and development.</p>
<p>Incentive</p> 	<p>I can be used to attract the target business groups under this agenda by offering proposals that highlight the core value of Thailand to participants. This includes being a country with a strong Local Content in food and agriculture, as well as being a strategic location within the ASEAN region.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Inspiration, Market Research <p>MICE Entrepreneurs can present experiences that create recognition for Thailand as a leader in food security, culinary culture, and food wisdom. This can be done in collaboration with organizational networks and agencies, building on the leisure and tourism experiences offered by Thailand.</p>

Sustainability Practice: Environmental considerations should be fundamental in event planning, as this group is associated with the Decarbonization Agenda.



HOW TO ENTER THE MARKET: food security

In Anticipation of the Experience That Travelers Will Have in the MICE Destination From a Personal Perspective, There Are Several Interesting Points To Note:

4) Traveling Behavior:

The Frequency and Duration of Business Travel Are Mostly Similar to the Period Before the COVID-19 Pandemic.

- Travel Frequency Ranges From 1-5 Times per Year, Which Is Considered Less Than Before the Pandemic.
- The Duration of Participation in MICE Event Is 1-3 Days and the Length of Travel for Tourism Purposes Is 4-5 Days, Including the Days of Events and Sightseeing. This Duration Is Also Similar To Pre-Pandemic Levels.

5) Individual Expectation Toward the Destination:

- Safety measure (from crime, accident and health issue)
 - ▶ The feeling of safety on life and asset throughout the trip in the area
- Professionalism of Meeting & Incentive staff
- Readiness on accommodating travelers
 - ▶ The convenience of a journey to the area and traveling in the area

- ▶ Friendliness and generosity of local people
- Value for money for overall spending of the whole trip
 - ▶ The worthiness of the experience received and the money spent

6) Tourism Expectation: Expectation on Connecting Tourism or Trips Organized by Meeting and Incentive Group.

This Group of Travelers Tends To Explore Destinations Close to the Event Location. Those Related to the Food Security Agenda Show Special Interest in Three Tourism Themes:

- Fascinating History and Culture
- Beach Bliss
- CSR and Green Meetings

7) Accommodation Expectation: Expectations for Hotel Accommodation Services.

- Able to check in since 7 a.m.
- Providing full facilities; Guests can relax and enjoy fitness equipment, infinity edge pool, Spa, Sauna and other sport activities
- Concierge providing service on restaurant booking, travel management, etc.

5.2 Agenda 2 Creative Soft Power



Creative Soft Power

Influence on Mind That Generates Endless Values, Addressing Emotional Value, and Create Social Cohesion.

1 Agenda of The Future

Creative Soft Power: Although the creative and soft power industries may not have as significant an economic impact as the core industries, they play a role in driving the creative industry sector to leverage cultural assets, increasing the value of the industry and distributing it to small players. This is suitable for today's world, which is characterized by volatility and intense competition, where simply competing on price or functionality may not be sufficient or be competitive in the current era.

Value for Thailand

- Importing knowledge, skills, and contemporary creative perspectives to adapt them to Thai culture for the advancement of cultural exports and creative ideas accessible to diverse people from other parts of the world.

2 Related Business Sector

Business sectors related to the aforementioned global agenda, which are expected to experience high growth in the next 3-5 years in the context of creative soft power, include:

Creative product

- Design
- Architecture
- Houseware
- Handicrafts and Crafts
- Fashionable
- Jewelry
- Toy
- Visual Arts
- Gift
- Place To Exhibit

Creative content

- Advertisement
- Movies and Series
- Game and Animation
- Animation Content
- Music
- Performing Arts
- Publications
- Platforms and Media
- Literature

Hospitality

- Spa
- Hotel
- Restaurant
- Tourist Destination
- Travel Service

3 What Value That Business Will Gain From Networking in Thailand?

The benefits that various businesses in this agenda will gain from networking and participating in events in Thailand include:

Cost of Cultural Diversity

- Cultural and Biological Diversity
- Acceptance by Thai People
- Diversity of Creative Workforce

Marketplace

- Large-Scale Purchasing From Southeast Asia and South Asia
- Opportunity for Creative Entrepreneurs From Around the World

Creative talent & craftsmanship

- Access to Existing and New-Generation Creative Workforce
- Intellectual Property

Value of Country Image

- Countries With Cultural Strengths That Contribute to Building Soft Power, Including Creative Products and Services

4 Who Will be MICE Participants? What Are Their Needs and Expectations as Individual?

The job positions and expertise of those who have the opportunity to participate in MICE

Business Users

- Hotel, Resort
- Restaurant
- Office
- Industry Marketing Developer
- Industrial Product Developer

Creator / opinion leader

- Designer/Design Studio
- Artisan
- Creative Director /Curator
- Production House
- Top Designer
- Trend Research
- Architecture
- Interior Design

Investor

- Master Franchising
- Distributor
- License

Public

- Sector Intellectual Property Matters
- Copyright Matters
- Culture

5 Where Will be Target Travelers Come From?

The target countries with notable innovations and countries with supply chain connected to Thailand.

Countries that influence creativity



Supply chain connected to Thailand



6 Next S-Curve To Keep Momentum

Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

Digital Craft - 3D Printing

- Technology for Designing in the Digital World and Using 3D Printing.

Artificial Intelligence

- Creating Works Through Artificial Intelligence.

Digital Service Design

- Designing Services That Respond to Digital Technology.

Mix Reality

- Technology That Merges With Virtual Reality.

Metaverse

- A Virtual Sphere Experience in the Virtual World.

7 HOW TO ENTER THE MARKET: Creative Soft power

1) Attributes, Needs and Expectations of the Target Groups From Business Perspective

Valued added factors	Personal branding(Creator) and original brand (Place of Origin)
Marketing activities	The marketing activities of this industry aim to enhance the image and network for collaborative product development, direct product distribution from manufacturers to consumers (E-commerce), and direct sales to large organizational customers.
Business motivation	Diversity and contemporary design, as well as access to a diverse and large market of buyers (businesses and consumers).
MICE activity format	The format and venue of the event may differ from consumer goods and industrial products.
Cross influence over creative business	Conveying through content and identity to create a collective experience for the target group.

Expectations from MICE events due to changes in business trends

Technology Enhancement
For High Efficiency

All **All;** You will want technology to help remove the language barrier, connecting you with people of all nations.

 **Exhibitors;** You will want touchless technology and sensor to reduce as many unnecessary steps and time as possible.

 **Meeting, Convention, Exhibitor;** You will want touchless technology and sensor to reduce as many unnecessary steps and time as possible.

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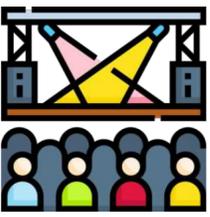
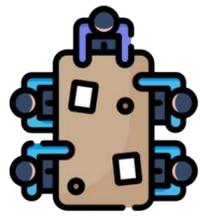
2) Value Proposition: Key Values of Participating/Organizing Events in Thailand That Should Be Presented Include:

- **Cultural Diversity:** Cultural and biological diversity, acceptance of Thai people and diversity of creative workforce
- **Creative Talent & Craftsmanship:** Access to existing creative workforce and new-generation workforce and intellectual property
- **Marketplace:** Large-scale purchases from Southeast Asia and South Asia, as well as an opportunity for creative entrepreneurs from around the world.
- **Value of Country Image:** Countries that have cultural strengths have advantages on building Soft Power, including creative products and services.

3) MICE Product Development Opportunities

Creative Soft Power Is Considered an Agenda in Which Thailand Has Outstanding Advantages, Both in Terms of Cultural Diversity, Talent Resources, and Various Industrial Groups, Such as the Jewelry Industry, Tourism Industry, Arts and Crafts, Film Industry, Fashion Industry, and More. Additionally, the Consumer Market in Thailand Is Dynamic and Vibrant, Open to Various Cultures and Adaptable to Local Uniqueness. This Makes Thailand's Creative Industry Becomes an Opinion Leader in the ASEAN Region. Moreover, the Government's Policies Strongly Support the Creative Industry, With the Creative Economy Agency (CEA), a State-Owned Organization, Responsible for Driving and Maintaining These Policies, Ensuring Their Continuous Implementation. This Enables Thailand To Be Well-Prepared To Exert Intellectual Influence on an International Scale, Stimulate the Export of High-Value-Added Products and Services, and Connect Creative Talent Businesses With Related Industries Such as Tourism, Food, Textiles, Plastics, Electronics, and Architecture. In the Future, MICE Events Should Focus on Utilizing Technology and Digital Platforms To Bridge Real-World and Virtual World, Fostering the Continuity of Business Networks.

3) MICE Product Development Opportunities

<p>Exhibition</p> 	<p>E is a suitable tool for creating economic value for creative industries by facilitating match-making through networking according types of creative product or cultural regions. They emphasize connecting creators, raw material suppliers, and products with investors and distribution channels at regional and global levels.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Market Expansion, Sourcing, Investment Pitching, Distribution Partnership <p>Content:</p> <ul style="list-style-type: none"> • Group products according to the target audience of large consumers to create a One Stop Sourcing for Experience Design. • Emphasize the creation of unique experiences, such as presenting products and services together with storytelling and concepts.
<p>Convention</p> 	<p>C serve as a tool for igniting design trend, presenting new ideas by creators, and have mechanisms for co-creating consumer experiences.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Trend Information, Influence Market, Personal Branding <p>Content:</p> <ul style="list-style-type: none"> • Content and topics for sparking ideas, such as design trends. • Knowledge, wisdom, and cultural heritage. • Define content with social value, such as environmental conservation and cultural coexistence. It is advisable to collaborate with creative design associations, local networks, art and design institutions, as well as relevant government agencies.
<p>Mega Event</p>  <p style="text-align: center;">+</p>	<p>Mega Events are used as a Pull Strategy marketing tool that helps in clarifying Thailand's brand. They also help in bringing together various diverse cultures, powerfully creating a reflection of Thailand's and other countries' strong soft power in the region.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Country Branding, Synergy of Multi-Culture, Direct-to-Big Consumer <p>Activity Characteristics:</p> <ul style="list-style-type: none"> • Suitable for series events that emphasize diversity with influencers from various product categories that complement each other, such as movies and travel, games and fashion products. • Multi-location venues that link content, product stories, and cultural site narratives, both traditional and contemporary.
<p>Meeting</p> 	<p>M is used to exchange market demands with the creative ideas of creators to deepen understanding, resulting in creative works that meet market demands and have higher economic opportunities. Holding meetings under the theme of Creative Soft Power benefits organizations in building understanding between disciplines, facilitating multi-disciplinary collaboration to create high-quality work.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Synergy of Multi-Discipline, Direct-to-Internal-Customer <p>Nature of the Activity:</p> <ul style="list-style-type: none"> • Suitable for organizing meetings in the creative workspace, it can create deep experiences. • Participants may be internal to the organization or between organizations and partners in the supply chain.
<p>Incentive</p> 	<p>I can be used to attract target groups within creative industries, including suppliers, investors, financial institutions, to gain an understanding of the economic value creation directions of creative activities for those in other fields such as finance, engineering, technology, and machinery. This can be achieved by using creative concept to create cultural and historical tourism experiences that leverage Thailand's strengths.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Inspiration, Personal Connection, Create Influencer/Decision Maker Recognition <p>Participants will receive entertainment, relaxation, and inspiration to create or support creative works together.</p>



HOW TO ENTER THE MARKET: Creative Soft power

In Anticipation of the Experience That Travelers Will Have in the MICE Destination From a Personal Perspective, There Are Several Interesting Points To Note:

4) Traveling Behavior:

The Frequency and Duration of Business Travel Are Mostly Similar to the Period Before the COVID-19 Pandemic.

- Travel Frequency Ranges From 1-5 Times per Year, Which Is Considered Less Than Before the Pandemic.
- The Duration of Participation in MICE Event Is 4-5 Days and the Length of Travel for Tourism Purposes Is 4-5 Days, Including the Days of Events and Sightseeing, Which Is Considered Less Than Before the Pandemic.

5) Individual Expectation Toward the Destination:

- Safety measure (from crime, accident and health issue)
 - ▶ The feeling of safety on life and asset throughout the trip in the area
- Readiness on accommodating travelers
 - ▶ Friendliness and generosity of local people
- Unique Identity (Culture, Architecture, Nature, Weather)
 - ▶ The worthiness of the experience received and the money spent
 - ▶ Being able to join the tourist activities that have an identity and are rare
 - ▶ There are special activities, festivals, or attractive traditions that giving an unforgettable experience.

- Value for money for overall spending of the whole trip
- The convenience of a journey to the area and traveling in the area

6) Tourism Expectation: Expectation on Connecting Tourism or Trips Organized by Meeting and Incentive Group.

This Group Tends To Travel to Famous Tourist Destinations, and Travelers From Industries Related to the Creative Soft Power Agenda Have a Special Interest in Two Travel Themes:

- Fascinating History and Culture
- Exhilarating Adventures.

7) Accommodation Expectation: Expectations for Hotel Accommodation Services.

- Able to check in since 7 a.m. .
- Providing full facilities; Guests can relax and enjoy fitness equipment, infinity edge pool, Spa, Sauna and other sport activities
- 24-hour service, e.g. food or snack available 24 hours
- Opening experience on culture, the hotel can facilitate and give suggestions about the museum, art galleries, exhibition, and local community trip
- Nice and well-designed room suitable for taking the photograph



5.3 Agenda 3 Health-Tech Innovation



Health-Tech Innovation

In a World Where Human Life Expectancy Is Increasing, There Is a Growing Demand for Cutting-Edge Scientific Advancements in Both Healthcare Treatment and Prevention.

1 Agenda of the Future

Health-Tech Innovation Supporting health-Tech Innovation is essential for Thailand's economic growth, attracting medical tourists, and positioning Thailand as a global hub for medical and healthcare services. It responds to the evolving needs of the healthcare industry and contributes to the overall well-being of the country and its citizens. It not only leverages the diversity of natural food sources but also promotes comprehensive wellness and alternative medicine practices, integrating them with advanced technologies.

Value for Thailand

- Connecting cutting-edge medical innovations can improve access to healthcare and reduce costs through various technologies, as well as enhancing the global integration of Thailand's medical knowledge with technology.

2 Related Business Sector

Business sectors related to the aforementioned global agenda are expected to experience significant growth over the next 3-5 years in the area of Health Tech Innovation.

Medical

- Hospital
- Pharmaceutical
- Medical Equipment
- Medical Management Software
- Telemedicine
- Rehabilitation
- Mental Health

Alternative Medical

- Medical Food
- Herbs & Traditional Medicine
- Thai Traditional Treatment

Preventive

- Silver Villages & Age-Friendly Housing
- Senior Care & Social Robots
- Age-Friendly Lifestyle & Wellness Services

Elderly Living

- Food Supplement
- Functional Food & Drink
- Personal Care & Beauty
- Physical Activity (Sports Science)

3 What Value That Business Will Gain From Networking in Thailand?

The benefits that various businesses in this agenda will gain from networking and participating in events in Thailand include:

Local Expertise and Know-How

- Specialized Medical Personnel
- Clinical Research and Potential for Tropical Disease Research

Marketplace With High Local and International Demand

- Market Demand Both Domestically and Internationally.

Top Ranking Medical Tourism Destination

- Readiness of Healthcare Infrastructure
- Medical and Wellness Tourism

Biodiversity and Local Wisdom

- Cost of Resources Biodiversity and Wisdom

Hospitality and Human Touch

- Manner and Mindset of Thai People
- Service Ability

4 Who Will Be MICE Participants? What Are Their Needs and Expectations as Individual?

The job positions and expertise of those who have the opportunity to participate in MICE events.

<p>Specialist</p> <ul style="list-style-type: none"> • Doctor • Therapist • Pharmacist • Dentist • Psychologist • Medical Scientist • Robotic Engineer • Material Scientist 	<p>Representative</p> <ul style="list-style-type: none"> • Pharmaceutical Representative • Technical Equipment Engineer 	<p>Medical Service Provider</p> <ul style="list-style-type: none"> • Data Management Software • Data Engineer
	<p>Investor</p> <ul style="list-style-type: none"> • Corporate Decision Maker/ Investor • Hospital • License & Franchise 	<p>Travel Agent</p> <ul style="list-style-type: none"> • Tour Operator • Destination Management Company (DMC) • Corporate Travel Manager • Hotel Reservations Agent
	<p>Public</p>	

5 Where Will Be Target Travelers Come From?

The target countries with notable innovations and countries with supply chain connected to Thailand.

<p>Notable technology and Innovation</p> <table border="0"> <tr> <td> USA</td> <td> China</td> </tr> <tr> <td> Switzerland</td> <td> Japan</td> </tr> <tr> <td> Germany</td> <td> Singapore</td> </tr> </table>	 USA	 China	 Switzerland	 Japan	 Germany	 Singapore	<p>Supply chain connected to Thailand</p> <table border="0"> <tr> <td> Japan</td> <td> Malaysia</td> </tr> <tr> <td> UAE & Middle East</td> <td> Australia</td> </tr> <tr> <td> CLM</td> <td> Russia</td> </tr> </table>	 Japan	 Malaysia	 UAE & Middle East	 Australia	 CLM	 Russia
 USA	 China												
 Switzerland	 Japan												
 Germany	 Singapore												
 Japan	 Malaysia												
 UAE & Middle East	 Australia												
 CLM	 Russia												

6 Next S-Curve To Keep Momentum

Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

<p>Anti-Aging</p> <ul style="list-style-type: none"> • Anti-Aging Medicine and Technology in Human Longevity 	<p>Neuroscience</p> <ul style="list-style-type: none"> • The Development of the Nervous System and its Impact on Human Behavior.
<p>Genomics Medicine</p> <ul style="list-style-type: none"> • A Technology Used To Read the Genetic Sequence To Diagnose Individual Disease 	<p>Synthetic Biology</p> <ul style="list-style-type: none"> • The Use of Synthetic Biology Technology To Design Biochemical Circle for Modifying Cells in the Body.

7

HOW TO ENTER THE MARKET: Health-Tech Innovation

1) Attributes, Needs and Expectations of the Target Groups From Business Perspective

Value added factors	Confidence in the skills of the personnel and technological advancements within the country organizing the event.
Market activities	Emphasize presentations by specialized professionals and the reputation of the organization and institutions as crucial factors for participant acceptance.
Business motivation	Opportunities to source new scientific or high-value-added services to expand the market within buyer countries.
MICE activity format	Pattern and venue of the events may differ from consumer goods and industrial goods.
Nature of using health services	Mostly, it is the nature of using services through travel agency.

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Expectations from MICE events due to changes in business trends

Service Dominant



Exhibitors; In joining the exhibition or trade show, your organization tends to offer more than just a product but a service together with in-depth knowledge.

Exhibitors; In joining the exhibition or trade show, your organization tends to send a support team along, for example, technical, research & development, and customer service, more than just a sell team.

Exhibitors; Your organization tends to develop specific and specialized products/innovations. Possessing in-depth knowledge and expertise is considered advantageous in the competition.

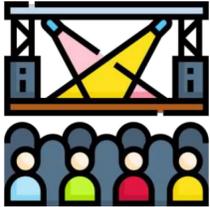
2) Value Proposition: Key Values of Participating/Organizing Events in Thailand That Should Be Presented Include:

- **Local Expertise and Know-how:** Specialized medical personnel, clinical research and potential of tropical diseases research.
- **Biodiversity and Local Wisdom :** Cost of resources, biological diversity and wisdom
- **Hospitality and Human Touch:** Thai people's etiquette, attitudes, and service capabilities.
- **Marketplace with High Local and International Demand:** Domestic and international market demand
- **Top Ranking Medical Tourism Destination (Country Brand Image):** Readiness of the medical service and and health tourism.

3) MICE Product Development Opportunities

Health-Tech Innovation Is an Agenda in Which Thailand Has a Competitive Edge in Healthcare Services and Medical Tourism, Recognized for its Quality and Friendly Service. Currently, It Is a Destination for Health-Conscious Tourists From Around the World. The Connections Can Be Categorized Into Treatment-Oriented Groups, Including Hospitals, Medical Sciences, Medical Equipment and Technology, Alternative Medicine, Elderly Care, Preventive Care, and Support Services. The Health-Tech Innovation Sector Not Only Stimulates Foreign Interest but Also Serves as a Platform for Creating Added Value in Terms of Skills, Knowledge, and Technology Developed Within Thailand. It Also Attracts Significant Investments in Research and High-Tech Development.

3) MICE Product Development Opportunities

<p>Mega Event</p>  <p>Convention</p> 	<p>Mega Event is a tool that will help in building Thailand's brand as a leader in innovation and research and development in this agenda. The organization of large-scale events may be categorized according to important healthcare directions and utilize continuous sciences. This is because each branch is quite a large industry, including Advanced Medicine, Preventive Healthcare, Alternative Healthcare, and Elderly Living, which will create awareness of Thailand's comprehensive health image (Holistic Health Decision).</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Country Branding, Institutional Branding, Personal Branding <p>C is important tools that should be organized to connect with Mega Events in order to attract thought leaders and experts in specific fields to exchange knowledge within the country. This helps business professionals and relevant professionals access global knowledge and science.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Country Branding, Market Expansion, Knowledge Transfer, Personal Branding <p>Content:</p> <ul style="list-style-type: none"> • Conventions should be categorized according to health sciences, including groups for modern medical innovations and treatments, alternative medicine, preventive healthcare, and elderly care. Supporting organizations and institutions to host events or act as liaisons with international organizations is an appropriate approach for this agenda. This is supported and joint-invested by MICE entrepreneurs.
<p>Meeting</p> 	<p>M Meeting on specialized healthcare and medicine are essential activities, often organized for specific groups.</p> <ul style="list-style-type: none"> • Increasing the number of such meetings in Thailand should involve reaching out to decision-makers from both sides, including relevant associations or institutions, as well as large-scale businesses in the food, pharmaceutical, or technology sectors that can act as sponsors. • Developing the services for participants to access locations or destinations related to their specialized professions is an important consideration when selecting the destination. This could include places such as raw material sources, production facilities, research and development laboratories. • A system for providing information to facilitate connections among individuals is a beneficial tool for decision-making regarding event participation. <p>Outcomes for Participant:</p> <ul style="list-style-type: none"> • Knowledge Exchange • Specialist Recruitments:
<p>Incentive</p> 	<p>I The target audience for Incentive Trips is quite large,</p> <ul style="list-style-type: none"> • It's not limited to businesses related solely to healthcare. Nowadays, every business places importance on the well-being of its employees. • Organizing Incentive Trips under this agenda could involve adding health-related content and increasing knowledge about self-care for the participants. • MICE operators should collaborate with travel agency companies to design Incentive Trip itineraries that include businesses related to health as one of the destination points. This can be beneficial for creating more business opportunities. <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Personal Connection • Personnel Development • Brand Recognition
<p>Exhibition</p> 	<p>E Trade shows are suitable for presenting innovations and new technologies that require demonstration and in-depth information. Products and services at these events are often repeatable, delivered with maintenance services, or may require representatives to bring the service providers to Thailand.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Solution Sourcing • Direct-to-Decision Makers/Influencers <p>Content:</p> <ul style="list-style-type: none"> • It's advisable to categorize events based on healthcare disciplines because the profiles and objectives of event organizers and participants vary according to their respective fields. These categories include Medical Innovation and Modern Treatment, Alternative Medicine, Preventive Healthcare, and Elderly Care.



HOW TO ENTER THE MARKET: Health-tech Innovation

In Anticipation of the Experiences That Travelers Expect To Have in the MICE Destination From a Personal Perspective, There Are Interesting Points To Consider, As Follows:

4) Traveling Behavior:

The Frequency and Duration of Business Travel Are Mostly Similar to the Period Before the COVID-19 Pandemic.

- Travel Frequency Ranges From 1-5 Times per Year, Which Is Considered Less Than Before the Pandemic.
- The Duration of Participation in MICE Event Is 1-3days and the Length of Travel for Tourism Purposes Is 4-5 Days, Including the Days of Events and Sightseeing, Which Is Considered Less Than Before the Pandemic.

5) Individual Expectation Toward the Destination:

- Safety measure (from crime, accident and health issue)
 - The feeling of safety on life and asset throughout the trip in the area
- Professionalism of Meeting & Incentive staff
- Readiness on accommodating travelers
 - The convenience of a journey to the area and traveling in the area
- Value for money for overall spending of the whole trip
 - The worthiness of the experience received and the money spent

- Experiencing authentic lifestyle, not a mock-up or re-creation.
- The Attractiveness of the Activities/Tourist Products, Both Image and Sensation

6) Tourism Expectation: Expectation on Connecting Tourism or Trips Organized by Meeting and Incentive Group.

This Group of Travelers Tends To Explore Destinations Close to the Event Location. Travelers in This Group Are Typically From Industries Related to the Health-Tech Innovation Agenda and Have a Special Interest in Two Themes of Tourism:

- Fascinating History and Culture
- Beach Bliss

7) Accommodation Expectations: Expectations for Hotel Accommodation Services.

- Able to check in since 7 a.m.
- luggage delivery service direct to the airport available
- Keeping customer's preferences and ability to provide personalized service
- 24-hour service, e.g. food or snack available 24 hours

5.4 Agenda 4 Urban QOL & Mobility



Urban QOL & Mobility

Urban Communities Are Expanding Connecting People and the World, Accelerating Aspirations or Improved Urban Living Quality and Sustainable Transportation.

1 Agenda of the Future

Urban QOL & Mobility are inextricably linked in today's world. An essential component is that urban dwellers increasingly demand a higher quality of life. The more cities develop to meet these demands, the more they attract capable individuals. Development efforts also stimulate one another. Moreover, Thailand's urban development is becoming more decentralized, with city leaders keen to tailor development to their specific regions. Private sectors are also actively contributing by continuously introducing technologies and innovations that cater to the evolving needs and desires.

Value for Thailand

- Dissemination of Knowledge and Technology Directly to Users Who Want To Develop Their Areas.
- Enhancement of City's Capability To Meet the Future Living Quality Trends, Characterized by an Inclination Toward Residing in Higher-Density Urban Areas.

2 Related Business Sector

Business sectors related to the aforementioned global agenda are expected to experience significant growth over the next 3-5 years in the area of Urban QOL & Mobility.

Clean Comfort Environment

- Pollution Tech
- Public Hygiene

Telecommunication

- Bandwidth
- Software
- IoTs

Green Living

- Hybrid Workplace, Building

Safety and Security

- Privacy Security
- Cyber Security
- Crime Prevention
- Public Safety
- Disaster Management

Low Carbon Mobility

- Autonomous Logistic
- EV
- Walkable City & Micro Mobility

3 What Value That Business Will Gain From Networking in Thailand?

The benefits that various businesses in this agenda will gain from networking and participating in events in Thailand include:

Growth and Size Demand

- Thailand Has Decentralization on QOL Development
- Growth City Development Project
- Thailand Is Influencers & Living Indicator of its Neighbour Countries

Early Adopter Market of Technology

- Thai People's Readiness for New Technology

Investment Opportunity

- Investment Promotion
- Readiness of Supply Chain in Construction Materials and Automobile Industries

4 Who Will Be MICE Participants? What Are Their Needs and Expectations as Individual?

The job positions and expertise of those who have the opportunity to participate in MICE events.

Specialist

- AI X Civil Engineer
- Urban Planners and Transportation Engineers
- Sustainable Transport Specialists
- Smart Infrastructure Specialists
- Digital Electrical Engineer
- Network and Communication
- Software Developers and Engineers
- Environmental Engineer
- Environmental Scientists and Engineers
- Sustainable Development Experts
- Power and Energy Engineer
- Energy Specialists
- Mechatronic Engineer
- Specialization
- Electric Vehicle Specialists
- Data Scientists and Analysts
- Public Health Professionals
- Civic Technologists

Business User

- Real Estate Developer
- Contestant of the Public Infrastructure Auction
- Partners or Bidders for Vehicle Services

Technology Provider

- Construction Material Developer
- Environmentally Friendly Construction Engineer
- Telecommunication Company
- Environment and Pollution Management Company

Public Sector

Investor

5 Where Will Be Target Travelers Come From?

The target countries with notable innovations and countries with supply chain connected to Thailand.

Notable technology and Innovation



Supply chain connected to Thailand



6 Next S-Curve To Keep Momentum

Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

Climate-Tech

- Climate-Tech for Environment Management

Digital Twin City

- Digital Twin City

Disaster Management

- Disaster Management

Autonomous Mobility

- Autonomous Mobility

7 HOW TO ENTER THE MARKET: Urban QOL and Mobility

1) Attributes, Needs and Expectations of the Target Groups From Business Perspective

Value added factors	Technology that can be customized to solve specific problems in various areas.
Marketing activity	For capital goods, prioritize comprehensive services, including product and service offerings, from design to maintenance.
Business motivation	There is continuous service and development to reduce the risk of becoming outdated or unable to maintain ongoing use.
MICE activity format	Aiming to create a network between technology service providers and B2B organizational users, with specialized experts linking technology vendors to system integrators.
Influence on decision-making of organizational consumers	Certification of standards, safety, and compliance with laws and regulations.

Expectations from MICE events due to changes in business trends

Technology Enhancement For High Efficiency



Meeting, Convention, Exhibitor;
You will want digital technology that efficiently increases your convenience in attending the event. (In-person experience)



Meeting, Convention, Exhibitor;
You will want technology that can access information fast, reducing tiring time on searching.

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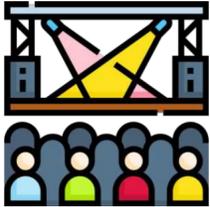
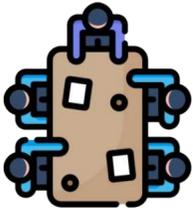
2) Value Proposition: Key Values of Participating/Organizing Events in Thailand That Should Be Presented Include:

- **Growth and Size Demand:** Thailand has decentralized its efforts to improve the quality of life (QOL) with the growth of city development projects. Thailand is also an influencer and living indicator for neighboring countries.
- **Early Adopter Market of Technology:** Readiness to embrace new technologies of Thai people.
- **Investment Opportunity:** Investment promotion and preparedness of supply chain in the construction materials and automotive manufacturing industries.

3) MICE Product Development Opportunities

Urban QOL and Mobility: Thailand Is a Rapidly Developing and Large Market in Need of Both Urban Quality of Life (QOL) Improvement and Transportation-Related Technologies. Thailand Has Low Innovation Capabilities and Most of Researches Have Not Been on-Developed for Commercial. However, It Has a Strong Potential for High Manufacturing Capabilities With a Well-Prepared Supply Chain, all Supported by Government Policies. Future Events Related to the Urban QOL and Mobility Agenda Should Encompass Both Large-Scale Projects That Can Elevate Existing Ones to International Standards and the Consolidation of Small, Interconnected Projects. Furthermore, It Should Attract or Bid for Projects From Abroad To Be Introduced in Thailand. In Addition to This, Techniques for Decentralization and Context-Specific Content Can Be Used To Present Technology Applications for Better Living Conditions. The Goal of Such Initiatives Should Facilitate Communication Between City Administrator, Private Sectors Entities, and Emerging Technologies, Resulting Problem-Solving or Opportunities To Enhance Urban Capacity and Quality of Life in Unique Ways.

3) MICE Product Development Opportunities

<p>Mega Event</p>  <p style="text-align: center;">+</p>	<p>Mega Event: Thailand aims to create broad awareness and attract new-age scientific knowledge to allow policy-makers and decision-makers access to a diverse range of comprehensive products and services. Large-scale symbolic events are also crucial tools for building Thailand's brand image in the fields of visionary urban development and modern transportation.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Branding (Country, Local and Corporate), Market Expansion <p>Collaborative events featuring global-level technology, successful examples within Thailand, and showcasing innovations developed within the country.</p>
<p>Convention</p> 	<p>C International and national conferences will serve as mechanisms for transferring new knowledge into Thailand's network, enhancing the potential for development that aligns with actual policies.</p> <ul style="list-style-type: none"> • Conferences should be organized alongside exhibitions since the content represents specialized knowledge that requires communication and specific transmission. • Government and private sector entities related to standards, both professional and engineering standards, will play a significant role in pushing for the reception of new knowledge and staying abreast of global changes. • Large-scale global businesses that own innovations are important variables for the success of the event. <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Branding (Country, Local and Corporate), Market Expansion, Influence Market, Idea Sourcing
<p>Exhibition</p> 	<p>E It is advisable to emphasize exhibitors who offer comprehensive solutions more than component sellers (as component management is often conducted online nowadays). The products and services in this category need to reach organizational users, so events should be organized to connect with decision-makers directly, such as city administrators and real estate business groups.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Solution Sourcing, Direct-to-Big-Customer, Investment Pitching, Partnership <p>Content:</p> <ul style="list-style-type: none"> • Collaborating with conventions to communicate policy-oriented and industry direction content to participants at the executive level. • Content suitable for engineers, system integrators, and practitioners is best suited for linkage events with exhibitors, tailored to specific industries.
<p>Meeting</p>  <p style="text-align: center;">+</p> <p>Incentive</p> 	<p>M Organizing specialized conferences and technology-focused events is suitable for pairing with Incentives, which promote collaboration among personnel within the same or related fields. Sponsors of such conferences are often vendors of related products and services. Therefore, MICE organizers can link specialized conferences with exhibitions to attract professionals to engage in activities in Thailand for a longer duration.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Direct-to-Big-Customer • Professional Partnership <p>I As this is a business sector with high growth potential, MICE operators should seek opportunities from leading global businesses to present Thailand as a destination for tourism. Besides the benefit of experiencing impressive tourism, Thailand also offers opportunities as an attractive market for market expansion. Incentives serve as the first welcoming door inviting business groups to get to know Thailand.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Market Research, Personal Connection



HOW TO ENTER THE MARKET: Urban QOL and Mobility

In Anticipation of the Experiences That Travelers Expect To Have in the MICE Destination From a Personal Perspective, There Are Interesting Points To Consider, As Follows:

4) Traveling Behavior:

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- The Duration of Participation in MICE Event Is 4-5 Days and the Length of Travel for Tourism Purposes Is 4-5 Days, Including the Days of Events and Sightseeing, Which Is Considered Less Than Before the Pandemic.

5) Individual Expectation Toward the Destination:

- Safety measure (from crime, accident and health issue)
 - The feeling of safety on life and asset throughout the trip in the area
- Readiness on accommodating travelers
 - The convenience of a journey to the area and traveling in the area
 - Friendliness and generosity of local people
- Value for money for overall spending of the whole trip
 - The worthiness of the experience received and the money spent

6) Tourism Expectation: Expectation on Connecting Tourism or Trips Organized by Meeting and Incentive Group.

This Group of Travelers Tends To Explore Destinations Close to the Event Location. Those Related to the Urban QOL & Mobility Agenda Show Special Interest in Two Tourism Themes:

- **Exhilarating Adventures.** Refer to Traveling to Places Where the Environment Is Different From Normal Environment, Consisting of Physical Activity, Natural Environment, and Immersion Into Culture.
- **Beach Bliss** Represents Activities To Experience Beachfront Atmosphere or Activities Set Up on the Beach so That To Feel Differently From the Ordinary Activities.

7) Accommodation Expectation: Expectations for Hotel Accommodation Services

- Able to check in since 7 a.m.
- Providing full facilities; Guests can relax and enjoy fitness equipment, infinity edge pool, Spa, Sauna and other sport activities
- Concierge providing service on restaurant booking, travel management, etc.

5.5 Agenda 5 Advance Manufacturing



Advance Manufacturing

Manufacturing Is Entering an Era of Competition, With High Efficiency and Flexibility. Those Who Can't Keep Up Will Be Left Behind Quickly

1 Agenda of the Future

Advance Manufacturing Regarding Advance Manufacturing, Thailand's industrial sector accounts for 33% of the GDP, with the majority being contract manufacturing. However, the global value chain is contracting due to technological advancements and self-reliance policies in many countries, especially in the middle-high production technology. This product category, which developing countries and Thailand are also developing, includes electronics, computers, and automobiles. Thai entrepreneurs must adapt quickly to position themselves for higher value-added roles in the global supply chain.

Value for Thailand

- MICE Should Create Processes for Technology Transfer, Not Just Purchasing, To Stimulate Transformation for Thai Manufacturers.

2 Related Business Sector

Business sectors related to the aforementioned global agenda are expected to experience significant growth over the next 3-5 years in the area of Advance Manufacturing.

Advance Material

- Biomaterial
- Circular Material
- Composite Material Ex. Plastic
- Nano Material
- Carbon Capture Utilization CCU

Manufacturing

- Automation & Robotic
- Human-Tech Augmentation
- Advance Machinery
- Additive Manufacturing

Digitalization

- Cloud Computing
- AI in Manufacturing
- SaaS/PaaS

Business Outsourcing Service

- Cyber Security
- Waste-Management
- Carbon Footprint

Logistic

- Supply Chain as a Service

3 What Value That Business Will Gain From Networking in Thailand?

The benefits that various businesses in this agenda will gain from networking and participating in events in Thailand include:

Size of Demand Manufacturing Potential

- Thailand Ranks 35th Globally Out of 64 Countries in Terms of Industrial Potential and Is a Leader in Several Industries, Such as Petroleum Refining Products (Ranked 9th), Rubber and Plastic Industry (Ranked 9th), and Food and Beverage Manufacturing (Ranked 11th)

Access to Regional Market

- This Increases Opportunities for Trade With Countries That Have Regional Free Trade Agreements.

Digital Development Capability

- Good Telecommunications Infrastructure.

4 Who Will Be MICE Participants? What Are Their Needs and Expectations as Individual?

The job positions and expertise of those who have the opportunity to participate in MICE events.

Specialist

AI X Civil Engineer

- Data Scientists and Analytics Experts

Digital Electrical Engineer

- System Integrator
- Quality Assurance and Six Sigma Professionals

Environmental Engineer

- Environmental Engineer

Power and Energy Engineer

Mechatronic Engineer

- Automation and Robotics Specialists
- Industrial Designers
- Manufacturing Engineers

Specialization

- Researcher
- Material Lab Scientist
- Materials Scientists and Engineers
- Production Manager
- Industrial Engineer

Business User

- Decision-Makers in the Manufacturing Industry
- Raw Material Supplier
- HR Manager
- Procurement
- Transport Service
- Inventory Manager

Investor

Public Sector

5 Where Will Be Target Travelers Come From?

The target countries with notable innovations and countries with supply chain connected to Thailand.

Notable Technology and Innovation



Supply Chain Connected to Thailand



6 Next S-Curve To Keep Momentum

Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

AI, Machine Learning in Manufacturing

- The Use of Artificial Intelligence in Manufacturing Industry.

Mobile Factory

- A Factory With Operations Segregated According to Specific Purposes.

Blockchain in Manufacturing

- The Use of Blockchain Technology in the Production Process.

Lights-out Manufacturing

- Humanless Manufacturing Technology.

IIoT (Industrial Internet of Thing)

- Connecting Machinery and Industrial Systems to the Internet.

7 HOW TO ENTER THE MARKET: Advance Manufacturing

1) Attributes, Needs and Expectation of the Target Groups From Business Perspective

Value added factors	Advancements in technology related to efficiency and productivity.
Market activities	It is a capital product that requires full-service, long-term commitment, as well as continuous maintenance and system upgrades.
Business motivation	The size and number of manufacturing industries within the country or region that encompass the interconnection of supply chain systems.
MICE activity formats	Building long-term business cooperation requires continuous communication starting before the MICE activities. It involves knowledge-sharing activities coupled with scientific linking.

Expectations from MICE events due to changes in business trends

Technology Enhancement For High Efficiency

MICE for Brand Building



Meeting&incentive; Your organization tends to expect stronger branding from cultivating a sense of involvement in brand vision, brand value delivered to people/society, and learning culture in its employee through meetings, pieces of training, or incentive trips provided for people in the organization/network.



Meeting, Convention, Exhibitor; You will want technology that can access information fast, reducing tiring time on searching.

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2) Value Proposition Key Values of Participating/Organizing Events in Thailand That Should Be Presented Include:

- **Size of demand Manufacturing Potential:** Thailand is a manufacturing base with industrial potential.
- **Digital Development Capability Digital infrastructure:** Good telecommunications infrastructure.
- **Access to Regional Market:** Increasing trade opportunities with countries in the same region that have Bilateral Agreement.

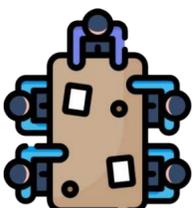
3) MICE Product Development Opportunities

Future events in the Advance Manufacturing Agenda should showcase the added value of using technology to produce significantly better results. This should encompass knowledge in materials science with new environmentally friendly properties, as well as the use of digital technology to streamline various processes.

To enhance Thailand's manufacturing capabilities in a sustainable manner, these events should also emphasize the development of technology within the country. This will create opportunities for Thai research and development to access manufacturing markets at the regional level.

MICE organization links regional supply chain with target agenda These fields include Food Security, Health-Tech, Creative Soft Power, Urban Quality of Life, and Mobility. This will ensure that the event's content has a clear and purposeful focus, fostering collaboration between different sectors within each field.

3) MICE Product Development Opportunities

<p>Exhibition</p>  <p style="text-align: center;">+</p>	<p>E This is an important tool of this agenda for creating connections, networks, expanding markets, and serving as a platform for investor searches. Participants are inclined to establish links with decision-makers directly, especially when the event is held in areas close to users, such as the EEC in the East.</p> <p>Utilizing technology for effectiveness in participating in the "Tech for Effectiveness" event is necessary because manufacturing technology is highly diverse. Participants need to connect with target groups or technology owners that align with their specific needs in order to access in-depth information within limited time frames.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Solution Sourcing, Direct-to-Big-Customer, Investment Pitching, Partnership <p>Content:</p> <ul style="list-style-type: none"> • Organizing exhibitions and seminars related to advanced manufacturing technology and solutions may cover network of the entire supply chain. These categories may include Advance Material, Manufacturing, Logistics, Digitalization, and Business Outsourcing Service.
<p>Convention</p> 	<p>C Conventions are often held in parallel with trade shows, with agendas aimed at providing guidance on changes. Participants in these events seek access to information to make decisions when connecting with business partners at trade shows.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Knowledge Exchange, New Investment Opportunity, Influence Market, Idea Sourcing <p>content:</p> <ul style="list-style-type: none"> • Focus on issues related to crises such as international trade regulations and significant technological changes. • New technologies and new process management from around the world.
<p>Meeting</p> 	<p>M Meetings related to Advance Manufacturing should be organized with specific product categories, such as electronics, automotive, construction materials, and plastics, because the technologies used for each product differ in detail. Regional meetings that are concerned with Regional-level meetings with supply chain integration are important for enhancing efficiency in both the system and the goals of stakeholders, both in the production system and in businesses related to target products.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Skill Development • Co-creation Opportunity • Access to Industry Insight <p>Content:</p> <ul style="list-style-type: none"> • Meetings for cross-discipline co-creation will add value to the participants beyond accessing useful information. • Event organizers should prioritize topics and content that align with market demands, especially when coordinating meetings alongside product exhibitions.



HOW TO ENTER THE MARKET: Advance Manufacturing

In Anticipation of the Experiences That Travelers Expect To Have in the MICE Destination From a Personal Perspective, There Are Interesting Points To Consider, As Follows:

4) Traveling Behavior

The Frequency and Duration of Business Travel Are Mostly Similar to the Period Before the COVID-19 Pandemic.

- Travel Frequency Ranges From 1-5 Times per Year, Which Is Considered Less Than Before the Pandemic.
- The Duration of Participation in MICE Event Is 1-3 Days and the Length of Travel for Tourism Purposes Is 4-5 Days, Including the Days of Events and Sightseeing, Which Is Considered Less Than Before the Pandemic.

5) Individual Expectation Toward Destination

- Safety measure (from crime, accident and health issue)
 - ▶ The feeling of safety on life and asset throughout the trip in the area
- Value for money for overall spending of the whole trip
 - ▶ The worthiness of the experience received and the money spent

- The convenience of a journey to the area and traveling in the area
- Friendliness and generosity of local people

6) Tourism Expectation: Expectation on Connecting Tourism or Trips Organized by Meeting and Incentive Group.

This Group of Travelers Tends To Explore Destinations Close to the Event Location. Those Related to the Advance Manufacturing Agenda Show Special Interest in Two Tourism Themes:

- Fascinating History and Culture
- Beach Bliss

7) Accommodation Expectation: Expectations for Hotel Accommodation Services

- Able To Check in Since 7 A.M.
- Providing Full Facilities; Guests Can Relax and Enjoy Fitness Equipment, Infinity Edge Pool, Spa, Sauna and Other Sport Activities
- Concierge Providing Service on Restaurant Booking, Travel Management, Etc.
- 24-Hour Service, E.G. Food or Snack Available 24 Hours

5.6 Agenda 6 Decarbonization of Energy



Decarbonization of Energy

The World Needs To Shift From Destructive Energy Production to Creating and Using Energy While Restoring the Planet

1 Agenda of the Future

Decarbonization of Energy Transitioning to low-carbon energy has an impact on energy sustainability, reducing dependency on imports, and advancing knowledge and innovation in energy at the consumer level. The ability to manage energy efficiently from natural resources benefits both the public, environmental concerns, and drives development in other industries to support increased low-carbon energy.

Value for Thailand

- The Entire Country Transitioning To Become Net Zero Allows Every Industry To Engage in Global Trade and Creates Opportunities in Line With Global Trends for Thailand.
- There Is an Emergence of Carbon Credit Trading in Thailand, and Local Authorities Can Establish Low-Carbon Power Plants, Generating Revenue Through Credit Sales.

2 Related Business Sector

Business sectors related to the aforementioned global agenda are expected to experience significant growth over the next 3-5 years in the area of Decarbonization of energy.

Generation

- Renewable Energy
- Bio Energy
- New Solar Material
- Micro Generation
- Fusion Generator

Battery and Storage Innovation

- New Battery Material (Graphene, Sodium Ion)
- Long-Duration Battery
- Battery Upcycling

Energy Management

- Smart Grid
- Net Zero Building
- Energy Management Software

3 What Value That Business Will Gain From Networking in Thailand?

The benefits that various businesses in this agenda will gain from networking and participating in events in Thailand include:

Access to a Large Energy Production

- The Capability To Produce Energy From Biomass.

The Electric Vehicle Industry Supports

- EV Industry's

Access to a Large Domestic Market

- Accessing the Large-Scale Electricity Market in the Region.

4 Who Will Be MICE Participants? What Are Their Needs and Expectations as Individual?

The job positions and expertise of those who have the opportunity to participate in MICE events.

Professional

AI X Civil Engineer

- Sustainable Development Planner

Digital Electrical Engineer

- Renewable Energy Systems Designer

Environmental Engineer

- Energy Efficiency Auditor
- Environmental Engineer
- Sustainable Building and Infrastructure Designer

Power and Energy Engineer

- Renewable Energy Engineer
- Energy Efficiency Specialist
- Clean Energy Financing Specialist

Mechatronic Engineer

Specialization

- Green Technology Researcher

Business User

- Power Electronic Components Supplier
- Renewable Energy Start-Up
- Power Service Provider
- Carbon Auditor

Industry

- Renewable Energy Project Manager
- Carbon Market Analyst
- Energy Economist
- Sustainability Consultant
- Mobility & Automotive
- Power Plant

Investor

Public Sector

5 Where Will Be Target Travelers Come From?

The target countries with notable innovations and countries with supply chain connected to Thailand.

Notable Technology and Innovation



Supply Chain Connected to Thailand



6 Next S-Curve To Keep Momentum

Discussing business sectors from innovations that are currently incubating and expected to grow in the next 5-10 years.

Fusion Power Generation

- Fusion Power Generation

Micro Generation

- Micro Generation Technology

Green Hydrogen

- Green Hydrogen

Energy Trading

- Technology for Managing Transaction Data in Electricity Trading, Such as:
 - Transactive Energy
 - Energy Blockchain

EXECUTIVE SUMMARY

7 HOW TO ENTER THE MARKET: Decarbonization of Energy

1) Attributes, Needs and Expectation of the Target Groups From Business Perspective

Value added factors	New-age technologies that provide high economic returns, turning waste into income.
Marketing activities	It's an infrastructure-related business that requires full-service coverage, emphasizing building confidence in technology service providers' brands.
Business motivation	The energy and environmental policies of the host country that lead to the expansion of interests in the regions covered by the event, access to cutting-edge technology, international agreements.
Mice activity format	It is a connection for exchanging knowledge and science, intellectual property trading, procurement and service provider appraisal for long-term purchasing.

Expectations from MICE events due to changes in business trends

Technology Enhancement For High Efficiency



Meeting, Convention, Exhibitor;
You will want technology that can access information fast, reducing tiring time on searching.



Meeting, Convention, Exhibitor;
You will want digital technology that efficiently increases your convenience in attending the event. (In-person experience)

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2) Value Proposition: Key Values of Participating/Organizing Events in Thailand That Should Be Presented Include:

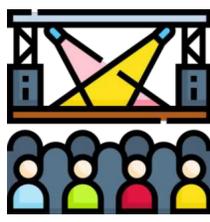
- **Access To a Large Energy Production:** Capabilities on biomass energy production.
- **The Electric Vehicle Industry Supports:** EV industry.
- **Access To a Large Domestic Market:** Accessing the large-scale electricity market in the region.

3) MICE Product Development Opportunities

The Decarbonization of Energy Agenda Is a Demand-Driven and Global Agenda That Is Closely Related to Environmental Issues. It Will Continue To Gain Importance in the Future Until It Becomes a Significant Demand. Since It Is a Future Technology, There Is Still Room for Thailand To Develop Technology and Innovations That Shift From Technology Users to Technology Creators.

The Decarbonization of Energy Agenda Should Emphasize the Transition From Traditional Energy Sources to Alternative Energy Sources. It Should Also Focus on the Ability To Transform Consumers Into Self-Sufficient Electricity Producers, Efficient Energy Usage Technologies, and Carbon Capture and Storage Technologies To Create a New Economy.

3) MICE Product Development Opportunities

<p>Mega Event</p> 	<p>Mega Events are important tools for creating awareness, conveying knowledge, and fostering understanding within society. They generate positive support and help build Thailand's brand as a visionary leader in the region.</p> <p>Large-scale events also stimulate the demand for environmentally-friendly products and services, expanding the market. They serve as a foundation for promoting relevant MICE events in other formats.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Country Branding • Demand Creation <p>Content:</p> <ul style="list-style-type: none"> • Innovative exposition showcasing different dimensions of energy, from production and distribution to storage and utilization.
<p>Convention</p> 	<p>C Large-scale international conference activities serve the dual purpose of bringing new knowledge into Thailand's network and presenting Thai technology and innovation to global investment avenues.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Technology Insight • Venture Capital Opportunity • Intellectual Property <p>Content:</p> <ul style="list-style-type: none"> • Academic conferences and platforms for showcasing new innovations (not academic works) at both the early stage and commercial stage. • Innovation incubation funding systems. • Providing information on business and societal trends, the future of energy in Asia, the impact of climate change on energy, the role of government policies in carbon reduction, and challenges in workforce development. • Benefits and support for business and agency system transformation.
<p>Exhibition</p>  <p style="text-align: center;">+</p>	<p>E aims to connect comprehensive service providers for system transformation, bridging both regulatory and promotional state agencies with products and services to expedite decision-making.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Solution Sourcing • Direct-to-Decision Makers/Influencers • Distribution Partnership <p>Event Characteristics:</p> <ul style="list-style-type: none"> • Emphasis on comprehensive certified and supported services from regulatory agencies. • Combining product exhibitions with specialized group meetings, utilizing technology to enhance pre-matching efficiency. • Creating space for start-up or prototype-scale innovations to connect with investors.
<p>Meeting</p> 	<p>M The conference in this agenda is suitable for business matchmaking with experts and for exchanging knowledge among professionals in the same field.</p> <p>Outcomes for Participants:</p> <ul style="list-style-type: none"> • Knowledge Exchange / Transfer • Professional x Business Matching • Investment <p>Event Characteristics:</p> <ul style="list-style-type: none"> • Organizing specialized technology meetings between technology creators, users, and investors. • Holding innovation-focused academic conferences at the Commercial Stage level, specifically for creating collaborative multi-disciplinary.



HOW TO ENTER THE MARKET: Decarbonization of Energy

In Anticipation of the Experiences That Travelers Expect To Have in the MICE Destination From a Personal Perspective, There Are Interesting Points To Consider, As Follows:

4) **Traveling Behavior:**

The Frequency and Duration of Business Travel Are Mostly Similar to the Period Before the COVID-19 Pandemic.

- Travel Frequency Ranges From 1-5 Times per Year, Which Is Considered Less Than Before the Pandemic.
- The Duration of Participation in MICE Event Is 1-3 Days and the Length of Travel for Tourism Purposes Is 4-5 Days, Including the Days of Events and Sightseeing, Which Is Considered Less Than Before the Pandemic.

5) **Individual Expectation Toward Destination:**

- Safety measure (from crime, accident and health issue)
 - ▶ The feeling of safety on life and asset throughout the trip in the area
- Readiness on accommodating travelers
 - ▶ The convenience of a journey to the area and traveling in the area
 - ▶ Friendliness and generosity of local people
- Value for money for overall spending of the whole trip

- ▶ The worthiness of the experience received and the money spent

6) **Tourism Expectation: Expectation on Connecting Tourism or Trips Organized by Meeting and Incentive Group.**

This Group of Travelers Tends To Explore Destinations Close to the Event Location. Those Related to the Decarbonization of Energy Agenda Show Special Interest in Two Tourism Themes:

- **Fascinating History and Culture**
- **Beach Bliss**

7) **Accommodation Expectation: Expectations for Hotel Accommodation Services**

- Able to check in since 7 a.m.
- Providing full facilities; Guests can relax and enjoy fitness equipment, infinity edge pool, Spa, Sauna and other sport activities
- Concierge providing service on restaurant booking, travel management, etc.
- 24-hour service, e.g. food or snack available 24 hours

6

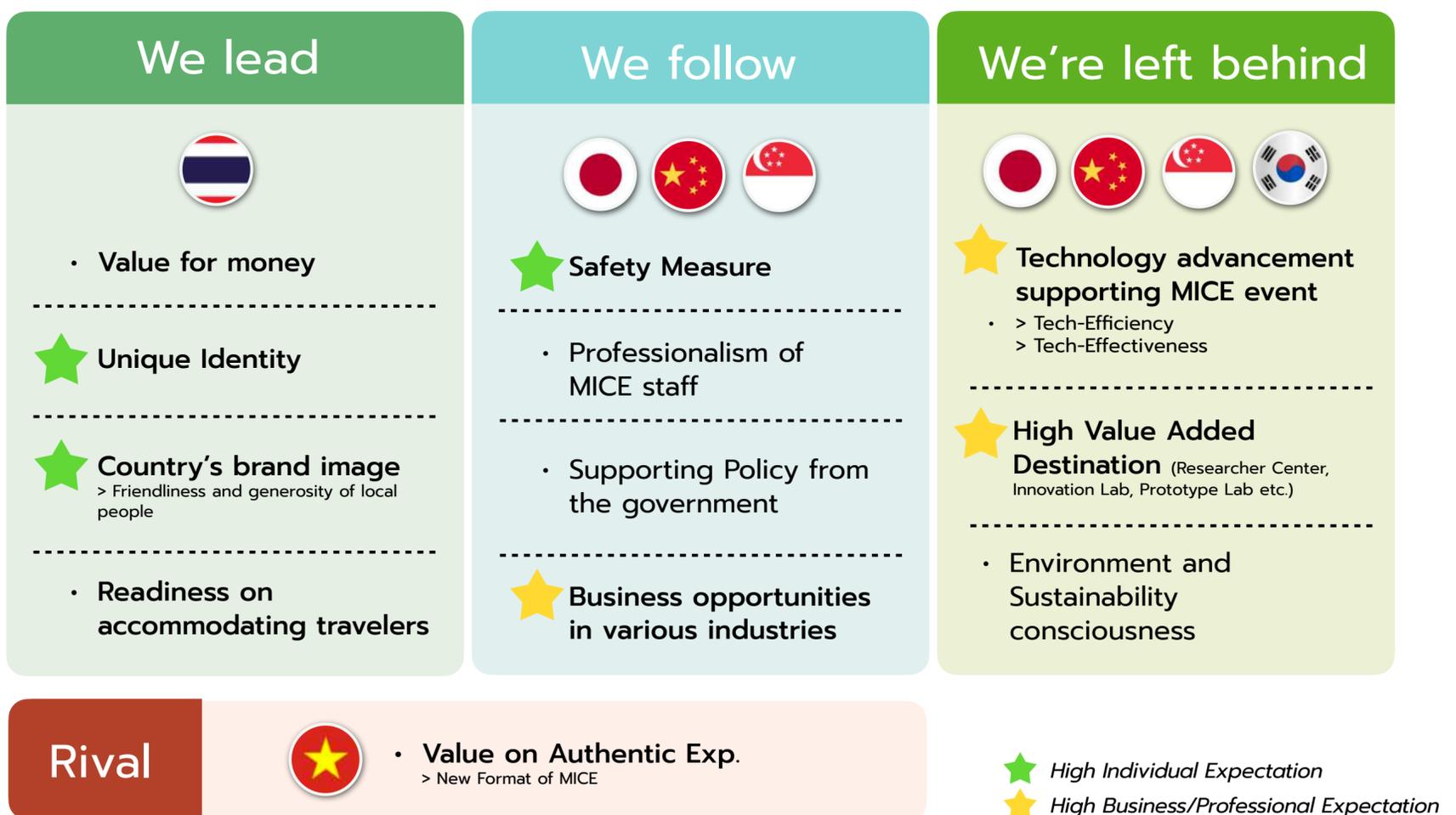
A Summary of the Image of the Future for Thailand in the Next 10 Years as a Destination for MICE Events

In the process of analyzing opportunities to develop the Image of the Future of Thailand as the ultimate MICE Destination event, the research team has gathered relevant issues from surveys of travelers worldwide, interviews with experts at both the national and global levels, and study from secondary data on trends affecting MICE industry. Based on the analysis comparing the strengths of Thailand that are currently recognized and accepted with the expectations of MICE travelers and future trends, three key areas were identified:

1) The area where Thailand excels and takes a leading role (We Lead): This group consists of factors that we are exceptionally recognized for in the Top of Mind studies, including value, distinctive identity, an appropriate image for business travelers, local friendliness, and convenience for tourist care.

2) The area where Thailand is currently a follower (We Follow): These are factors that we are recognized for but not necessarily ranked first. They include safety (from crime and accidents), professionalism of service providers in the MICE industry, policy support from the government, and growth opportunities in various industries.

3) The area where Thailand is currently left behind (We're left Behind): This group is highly expected based on trend analysis but is not widely recognized in Thailand. This includes advanced technologies supporting the MICE industry, readiness in business value-enhancing components (such as research centers, innovation labs, prototyping labs), and environmental sustainability awareness in operations.



Create axes using criteria for selecting countries to host or participate in MICE events for both businesses and travelers.

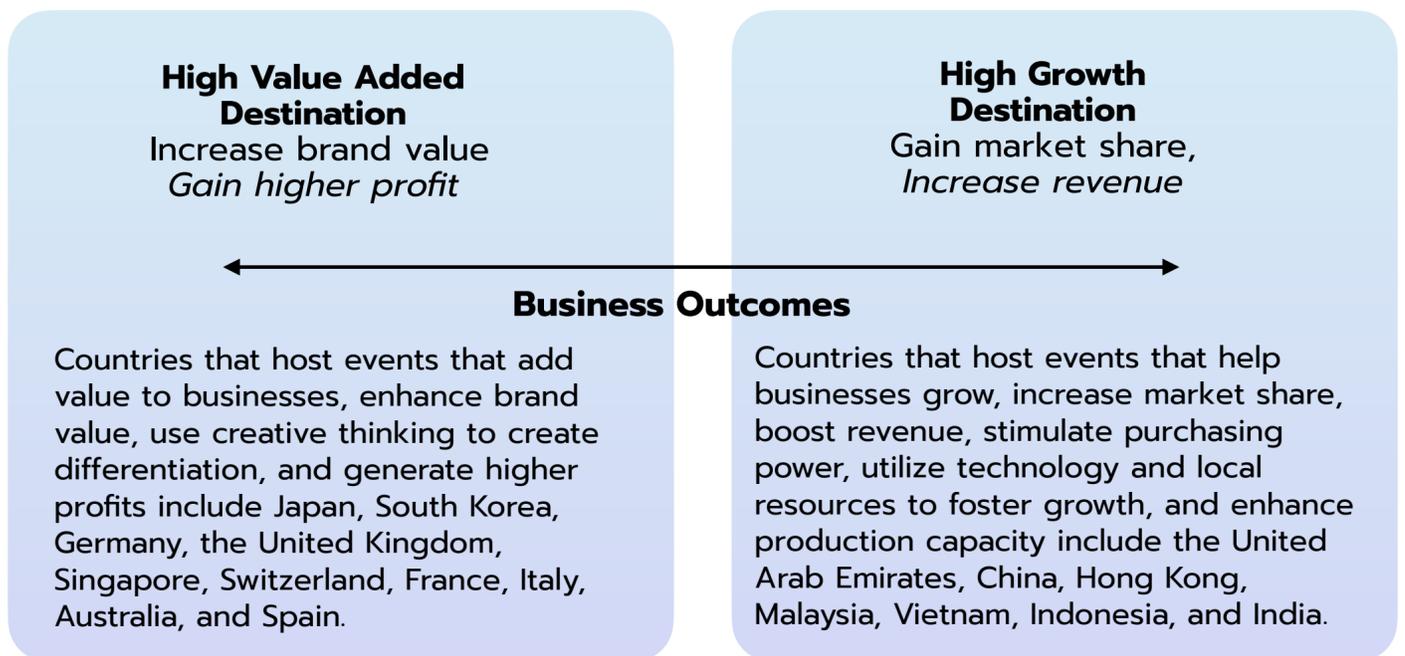
(Decision Making Criteria)

In order to provide clearer insights into the situation and the areas that should be developed for the future, the research team conducted an analysis in the form of a Brand Perceptual Map or the diagram of Thailand's brand recognition as a MICE destination. They designed vertical and horizontal axes to represent the benefits that travelers receive in two perspectives: as Business Outcomes and Individual Decision Making. These are significant reasons for travelers in choosing destination country for the event. Base on the

studying the strengths of different countries, the research team has placed two distinct perspectives on the two ends of horizontal axis: being a High Value Added Destination and being a High Growth Destination. Both are highly desired for business travelers. The vertical axis represents Individual Decision Making, where travelers expect diverse experiences. The upper part of the axis refers to Futurist Experience, while the lower part belongs to Authentic Experience.



Horizontal axis: Corporate Decision Making, representing the expected Business Outcomes on behalf of companies.



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Vertical axis: Individual Decision Making, representing the expectation of a variety of MICE experiences for travelers.

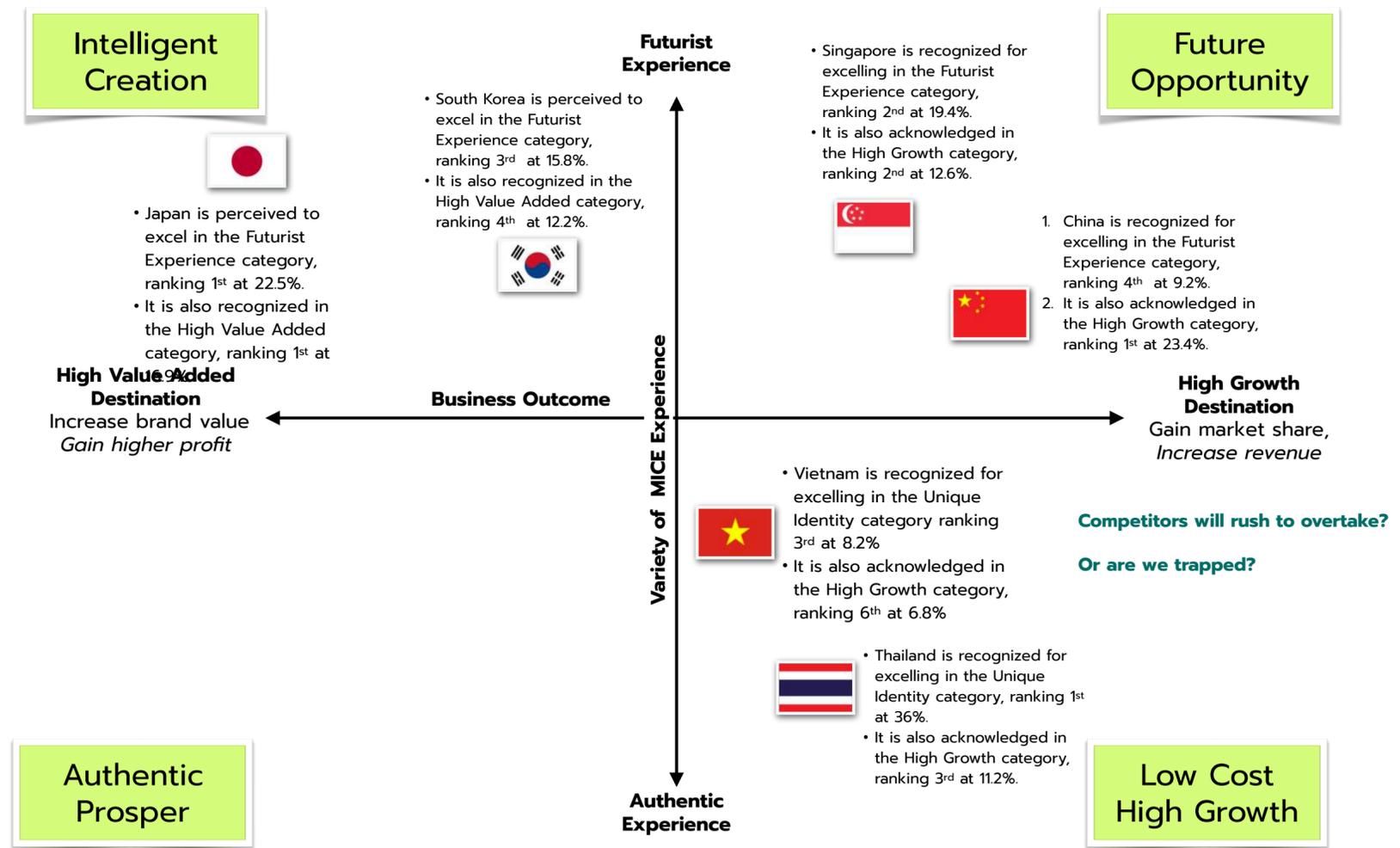


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When the survey results of travelers' perceptions of the images of different countries as MICE destinations are taken into account, it can be illustrated as a MICE Brand Perceptual Map.

Summary of the perception of the brand positioning of various countries as MICE destinations.

Consider the perception of criteria in the decision-making of different countries and place them on the IMAGE OF THE FUTURE SCENARIO ANALYSIS.



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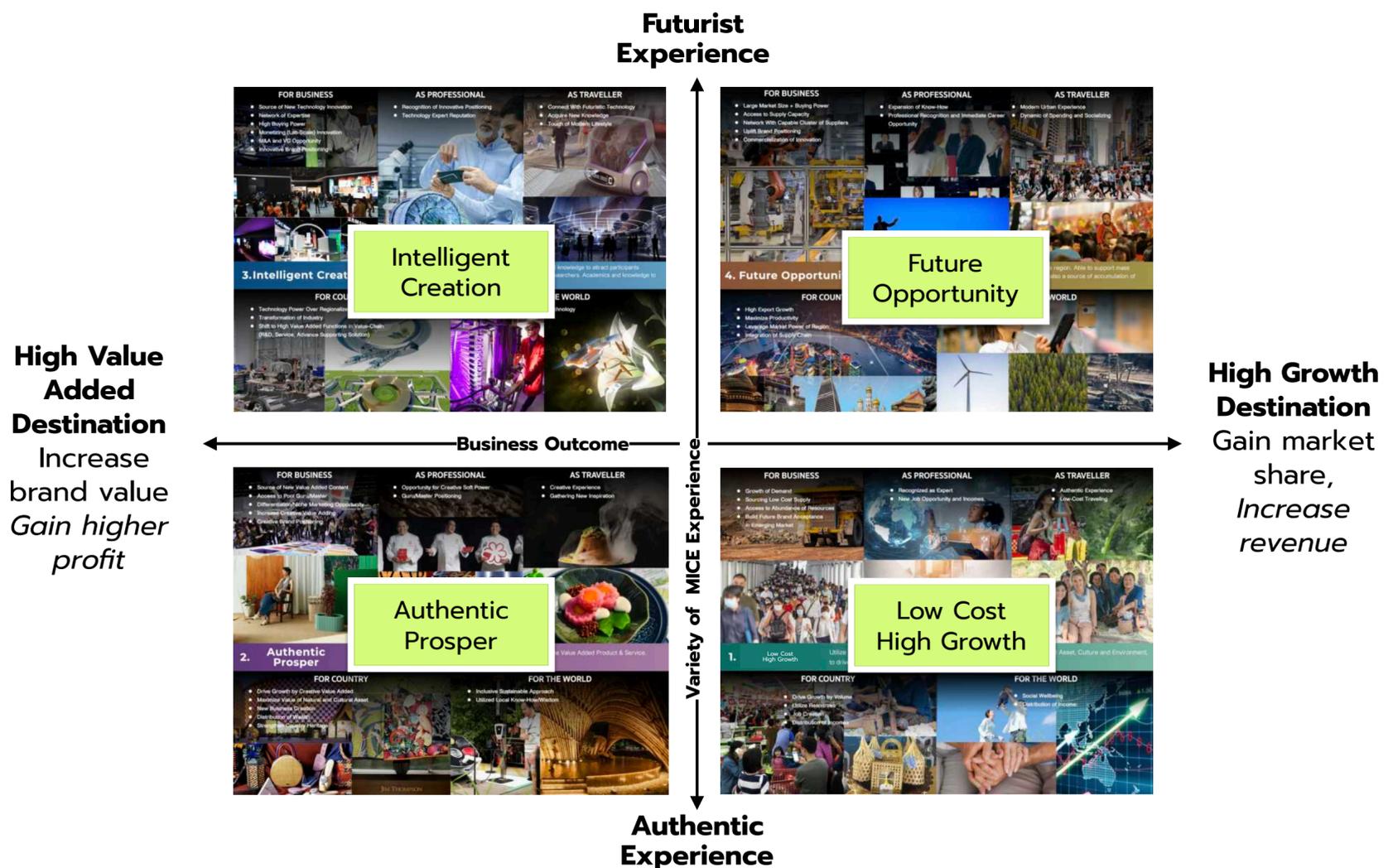
Note: In each area of the graph, the positions shown are the competition within that specific area. For example, Vietnam positioning higher than Thailand in the Authentic Experience category does not mean that Vietnam provides a higher level of Futurist Experience than Thailand. It simply means that Vietnam is less recognized for its image in the Authentic Experience category than Thailand.

The opportunity to develop Thailand's strategic position is what will ultimately become the summary of Thailand's Image of the Future. From the research analysis, the research team found that in the next 10 years, Thailand has the potential to develop its strategic positions in all areas. This includes maintaining its current positions or transitioning to other three areas. During the brainstorming process and workshop with the

management team of TCEB, experts in the MICE industry in every relevant groups, comprising a total of 30 experts, an assessment was conducted on obstacles and opportunities compared to the goal of elevating MICE to a national agenda. The aim is to use MICE as a mechanism for Thailand's development, leading to the following research recommendations:

For the study of expectations of becoming a destination for MICE events in the future, the research team presented scenario that are both plausible and interesting. They introduced four intriguing perspectives based on the axis of decision criteria, using it as a tool to gather insights from MICE travelers and industry experts, both domestic and international,

IMAGE OF THE FUTURE Potential scenarios for Thailand MICE Destination



1. Low Cost High Growth: Utilize Thailand's identity to create unique experiences for MICE travelers and leverage the country's assets in terms of both the environment and culture to drive economic growth.

- Growth of Demand
- Sourcing Low Cost Supply
- Access to Abundance of Resources
- Build Future Brand Acceptance in Emerging Market

2. Authentic Prosper: Utilize creative thinking to enhance Thailand's resources and create added value for products and services. Strategically position businesses and generate new opportunities from Thailand's Soft Power to differentiate from competitors.

- Source of New Value Added Content
- Access to Pool of Guru/Master
- Niche Marketing Opportunity
- Increase Creative Value Adding
- Creative Brand Positioning

3. Intelligent Creation: MICE travel destinations that focus on becoming hubs for innovation, technology, and knowledge to attract participants interested in exploring new ideas for business. They serve as networks for researchers, scholars, and knowledge resources to support purchasing power emphasizing on innovation.

- Source of New Technology Innovation
- Network of Expertise
- High Buying Power
- Monetizing Innovation
- M&A and VC Opportunity
- Innovative Brand Positioning

4. Future Opportunity: MICE travel destinations that focus on becoming central market hubs with high purchasing power at the regional level. They can support large-scale production, making global brands more recognized. Additionally, they serve as hubs for accumulating diverse knowledge in the industry.

- Large Market Size + Buying Power
- Access to Supply Capacity
- Network With Capable Cluster of Suppliers
- Commercialization of Innovation

EXECUTIVE SUMMARY

Thailand MICE Destination Brand Positioning Map

The Position of the Thai Brand in Elevating the Thai MICE Industry Over the Next 10 Years To Serve as a Mechanism for the Country's Development.

The results from listening to the voices of stakeholders and the collaborative brainstorming of the task force driving Thailand's MICE industry share a common direction: the development of Thailand's brand positioning as the ultimate destination for MICE events. This entails a shift from the current position in the lower-right quadrant to the left side. Thailand must revise its strategy to progress towards becoming a High-Value Added Destination by blending its Thai identity through innovation and creative thinking.

In this pursuit of the High-Value Added Destination and an Authentic Experience, a clear and strategic goal is presented to guide the development in this area. The research team has proposed a detailed roadmap outlining the strategic position for Thailand's future over the next 10 years, where Thailand should envision itself as the "High-Touch Springboard of ASIA's Growth."

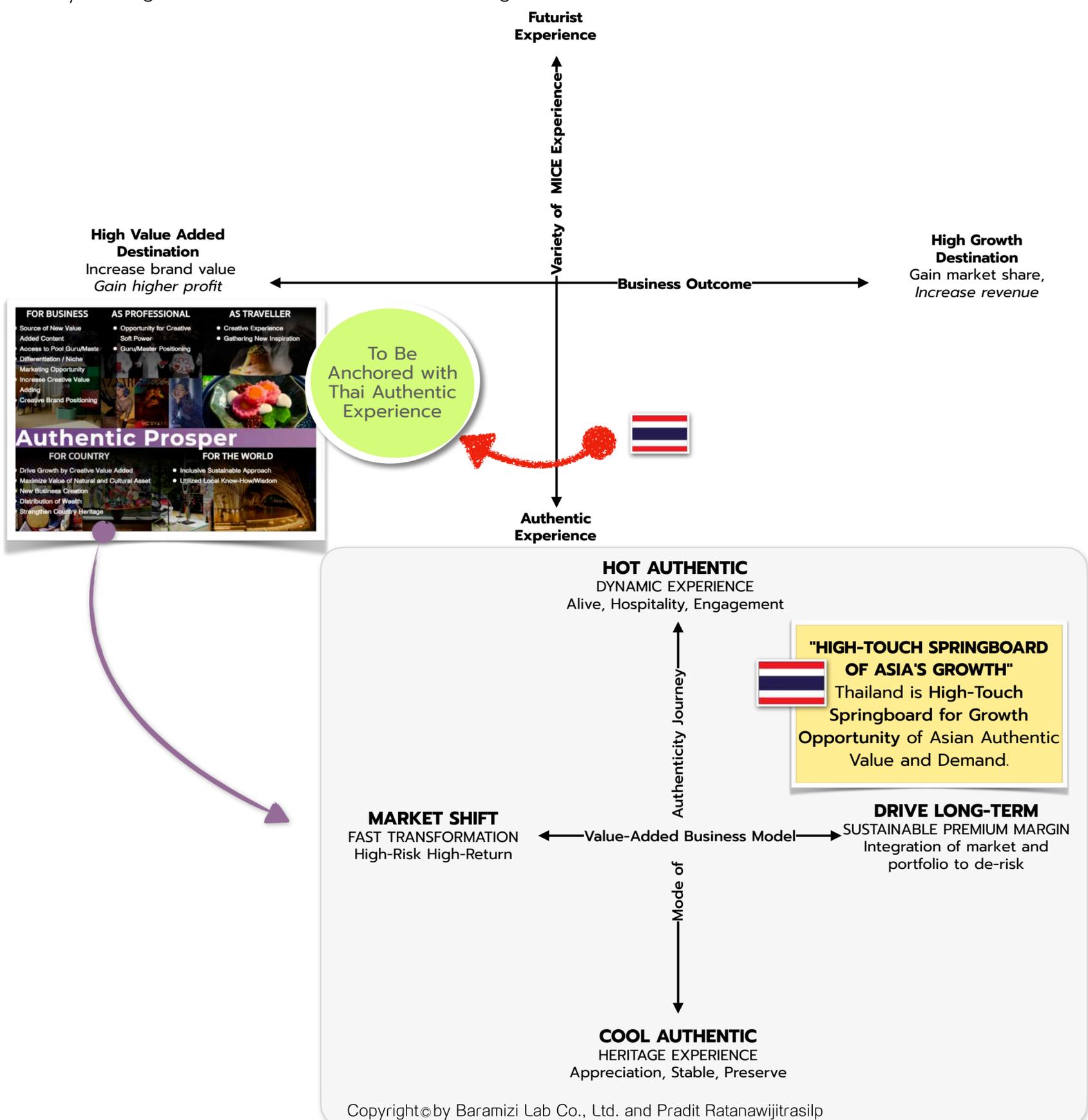


Image of the Future for Thailand MICE (Positioning Map)

The Position of the Thai Brand in Elevating the Thai MICE Industry Over the Next 10 Years To Serve as a Mechanism for the Country's Development.

The meaning of the horizontal (X) and vertical (Y) axes on the Thailand MICE Destination Brand Positioning Map is still designed from the perspective of the benefits to MICE travelers, which serve as criteria for deciding on event destinations or choosing to participate in events.

X BUSINESS BENEFIT

High Value Added Destination: Increase brand value, Gain higher profit. The business benefits of using MICE, which can generate high added value, increase brand value, and create high-profit margins.

In this criterion, there are two significant Value-Added Business Model options, which are:

X1 MARKET SHIFT : FAST TRANSFORMATION, High-Risk High-Return: An economy characterized by rapid, leapfrogging growth, with the country's structure undergoing swift changes, yielding high returns at a high rate of risk.

X2 DRIVE LONG-TERM GROWTH : SUSTAINABLE PREMIUM MARGIN, Integration of market and portfolio to de-risk: An economy that grows in the long term, where businesses have the opportunity to achieve stable long-term returns from connecting businesses integrating across various sectors, thus effectively managing risks to a lower extent.

Y TRAVELLER BENEFIT

Mode of Authentic Journey: Personal benefits as travelers who have experienced authenticity that cannot be found elsewhere.

In this context, there are two significant options, namely:

Y1 HOT AUTHENTIC : DYNAMIC EXPERIENCE Alive, Hospitality, Engagement: Travelers have experienced genuine and vibrant experiences, received warm hospitality, engaged in cultural immersion, contributed in cultural way, joint-creation

Y2 COOL AUTHENTIC : HERITAGE EXPERIENCE Appreciation, Stable, Preserve: Travelers have experienced cultural heritage, admired art and traditions of the past, remained unchanged, and participated in historical preservation.

Thailand should strategically position itself for MICE events that link businesses and professions to "HIGH-TOUCH SPRINGBOARD OF ASIA'S GROWTH"

Thailand is High-Touch Springboard for Growth Opportunity of Asian Authentic Value and Demand. Thailand provides a great experience in connecting businesses and science, serving as a platform to leap into opportunities and access the demand and value of Asia.

For Long-Term Growth & Hot Authentic with Dynamic Experience

Drive Thailand to become a destination for MICE events where businesses can achieve long-term stability and provide authentic experiences to participants with potential reasons as follows:

Reasons

- Thailand has a robust value chain system that links within its region, fostering high rates of trade and investment.
- The demand and connecting regions in Thailand are extensive. Transportation systems, financial systems, and customs readiness are ready to support business and population connectivity in the region.
- There is a diversity of cultures that are still alive and continuously evolving.

EXECUTIVE SUMMARY

Explaining the Image of the Future for Thailand MICE

To Elevate the Thai MICE Industry Over the Next 10 Years as a Mechanism for the Country's Development, Explain Through the 'Image of the Future' Framework.

CANVAS: 'Image of the Future'

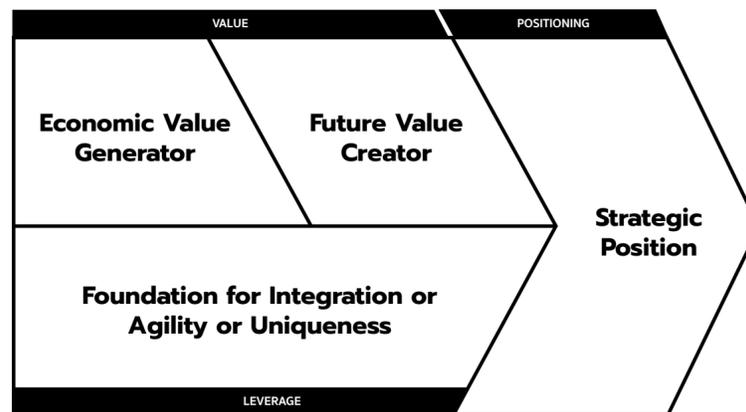
Designing the future to make MICE a mechanism for the development of Thailand.

THAILAND STRATEGIC POSITION as MICE destination over 10 years. Thailand's strategic position a MICE destination.

- It is a globally recognized image of unique value, distinct from other alternatives, acknowledged at the international level.
- It has the potential to create high added value for both the MICE industry and the country.
- Aligning with the country's development direction and global competitiveness.

ECONOMIC VALUE GENERATOR Factors that "accelerate" value creation in the MICE industry over the next 3-5 years:

- Attracting investment in event organization and MICE collaboration within Thailand.
- Making Thailand a High-Value Destination recognized for providing high returns from event participation, making it more worthwhile to invest in.



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FUTURE VALUE CREATOR Factors of MICE that add value to both Thailand and the MICE industry over the next 5-10 years:

- Stimulating the creation of a global network, connecting with Thailand.
- Increasing investments in critical future industries.
- Establishing recognition and trust in global progress in strategic positions.

FOUNDATION

Fundamental factors in integration or enhancing the efficiency of the strategy:

- Facilitating the integration of various factors and stakeholders, promoting mutual reinforcement.
- Or creating flexibility to adapt to changes.
- Or building an identity that aligns with long-term strategic positions.
- Or serving as an ecology system that minimizes development obstacles towards strategic position.

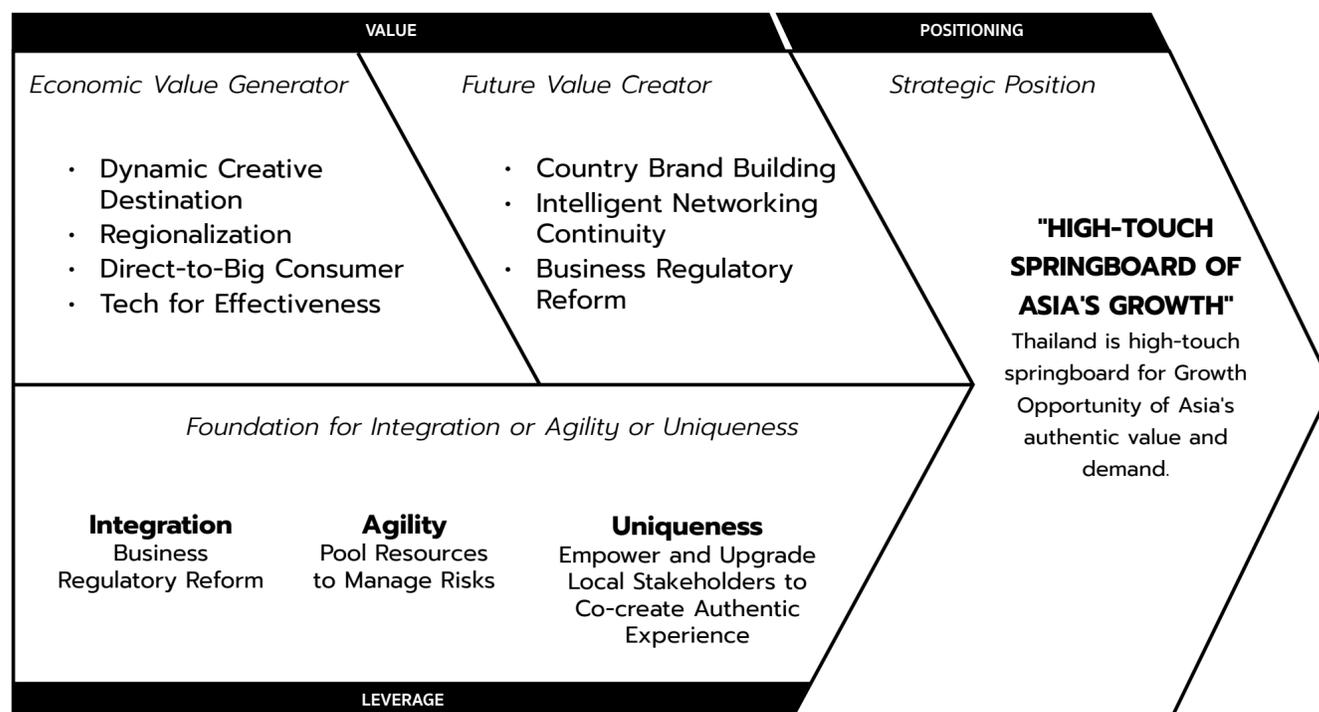
Image of the Future: Defining the future image of Thailand as a MICE destination.

Shared Vision

"HIGH VALUE ADDED DESTINATION"

Strategic Position

"HIGH-TOUCH SPRINGBOARD OF ASIA'S GROWTH"



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The Image of the Future map comprises all four areas, which are the future goals of development that must be coordinated according to their respective roles to drive towards the ultimate goal of becoming a High-Value Added Destination.

1. STRATEGIC POSITIONING

“Thailand is High-Touch Springboard for Growth Opportunity of Asia's Authentic Value and Demand.”

Thailand offers a great experience in connecting business and science and serves as a foundation for leaping into opportunities to access both the demand and values of Asia.

Framework: Think Scale

Operational framework: Aim to strengthen with scale.

- **Differentiate MICE with High-Touch:** Create a good Thai experience that is friendly, vibrant, and welcoming.
- **Focus Flagship Agenda:** Strive to attract and connect MICE events that align with expanding global priorities.
- **Be Launch Base for Integrating Growth of ASIA:** Establish Thailand as a suitable destination for the integration of business and science in Asia.

2. MICE Economic Value Generator

Strategies to enhance the economic value of the Thai MICE industry.

Boosting Specialization in Flagship Agenda

- **Dynamic Creative Destination:** Creating a destination that use dynamic creative thinking as its foundation.
- **Regionalization:** Elevating Thailand as a central hub for regional activities, particularly in critical areas such as Food Security, Health-Tech Innovation, Creative Soft Power, and Urban QOL and Mobility.
- **Direct-to-Big Consumer:** Focusing on MICE participants who are direct creators and users of knowledge and solutions.

- **Tech for Effectiveness-Connect Right People Right Time:** Enhance the effectiveness of collaboration, enabling participants to connect with their target groups accurately, using technology and MICE service design.

3. FUTURE VALUE CREATION FOR COUNTRY

Guidelines for utilizing MICE in national development.

- **Country Brand Building:** Establishing the Thai MICE industry brand as an opportunity to reach large-scale demand with diverse identities, attracting trade, investment, and development through Thailand.
- **Utilizing MICE as Leading Indicators and Access Point:** Using MICE to lead targeted industry sectors and be a gateway to business in Asia.
- **Intelligent Networking Continuity:** Creating connectivity services with a focus on higher frequency, both physically and virtually.





4. LEVERAGE

Fundamental factors to support policy implementation for achieving a future goal with efficiency.

- **Integration-The integration of MICE activities.**
 - Aligns MICE to Country Direction with Agenda-Based Promotion, Enhance Synergy of Recognition, Organizing the positioning and activities of MICE events to align with the country's priorities.
 - Business Regulatory Reform: Enhancing ease of doing business in Thailand.
- **Agility-Adaptability to changes.**
 - Pool Resources to Manage Risks: Collaborating to increase the industry's ability to respond to unforeseen changes.
- **Uniqueness**
 - Empower and Upgrade Local Stakeholders to Co-create Authentic Experience: Empowering and enhancing the capabilities of local stakeholders to collaboratively create authentic experiences.

OPPORTUNITY AND CHALLENGE

The opportunities and challenges of this strategic position.

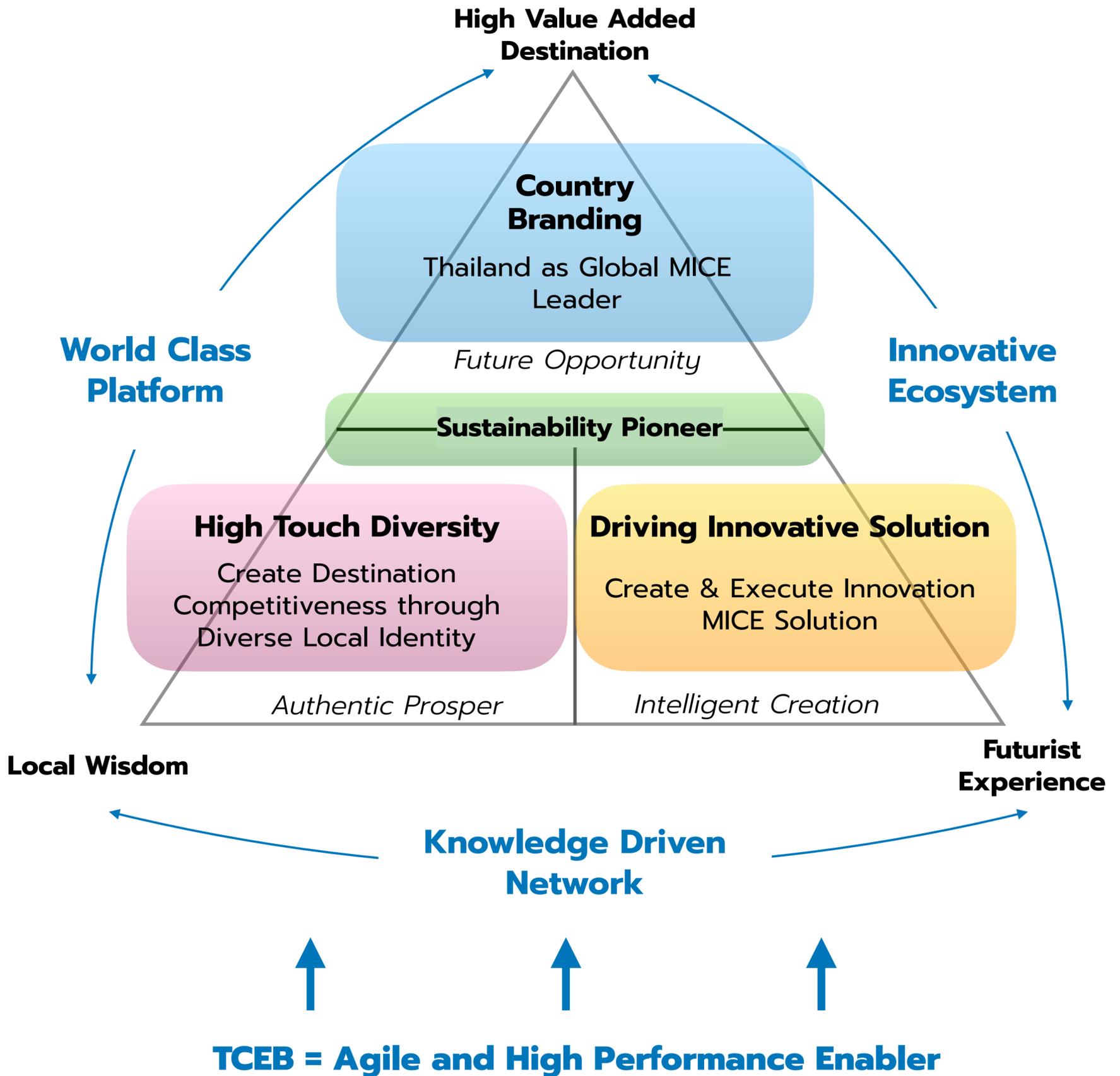
- **Opportunity**
 - Adding economic value in line with global priorities, aligning with Thailand's foundations and resources.
 - Creating citizen and social stability to be ready to handle future crises.

- **Challenge and Threat**

- Host organizations in the Agenda may lack understanding of marketing communication to the target group.
- Disparity from rapid development.
- The ability of a country to acquire, transfer, and develop technology and knowledge in order to generate sustainable value in the country.
- Ease of Doing Business: Ease of doing business and practicing professions to make Thailand an international hub.

From Thailand's Image of the future diagram as the ultimate MICE destination within 10 years, it resembles a successful image that serves as the ultimate goal for all stakeholders in Thailand. If all sectors of the country share a common vision, every operation will reinforce one another. However, the long-term plan may not be clear enough in its understanding. TCEB should have a clear step-by-step process to involve stakeholders in shaping Thailand's Image of the Future and set up appropriate milestones leading to effective action plans. For this research project, the researchers have created a preliminary prototype of the roadmap and initial milestones (1st prototype) to help readers see the possibilities of creating a path to the 10-year goal. This roadmap has been developed through collaborative discussions among TCEB executives, reflecting the possibilities, opportunities, and challenges encountered during their work in recent years.

MICE Competitive Strategy



กลยุทธ์การสร้างความแข็งแกร่งของไมซ์ (MICE Competitive Strategy) สามารถอธิบายด้วยแผนภาพ Strategic Component Model ซึ่งมีองค์ประกอบสำคัญ 2 วง ได้แก่

1) External Surroundings: The driving force behind the strategy to achieve Thailand's goals involves three key components

1.1) World-Class Platform: Driving Thailand to become a platform that harnesses the potential of the MICE industry, thereby adding value to the business as a High Value Added Destination and integrating Local Wisdom.

1.2) Innovation Ecosystem: Creating an environment conducive to creativity and innovation that adds value to the MICE industry and fosters the development of Futurist Experiences, contributing to competitiveness in the future and adaptability to changes.

1.3) Knowledge-Driven Network: Establishing a collaborative network within the MICE industry that advances the nation's goals through deep knowledge mechanisms. This includes deep knowledge pertaining to future potential industries as targets and deep knowledge related to Thailand's intellectual capital.

2) Triangle Area: The framework for operational planning consists of four strategic pillars:

2.1) Country Branding: Area in the uppermost refers to creating a national brand by positioning Thailand as a global leader in organizing MICE activities to increase revenue and drive the country's economy. The goal is to make Thailand's brand a key focal point for future potential industries under the Global Agenda's six groups: Decarbonization of Energy, Advanced Manufacturing, Food Security, Health-tech Innovation, Urban Quality of Life and Mobility, and Creative Soft Power. Collaboration with industries and economic development agencies throughout the supply chain will transform Thailand into a High Value Added Destination within a 10-year timeframe as set as the goal.

2.2) High Touch Diversity: Area in the bottom-left signifies elevating competitiveness by embracing the diversity of local identities and valuable experiences. This involves the graciousness and service of the Thai people, which are currently important strengths that can be leveraged to create long-term value and differentiate from other destination choices.

2.3) Driving Innovative Solutions: Area in the bottom-right corner means promoting innovation to enhance Thailand's competitiveness in the global MICE arena. This should encourage both creation and utilization of innovation, addressing the need to boost capability and economic value by actively being a creator and leadership supporter on the global stage.

2.4) Sustainability Pioneer: Central area in the model means being a pioneer in sustainability and environmental friendliness. The key strategy is to transform Thailand's MICE industry to be more sustainable and environmentally friendly, which will be the core of ongoing and increasing importance in the global arena of sustainable development.

To drive these four pillars, TCEB must function as agile and high-performance enablers, efficiently managing the mechanisms that drive policies with flexibility and high efficiency.



Acknowledgment

The project to study behavior trends and strategic forecasting to meet the needs of MICE travelers has received valuable data support from industry experts. This data is crucial for research, and we would like to express our gratitude for their assistance.

Project consultant

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A group of representatives from associations related to the global MICE industry.

Kai Hattendorf Organization : UFI
Miguel Neves Organization : Skift
Senthil Gopinath Organization : ICCA
Annette Gregg Organization : SITE
Peter Simone Organization : PATA
Lucia Wong Organization : Messe Frankfurt

A group of representatives from businesses in the MICE industry in Thailand.

Boonperm Intanapasat
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Sumate Sudasna
CDM-Conference & Destination Management

Sutichai Bunditvorapoom
N.C.C. Management & Development

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