

CHAPTER 2

RELATED CONCEPTS, THEORY AND LITERATURE

In this chapter theories, concepts and relevant researches are discussed with the comprehensive literature review of Meeting, Incentive, Convention and Exhibition industry in Thailand are as follow:

- 2.1 Concepts and theories relevant to MICE industry
- 2.2 History and Background ting industry
- 2.3 Trend of Meeting and Convention Industry
- 2.4 Theories relevant to the Destination, Site and Venue Selection
- 2.5 The organization related to MICE industry
- 2.6 The Capacities, Facilities and Infrastructure of MICE industry in Bangkok
- 2.7 Concepts and theories related to Satisfaction
- 2.8 Relevant research

2.1 Concepts and theories relevant to Meeting, Incentive, Convention and Exhibition

Tourism is a key contributor to the economies of the nation and it is one of the most important industries that generated high income to country. As a result, MICE industry is regarded as one of the most buoyant sectors of tourism industry. It is the least responsive to price changes and helps to reduce “peak-trough” seasonal patterns (Spiller, 2002). Moreover this industry not only contributes the income only for MICE industry but the revenue is distributed to other business sectors such as hotels, restaurants, souvenir shops, transportation services and telecommunications (Sirirassamee, 2005).

The Convention Industry Council's was defined the definition of MICE as follow (The Convention Industry Council's, 2005);

M = Meetings, An event where the primary activity of the attendees is to attend educational sessions, participate in meetings/discussions, socialize, or attend other organized events. Basically, there are three categories of meeting.

1. *Association Meeting*, which are usually of a practical or technical nature and are related to individual trade association, professional societies or academic institutions.
2. *Corporate Meeting*, which businesses use to communicate with staff and distributors.
3. *Government Meeting*, which the governors from all over the world are participated. For example WTO, APEC and IMF conferences.

I = Incentive, a travel reward given by companies to employees who stimulate productivity. Also known as an incentive trip or incentive travel.

C = Convention, convention is an assembly of persons who have met for a common purpose. Conventions are often held annually, this call for more intensive planning it organizes not only the business of the convention, but also an extensive social program. Basically, there are three categories of conventions.

1. *Convention* refers to the big meeting, regularly used in USA
2. *Congress* refers to the big meeting, regularly used in European countries and the Commonwealth generally related to politics, the assemblies especially the official assembly. In USA, the Congress refers to US parliament.

3. *Conference* refers to the big meeting that may last for several days with hundreds or thousands of participants around the world. Normally the conference is accompanied by the exhibitions, shows or other activities.

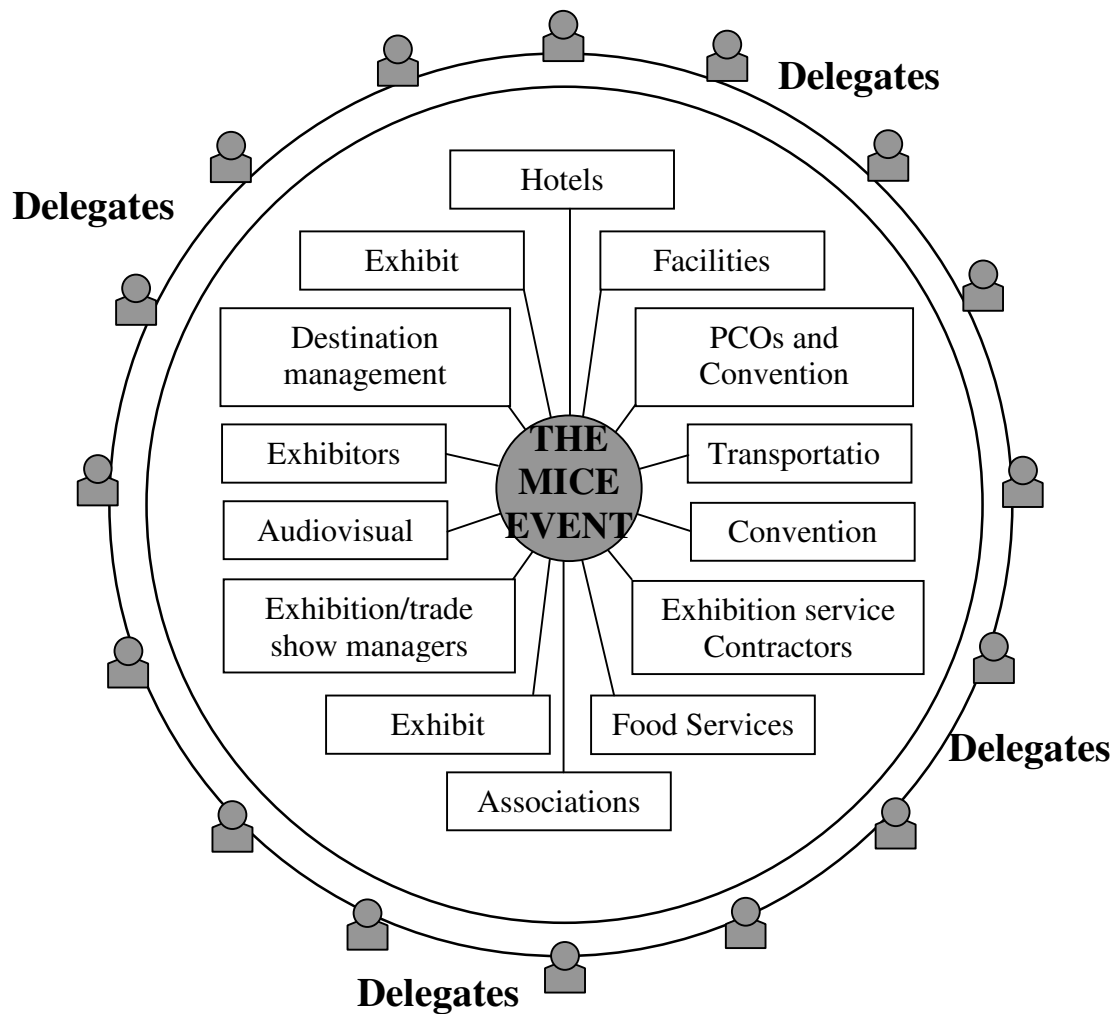
E = Exhibition, An event at where products and services are displayed. The primary activity of attendees is visiting exhibits on the show floor. These events focus primarily on business-to-business (B2B) relationships. Moreover exhibition can mean a display of products or promotional materials for the purposes of public relations, sales and/or marketing. Basically, there are two categories of exhibitions.

1. *Trade Show*, exhibits of products and services targeted to a specific clientele and not open to the public.
2. *Consumer Show*, exhibits of products and services targeted to the public and general.

2.1.1 MICE Industry Stakeholders

As McCabe et al. (2000) mentioned that the process of providing is often compared with the design of a wheel. At the center of the wheel is the MICE event. All the other specialist who provide services are located on the spokes of the wheel (see figure 2.1). At any given time or point during the planning or provision of the MICE event, one or more of the service specialists (the suppliers) might assume a more pivotal role that is specific to the complete success of the event. Around the edge of the wheel are the delegates or 'end customers'. At any one time during the event, the delegate will come into contact with number of the industry suppliers. Their overall experience of the complete event will be influenced by each of these service specialists or supplier: therefore the interrelationship between each supplier and the delegates is extremely important to the success of the MICE event. Figure 2.1 details the various stakeholders of the MICE industry. These include suppliers such as hotels and other venues; support services; exhibition service providers; professional conference organizers; incentive travel organizers; and convention and visitors bureaus.

Figure 2.1 The process of providing a MICE event



Sources: Don Walker, National of Exposition Managers (NAEM) Quoted in McCabe et al. 2000

2.1.2 Concepts and theories relevant to the components of MICE industry

In terms of suppliers that related to MICE tourism it's comprised of:

1. Venue

We had discussed earlier in topic of type of the venues. Venue is the place to hold and operate the convention and meeting. Venue provides the services of convention and arranges facilities within the venue in accordance with the requirements of the convention organizer. The venue may provide the accommodation and all conference and other in house facilities, and might also provide entertainment facilities.

2. Transport Operation

The transport operators involved in supplying a MICE event can include air, rail, sea, coach, car hire and taxi companies. The logistical aspects of coordinating these operators can be a major consideration for conference organizers.

Airline play an important role in the transportation process as the handle both international and domestic delegates (McCabe et al., 2000).

3. Service support companies

There is a diverse range of companies that provide support services to ensure a successful convention or meeting. These include audiovisual companies, printers, florists, entertainment companies, interpreters and producers of conference satchels and name badges. They form an integral

part of the total impression that is provided to the convention or meeting delegate.

4. Exhibition service contractors

These Companies, sited in each capital city, include a range of businesses whose services include exhibition stand design and construction, plant and equipment hire, and the provision of light and power, security, artwork, and so on. They work with the convention, meeting or exhibition organizer to supply the needs of the show, be it major exhibition or a small trade show required to support a conference.

5. Professional Conference Organizers

To be successful, a convention or meeting requires careful planning. A professional conference organizer (PCOs) is an individual or organization who organizes and provides convention and meeting planning services to a client for a fee. They manage all the detail, activities and interactions of a convention or meeting, from the initial idea through to the actual event and post-event evaluation. The professional conference organizer is the executive arm of the convention or meeting committee. They convert decision into actions, keep the project on schedule, report to the committee, coordinate the various suppliers and offer consultative expertise (McCabe et al., 2000).

6. Destination Management Companies

Destination Management Companies (DMCs) function as the “local expert” for companies and associations in organizing gatherings and events. DMC is a professional services company possessing extensive local knowledge, expertise and resources, specializing in the design and implementation of events, activities, tours, transportation and program logistics. Depending on the company and the staff specialists in the company, they offer, but are not limited to, the following: creative proposals for special events within the

meeting; guest tours; VIP amenities and transportation; shuttle services; staffing within convention centers and hotels; teambuilding, golf outings and other activities; entertainment, including sound and lighting; decor and theme development; ancillary meetings and management professionals; and advance meetings and onsite registration services and housing.

2.2 History and Background of Meeting industry

Meeting and convention industry have a long history their characteristics have changed over time. Hence gatherings, meetings, events, and conventions have been a part of people's lives from the earliest recorded history. Archeologists have found primitive ruins of ancient cultures that were used as meeting areas where citizens would gather to discuss common interests such as government, war, hunting, or tribal celebrations (Fenich, 2005)

During the late nineteenth century and early twentieth centuries, industrialization spread throughout the United States as well as Western Europe. With the growth of industry and commerce, the need for meetings between businessmen and entrepreneurs materialized. Yet as noted by Falk and Pizam, meetings were not confined to businesspeople and professionals but also extended to those individuals who would gather to discuss and exchange ideas on political, religious, literary, recreational, and other various topics (Spiller, 2002)

The first convention bureau in the United States was set up in Detroit in 1896. It happened at a time when national trade and professional associations had developed and displayed great interest in bringing their members together at conventions and locations around the country. Initially, Hotel management promoted their city or region in addition to advertising their services and facilities for hosting conventions and meetings. Yet as the economic benefits derived from conventions business

then became more recognized by cities, it was business people in Detroit who first employed a full-time salesperson to actively solicit convention business for the area, this approach proved extremely popular, and other cities quickly followed suit in the following decade (Spiller, 2002)

The proliferation of convention bureaus in the United States led to the foundation of the International Association of Convention Bureaus (IACB) in 1914. Its primary aims were to facilitate and exchange information about the convention industry among its members and to promote sound professional practices in the solicitation and servicing of meeting and conventions. The increased emphasis on attracting visitors in addition to convention business resulted in the addition of the “V” for “Visitors” in the association’s name in 1974, renamed the International Association of Convention and Visitors Bureaus (IACVB). Membership in the IACVB has risen from twenty-eight bureaus in 1920 to approximately 500 bureaus in thirty countries today, representing more than 1,200 professional members (Spiller, 2002), (IACVB, 2002).

Europe in contrasted to the United States in this period. The congress of Vienna, held from September 1814 until June 1815, may be regarded as the first truly international conference, with representatives of most of the major world powers of the day being in attendance. The few international conferences, mostly political and scientific in nature, that took place during the remainder of the nineteenth and first half of twentieth century. Of course then the second world war was taking place in the first half of the twentieth century in Europe this also prevented a more rapid development of that industry in the region. (Spiller, 2002)

The growth of the convention industry since the 1950s was due to a number of factors on both the supply and demand sides. Some factors are closely related to factors that supported the growth of tourism in general. For example, the increase in disposable income, the greater propensity to travel,

increased leisure time, improvements in transportation industry and technology have all facilitated the growth of the convention industry. The numerous factors specific to the convention industry had contributed to its development (Lawson quoted in Webber and Chon, 2002):

- Expansion of government and quasi-governmental organization, together with an increasing need for meetings between the public and private sectors
- Growth of multinational corporations and pannational agencies, necessitating more interdepartmental and interregional meetings
- Developments in association interests, cooperatives, professional groups, and pressure groups
- Changes in sales techniques, use of product launches and sales promotion meetings
- The need to update information and method through in-company management training, continuing professional development, and attendance at ad hoc or scheduled meetings
- Development of subject specialization - conferences enable an expert to pass on information to a large number if others peripherally involved

Resulting from the greater demand for conventions and meetings and in view of the industry's potential economic benefits, many destinations around the world invested heavily in infrastructure development. National and local convention bureaus actively promote destinations' facilities and other attributes that influence the site selection process. Further more, industry representation and coordination through international, national, and regional association have also improved significantly (Lawson, quoted in Webber and Chon, 2002)

Today, the convention industry is regarded as one of the most buoyant sectors of the tourism industry. It is least responsive to price changes and helps to reduce "peak-trough" seasonal patterns. The convention industry has the potential to attract high-spending visitors who often stay longer at and make repeat visits to a destination (Spiller, 2002, p. 6)

2.3 Trend of Meeting and Convention Industry

2.3.1 Convention Tourism Statistics Global Distribution

According to the World Tourism Organization (WTO) statistics, showed that the number of tourists from all over the world in year 2002 was 714.6 million people. Europe had the highest potential to attract tourists there are 411 million people or 57.5 percent of tourists from all over the world travel in Europe. The second tier was Asian/Pacific in year 2002 number of tourists were 130.6 million people or 18.3 percent.

Table 2.1 provides the growth of tourism industry measured by number of tourists. In year 2001 and 2002 the growth rate of Asia/Pacific was highest when compared to others continents that was 7.9 percent of the growth rate while the other continent growth rate were 2 to 3 percent.

Table 2.1 Number of Tourist from all over the world classified by continent

Continent	Number of Tourists (Million Peoples)				Market Share	% Growth rate (2001-2002)
	1990	2000	2001	2002		
World	456.8	696.7	692.7	714.6	100.0	3.1
Europe	282.2	402.8	401.4	411.0	57.5	2.4
Americas	92.9	128.3	121.0	120.2	16.8	-0.6
Africa	15.0	27.0	27.7	28.7	4.0	3.7
Asia/Pacific	57.7	115.3	121.0	130.6	18.3	7.9

Source: World Tourism Organization (WTO), 2004

The growth of tourists who came to Asia/Pacific is the good sign for the tourism in this region that were had high reputation and recognition to the people all over the world. This growth also indicated the growth of the MICE industry in this region.

Regarding to the survey of International Congress and Convention Association (ICCA) the market share of association meeting in the world market in year 2002 is show in table 2.2

Table 2.2 International Congress by Continent year 2000-2002

Continent	Year						% Change (2001-2002)
	2000		2001		2002		
	No. of Event	Market Share (%)	No. of Event	Market Share (%)	No. of Event	Market Share (%)	
Europe	1,854	59	1,540	58	1,780	60	15.58
Asia	463	15	471	18	530	18	12.53
N o r t h America	363	12	262	10	321	11	22.52
S o u t h America	208	7	177	7	145	5	-18.08

Australia/Pacific	179	6	149	6	115	4	-22.82
Africa	84	3	67	3	83	3	23.88
Total	3,151	100	2,666	100	2,974	100	11.55

Source: International Congress and Convention Association (ICCA), Data, June 2003

From the table 2.2 showed the number of international meeting and convention arranged in every continent. In years 2002 Europe had highest market share at 60 percent second followed by Asia 18 percent and thirdly was North America and the forth, fifth and sixth were South America, Australia and Africa respectively.

Another statistic collected by Union of International Association (UIA) found that the country that held an international convention of at least 45 meetings in the year 2003, America was ranked at the first place with 1,018 meetings held or 11.31 percent of the market share. Thailand was ranked at 25th place with 111 meetings held or 1.18 percent market share as show in the table 2.3.

In terms of the city that held international meeting in year 2003, Paris ranked at the first place with 272 meetings held or 2.88 percent market share. Bangkok was ranked at the 22nd place with 68 meetings held or 0.72 percent of market share as show in the table 2.4.

Table 2.3 Number of International Meeting per country, 2003

Country	Number of Meetings	% Market Share
1 USA	1068	11.31%
2 France	647	6.85%
3 Germany	487	5.16%
4 Italy	437	4.63%
5 UK	420	4.45%
6 Spain	376	3.98%
7 Switzerland	322	3.41%
8 Belgium	283	3.00%
9 Austria	274	2.90%
10 Netherlands	268	2.84%
11 Sweden	232	2.46%
12 Australia	220	2.33%
13 Japan	219	2.32%
14 Canada	218	2.31%
15 Finland	185	1.96%
16 Greece	162	1.72%
17 Denmark	161	1.70%
18 South Korea	160	1.63%
19 Norway	125	1.32%
20 China, Hong Kong & Macau	123	1.30%
21 Singapore	122	1.29%
22 Mexico	120	1.27%
23 Portugal	115	1.22%
24 Poland	113	1.20%
25 Thailand	111	1.18%
26 Brazil	110	1.16%
27 India	101	1.07%
28 Czech Rep	101	1.07%
29 Hungary	101	1.07%
30 Russia	101	1.07%

Source: UIA Congress Department: International Meeting Statistics for the year 2003 Quoted in Sirirassamee, 2005

Table 2.4 Numbers of International Meetings per City, 2003

City	Number of Meetings	% Market Share
1 Paris	272	2.88%
2 Wien (Vienna)	188	1.99%
3 Geneva	188	1.99%
4 Brussels	182	1.93%
5 London	144	1.52%
6 Singapore	122	1.29%
7 Barcelona	122	1.29%
8 Copenhagen	115	1.22%
9 Berlin	111	1.18%
10 Rome	111	1.18%
11 New York	104	1.10%
12 Stockholm	97	1.03%
13 Helsinki	91	0.96%
14 Strasbourg	90	0.95%
15 Seoul	87	0.92%
16 Washington DC	87	0.92%
17 Prague	86	0.91%
18 Budapest	79	0.84%
19 Madrid	79	0.84%
20 Amsterdam	77	0.82%
21 Sydney	74	0.78%
22 Bangkok	68	0.72%
23 Montréal	67	0.71%
24 Oslo	64	0.68%
25 Lisbon	60	0.64%
26 Athens	59	0.62%
27 Istanbul	58	0.61%
28 Melbourne	56	0.59%
29 Munich	49	0.52%
30 Dublin	45	0.48%
31 Tokyo	44	0.47%

Source: UIA Congress Department: International Meeting Statistics for the year 2003 Quoted in Sirirassamee, 2005

Table 2.5 Numbers of International Meetings in Asia/Pacific, 2000-2002

No.	Country	2000	2001	2002
1	Japan	① 119	① 145	① 149
2	Australia	② 116	② 133	② 119
3	Republic of Korea	31	③ 85	③ 71
4	Thailand	⑤ 49	⑨ 22	④ 55
5	Malaysia	24	36	⑤ 54
6	Singapore	④ 52	⑤ 39	48
7	China	③ 53	36	44
8	Hong Kong	38	④ 46	28
9	China-Taipei	25	31	23
10	India	15	21	22
11	Indonesia	13	11	11
12	Israel	34	18	10
13	Philippines	29	17	9
14	New Zealand	13	21	7

Source: Tourism Authority of Thailand, The survey of MICE industry in Thailand 2002
by Information Provider and Consultants Co., Ltd.

Remark ① n = popularity

From the table 2.5 Japan had the most popularity of international meeting in Asia/Pacific and followed by Australia respectively. In year 2002 Thailand had ranked at number 5 in terms of popularity country to hold an international meeting that was better than year 2001 that the rank up from number 9 to number 5.

Table 2.6 Numbers of International Meetings in Asia/Pacific
classified by city,
2000-2002

No.	City	2000	2001	2002
1	Singapore	② 52	④ 39	(48
2	Seoul	19	(59	(45
○3	Bangkok	(27	□11 17	(39
4	Sydney	① 52	③ 40	③ 39
5	Kuala Lumpur	16	25	⑤ 37
6	Hong Kong	③ 38	② 46	28
7	Melbourne	④ 35	⑤ 31	25
8	Beijing	⑤ 31	24	24
9	Kyoto	14	11	24
10	Tokyo	20	23	20
11	Taipei	20	30	18
12	New Delhi	6	7	13
13	Adelaide	20	15	12
14	Shanghai	7	6	11
15	Perth	11	7	10
16	Brisbane	14	21	9
17	Manila	24	16	8

Source: Tourism Authority of Thailand, The survey of MICE
industry in Thailand 2002
by Information Provider and Consultants Co., Ltd.

Remark: ① n = popularity

From table 2.6 in year 2002 Singapore was the most popular city to hold an international meetings followed by Seoul and Bangkok as well as Sydney.

2.3.2 Trend of Convention Industry in Asia-Pacific

Fenich (2005) stated that the growth of conventions and exhibitions in Asia has been phenomenal over the past ten years. New facilities and government promotion have taken the industry from its infancy to world class in little more than a decade. Primarily, Asian convention and exhibitions focus on high technology, consumer electronics, and food.

Taiwan and Singapore have been the backbone of Asian conventions and exhibitions. Taiwan has excellent facilities and routinely sponsors trade fairs in the semiconductor, consumer electronics, and food industries. Taiwan is also the world's leader in exhibiting at trade fairs and exhibitions in North America and Europe.

Singapore is a major "destination" city and consequently attracts many visitors to its textile, fashion, food and electronic trade fair. It has multiple facilities all linked to world-class shopping and entertainment complexes. Singapore is also attractive because it provided excellent transportation facilities with a world-class international airport serving every continent, and every facility or attraction is within walking distance or a short taxi ride. The government of Singapore is very active in promoting conventions and exhibitions. The Singapore Trade Development Board is the lead agency for the marketing. Singapore as an international convention and exhibition city. It provides financial and marketing support for organizing by both Singaporean and international organizers.

Thailand is a major center for clothing and textile trade shows. Excellent transportation facilities in Bangkok make it easy for visitors to arrive from around the world.

Other countries nurturing convention and exhibition programs with government promotion included Vietnam, Malaysia, and India. In these countries, the facilities are usually

owned and operated by the government, and promotional activities are sponsored by various government agencies.

In 2002, Spiller (2002) mentioned that major infrastructure developments facilitated are growing on demand. Today numerous world-class convention centers exist in the region, including the Singapore International Convention and Exhibition Center (SICEC), the Hong Kong Convention and Exhibition Center (HKCEC), the Queen Sirikit National Convention Center in Bangkok (QSNCC), the Tokyo International Forum, and the Sydney Convention and Exhibition Center. Convention facilities in Asia offer a high level of service, relatively low prices, and state-of-the-art technologies. At the same time easy access is facilitated by modern airports serviced by all the major international airlines and good local transportation systems at the major convention destinations.

Growth is likely to continue in the Asian convention industry, which still in its infancy. Increasing competition will stem from newly emerging convention destinations. In general, the competitive situation in the Asia-Pacific region in the next few years will be strongly affected by the developing Chinese convention industry, the renewed marketing activity from Japan, and the competent marketing and professionalism of the Australia and New Zealand industry (Spiller, 2002)

In the studied of Go, Govers and Vilegenthart (2002) in research title “Planning and Development Issues for the Convention Industry” showed the comparisons of the performance convention destination in Asia country. From the table 2.7 indicated that respondents perceive Singapore and Hong Kong as the two most competitive conference destination in Asia. They are followed by a “second tier,” comprised of four convention destinations, namely Tokyo, Bangkok, Kuala Lumpur, and Taipei. In the “third tier” of Asian convention destinations Beijing is perceived to have a marginal lead over Shanghai, followed by Seoul, Jakarta, and Manila. The management of Convention and Visitors Bureaus (CVBs) in

Asian conference and meeting destinations will need to ensure that the expectations of meeting planners and conference delegates are not only met but exceeded. The top performance in Asia, Singapore, is apparently very conscious of both the importance of and its high performance on these factors. Its lists accessibility, infrastructure, facilities, accommodations, service affordability, safe environment, tourism appeal, and track record are the reasons that organizers have chosen Singapore as their convention destination.

Table 2.7 Performances Rating for Asian Convention Destinations

Destination City	Attributes Affecting Competitiveness							
	Facilities	Accessibility	Service	Attraction	Price	Climate and Environment	Image	Overall
Singapore	4.29	4.36	4.07	3.46	2.93	3.64	4.21	4.18
Hong Kong	4.25	2.91	3.75	3.88	2.31	3.44	4.19	4.00
Tokyo	4.09	3.27	4.09	3.60	1.64	3.55	4.00	3.89
Bangkok	3.15	3.31	3.54	3.92	3.54	2.23	2.92	3.50
K u a l a Lumpur	3.00	3.18	3.18	3.18	3.27	3.00	2.91	3.25
Taipei	3.09	3.27	2.73	2.82	2.55	2.64	2.91	3.13
Beijing	2.39	2.69	2.39	3.39	3.08	3.00	2.92	3.00
Shanghai	2.67	2.50	2.58	2.75	2.42	3.67	2.92	2.89
Seoul	2.90	2.90	2.80	2.80	2.50	2.60	2.60	2.88
Jakarta	2.82	3.09	2.91	2.91	3.27	2.73	2.64	2.75
Manila	2.90	2.50	2.80	2.70	3.20	2.50	2.50	2.57

Note: All variables were measured on a five-point scale with 1 indicating a poor performance and 5 indicating an excellent performance.

Source: Frank Go, Robert Govers and Anton M. Vilegenthart, 2002 p.50

2.3.3 Trend of the MICE industry in Thailand

The MICE industry is listed in the national strategic plan for economic development. With the availability of all the infrastructure and facilities such as venues, tourist attraction, enchanting Thai culture, the transportation and logistic systems including Suvannabhumi Airport scheduled due to open in mid-2006 as well as the foreign investment promotion policy, Thailand is in a good position to gain from the development of MICE industry. The government, under the regional city development policy, has invested in building convention centers in Chiangmai, Phuket and several others provinces. Convention centers, international conferences and exhibitions are the catalyst for the development of the industry in the region as a whole. It is a smart national strategic plan that enables sustainable growth. (MICE magazine, 2005)

Suwat Liptapanlop, the Deputy Prime Minister stated that from the government's perspective, the MICE industry is contributing to the country both directly and indirectly. Due to the high level of foreign MICE organizers and visitors, the country not only gains from a better image of its industrial sector and income from the trading but from the exposure to new ideas and inspiration for the local industrialists as well. These gains are in factory and educational development for the business community, students and academicians (MICE magazine, 2005)

1. National MICE development Strategy

The Thailand Convention and Exhibition Bureau (TCEB), is the government's strategic arm in the development of MICE. Commenting on the role of TCEB Deputy Prime Ministry, Suwat said "In the past, when the government invested in infrastructure facilities, it concentrated on the big picture without having an agency to work on small scale, value added projects. Without TCEB, the government would still invest in

the building of roads, subway systems, convention facilities and Suvannabhumi Airport. But TCEB was established to promote the MICE industry according to the government's strategic policy. It was given a budget of 328 million baht in fiscal year 2006 to accomplish this goal" (MICE magazine, 2005, p.29)

The total inbound MICE attendees in 2004 were 440,000 while the figure for 2005 is estimated at 600,000. Over the next three years, a growth rate of 30 to 35 percent or a total of about one million visitors by the end of 2008 is the TCEB goal. Under the strategic plan of TCEB, the focus is on the two main market sectors of Conventions and Exhibitions. With a record of high growth and the ability of Thailand to compete in these two areas, TCEB is encouraging building for established international conventions by Thai organizations. TCEB has been working closely with local organizations on the bidding process. With solid advice these associations are in good position to lure established international conventions to the country. Moreover the decisive factors are unity and international recognition of Thai professional association, the size of the membership and its role on the international stage in the relevant industries.

With Regards to the industrial segment under focus, TCEB is highlighting the fashion industry, automobile and computer parts which are in line with the government's industrial promotion policies. TCEB has adopted a three-level strategy known as Build, Upgrade and Clone.

Build - The creation of new exhibitions of international exhibitions of international standard to lure buyers and suppliers from foreign countries.

Upgrade - Upgrade of the existing local exhibitions through associations with foreign visitors, buyer and suppliers.

Clone - Organizing exhibitions similar to recognized, worldwide events but on a smaller scale.

2. The world record Thailand's success profile

Thailand's overwhelming success in staging landmark events are follows:

- The Tenth Session of the United Nations Conference on Trade and Development (UNCTAD X) in 2002
- The APEC Economic Leaders Meeting (AELM) in October 2003
- The XV International AIDS Conference Bangkok in July 2004
- The 71st UFI Congress of the Global Association of the Exhibition Industry held in Bangkok in November 2004

All the events mentioned above have set a high benchmark for events held in other countries. There are many more on this list of world-class global events that have been successfully held in Thailand.

3. The future development of MICE industry in Thailand

MICE industry will develop continuously for the next five years with annual growth rate of 20 to 30 percent. The MICE attendee normally spends three times more than a normal tourist and contributes to the development of many sectors. International conventions are contributing in terms of technology transfers and increase in research and development while trade exhibitions are leading to growth and development in areas such as automobile, jewelry, textiles, spas and food catering. Exhibitors boost export volume and contribute to the overall economy. It is a promotion of the whole industrial base

According to the General Director of TCEB, Mr. Peerapong Oeusoonthornwattana, he mentioned that growth rates of Meeting and Incentives are expected to be around 50% of all MICE industries while Convention growth is expected to be higher than 50%. All the components of MICE are expected expand. The MICE industry is capable of generating huge revenues for the country especially in value-added area of business transactions such as trading production and export and tourism related services. The tourism-related revenue generated by MICE visitors is significant contribution to the overall tourism industry. It's is anticipated that all those involved in the MICE industry, including organizers, venue management and hospitality service providers are going to strengthen their human resources in anticipation of the demands for international standard of service. With regards to human resource development, TCEB is planning on increasing training services and modernizing the database system. The compilation and retrieval of relevant data for the industry will be systemized (MICE magazine, 2005, p.38)

When assessing the overall strength and potential of the tourism and MICE industries in Thailand, the country is second to none in Asia. The government has set a vision for

Thailand to be a regional business hub and MICE hub of ASEAN nations.

The trend of MICE industry in Thailand as discuss earlier seem to be in a high growth and generated more income to the country. The assessing of the potential of our MICE industry will lead us to be a hub of ASEAN very soon.

4. The Multiple Benefits from MICE industry

Regarding to the Survey of MICE industry in year 2002 by Tourism Authority of Thailand, the benefits from the MICE industry can categorized in to three category as follow;

4.1 Primary Benefits

1. **Venues**, Revenue from the meetings; rental spaces/convention rooms, food and beverage services.
2. **Organizer / PCOs PEOs / DMCs**, Revenue for the organized the convention or meeting, registration fee and coordination fee.
3. **Hotels**, Revenue from the delegates who stay in the hotel.
4. **Participants**, Gained and enhanced the new knowledge and new technology from the conference/meeting
5. **Exhibitors**, To promote their products or services. Exchange an idea or technology from the same field of the industry, to expand the market segment.
6. **Visitors**, Exchange new ideas and technology. Expand the market. Made a contract to the business. Buy new products.

4.2 Secondary Benefits

1. **Contractors**, Revenue from the construction the exhibition boots and decorations.
2. **Freight Forwarders**, Revenue from the logistics and transferring fees.
3. **Exhibitors**, The good connection with alliance in the industry.
4. **Hotels**, Revenue from the accompanying persons who stay in hotels.

5. **Restaurant & Entertainment**, Revenue from the participants, delegates, exhibitors, visitors and accompanying persons.
6. **Tour Agent**, Revenue from accompanying persons when they are traveling. This will create the return tourist to the country.
7. **Shopping Center**, Revenue from the participants, delegates, exhibitors, visitors and accompanying persons.
8. **Transportation & Communication**, Revenue from the participants, delegates, exhibitors, visitors and accompanying persons.
9. **Bank**, Revenue from exchange rate and transaction fees from participants, delegates, exhibitors, visitors and accompanying persons.
10. **Temporary Staff**, When the number of events are high the need for staff also high so the local staff will get the benefits for hiring as a temporary staff

4.3 Tertiary Benefits

1. **Technology Transfer**, It provides opportunities to access new technology and the exchange of ideas and to establish valuable business and professional contracts as well as other social and culture aspects.
2. **International Trade**, It stimulates a country's business activity both nationally and internationally by assisting in strengthening business links between firms. Opportunities are provided to promote both the national interest and international cooperation. It brings together leading

national and international specialists and practitioner in their field at conventions and meetings. The drawing together of leaders in science, medicine, business and technology can strengthen a country's professional expertise in that discipline.

3. **National Economy**, It contributes to employment and income both nationally and regionally. It increases as a country's foreign exchange earning. It helps to generate investment in tourism and recreation infrastructure, thereby increasing the number of available attraction in an area for both local people and visitors.
4. **Positive Image**, A successful convention, meeting or exhibition can be a very effective method of attracting new business or visitors to an area. It can offer a company an effective method for promoting its products or services a specific target audience. Internationally, it can promote and enhance a country's image as a tourist destination. It provides a facility for continuing education and training and a forum for developing and maintaining professional contacts. (Dwyer and Forsyth, 1996, McCabe, Poole, Weeks, Leiper, 2000)

Furthermore, the directed benefit is the revenue for the country from table 2.8 show the revenue generated from MICE industry in Thailand between years 2002 to 2004.

The revenue from the MICE industry is increasing in every year showing the potential of the MICE industry in Thailand. Regarding to the estimated revenue, in year 2004 the estimated revenue from MICE industry (included participants and accompanying persons) is 33,886,172,651 Baht with

469,823 MICE tourists. Comparing to the total revenue from the tourism industry was 384,360 million baht.

The overview of revenue of MICE business (see appendix A) shows the overall of the MICE business revenue generated in brief.

Table 2.8 The Overview of Revenue from MICE Business including
Accompanying Persons during 2002-2004

Overview of Travelers		2002	2003	2004	% Change (2003-2004)
MICE	Number of MICE Tourist (persons)	412,919	378,449	443,599	17.21%
	Length of Stay	7.11	7.13	6.86	
	Estimated Revenue in MICE industry (Baht)	32,415,820,481	28,759,687,332	33,075,481,589	15.01%
	Proportion of MICE Tourist: International Visitors	3.82	3.78	3.81	0.66%
	Proportion of revenue from MICE Tourist: International Visitors	10.09	9.30	8.87	-4.59%
Accompany	Proportion of Accompany: Participants*	1:3	1:8	1:8	
	Proportion of Accompany: Visitors*	1:3	1:10	1:10	
	Number of Accompanying Persons (persons)	59,365	15,075	26,224	73.96%
	Average expense per day (US\$)	87.38	90.97	95.38	4.85%
	Length of Stay	7.98	7.81	7.81	
	Average expense/person (US\$)	697.29	710.48	744.92	
	Estimated Revenue (US\$)	43,801,385	11,231,837.11	19,534,724	73.92%
Estimated Revenue (Baht)	1,881,269,485	466,008,921.90	810,691,062	73.96%	
Total Estimated Revenue in MICE Industry <i>(MICE and Accompanying Persons)</i>					
MICE + Accompany	Number of MICE Tourist and Accompanying Person (persons)	472,284	393,524	469,823	19.39%
	Estimated Revenue in MICE industry (Baht)	32,415,820,481	28,759,687,331	33,075,481,589	15.01%
	Estimated Revenue in MICE Accompanying persons (Baht)	1,881,269,485	466,008,921	810,691,062	73.96%
	Estimated Revenue in MICE industry and MICE Accompanying persons (Baht)	34,297,089,966	29,255,696,253	33,886,172,651	15.95%

Source: Thailand Convention and Exhibition Bureau (TCEB), 2005, MICE Report 2004

Remarks: Data of 2002 from the Tourism Authority of Thailand

Data of 2003 from the estimation (* no survey in 2003)
Data of 2004 from the survey of 381 Hotels, Convention centers, Exhibition centers, Entrepreneurs, PCOs, DMCs, Forwarders, Contractors, and Hosts

2.4 Concept and theories relevant to the Destination, Site and Venue Selection

2.4.1 Destination Selection

When meeting or convention is made there are many factors for choosing and arrange a meeting in this topic. There are a number of key factors that may influence the selection of a destination:

- The range and availability of accommodation
- The type and availability of convention, meeting and exhibition space
- The convenience of the destination
- The image of the city or destination
- The drawing power of the city or destination
- The availability of recreational and entertainment activities
- The access to transport and infrastructure

As McCabe et al. (2000) points out that the excellent facilities and infrastructure provides the presence of natural attraction and reputations for providing a safe and secure environment, along with the drawing power of cities.

There is some other variable impacts on the selection of a site or venue. These also have some impact on selecting the destination.

1. Size of the group

The expected number of participants to a convention or meeting is very important. For example, a large international convention with an exhibition and anticipated attendance of 15,000 delegates may be limited in its geographical location. Small to medium sized meeting (fewer than 205 delegates) are not so restricted in their location as there are plenty of potential locations that can host such events.

2. Characteristics of the organization

The organizational characteristics of the company need to be considered in the selection of an appropriate site or destination. For example, if a company always holds its conference or meeting in the same city or location, perhaps where its headquarters or regional centers should be located.

3. Timing

The timing of the conference or meeting should be considered. A resort hotel in the peak holiday season may not be appropriate for the potential convention or meeting. Whether the conference is to be held during the weeks or at the weekend is another factor to be considered, with some venues offering special rates at off-peak times. Many resort and venues in luxury locations provide off-season rates for potential convention and meeting business.

4. Holiday periods

Holiday periods are normally a quiet time for conventions and meetings, particularly for the corporate sector. However, certain associations focus their events particularly towards the shoulder holiday periods in order to increase attendance. More economical accommodation options and venues, such as university halls of residence and conference facilities, usually are available at this time.

5. Cost

The budgeted cost per delegate also influences the destination and venue decision. The corporate sector often has a higher budget per head, particularly for departments such as sales and marketing, then perhaps government and association meetings. There is a trend for companies to request a total price when budgeting for the event. Additional costs such as transportation to the venue should not be forgotten.

6. Pre-Post conference tours, recreational activities and entertainment

The availability of entertainment activities can affect both the destination and venue selection. The provision of extensive and innovative partner programs, which do not just comprise shopping trips, recreational activities for company conference delegates such as golf and other entertainment

activities are all part of the overall conference package that should be addressed by the conference organizer when selecting a destination.

7. Transport

The availability of adequate transport and the accessibility of the destination are other factors to consider in site and venue selection. Transport needs must therefore be addressed, air services in particular. Alternatively, at a large convention, delegates may have to be accommodated in several hotels with in area, so transport will need to be organized to and from the main convention venue. The selection of a site with public, such as monorail and trams, or the provision of a 'shuttle buses' between locations many need to be considered.

2.4.2 Venue and Site Selection

After the destinations were considered the venue and site selection is the second process to be considered. As McCabe et al. (2000) mentioned that site and venue selection usually occur at the same time. The conference organizers will want to evaluate both the site and the range of suitable venues and facilities. In order to decide which venue is most appropriate, the conference organizer systematically evaluates each potential property against their pre-established criteria until an appropriate venue is apparent. McCabe et al. (2000) also mentioned that the general factors that are taken into consideration link back to the influences on site selection, which is group size, timing of the event, costs, organizational culture and preferences, transport and accessibility. However, there are a number of other factors that should be borne in mind when selecting a venue. These can be divided into two main areas - the physical attributes and features of service quality.

According to the studies of McCabe et al. (2000) showed that corporate and association planners indicate that the site attributes that are considered to be the most important criteria in their selection of a venue are:

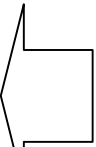
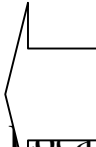

- The number, size and quality of the meeting rooms

- Flexible food and beverage and rooms rates
- The number, size and quality of accommodation stock
- The quality of food and beverage services

Also considered to be important are good audiovisual capabilities, the facility to separate corporate delegates from other hotels guests and the ability of the venue to create a memorable event. It would appear that conference organizers are prepared to make trade-offs regarding the various attributes that they require of a venue. For example, if a venue is not able to offer the optimal combination of the required attributes, then a decision is absence of others. (Vogt, Roehl & Fresenmaler 1994, p. 120 quoted in McCabe et al. 2000)

As Crouch and Weber (2002) emphasized the importance of the available meeting facilities. Convention destinations need to consider all potential site selection factors to avoid pitfall of assuming that it all depends on the size and design of a convention center facility and the range and the quality of accommodation available (figure 2.2).

Figure 2.2 Convention Site Selection Factors

Category		Dimensions
 <p data-bbox="296 640 512 730">Accessibility</p>		<p data-bbox="687 394 1402 483"><i>Cost</i>- the monetary expense of transportation and access</p> <p data-bbox="687 495 1402 629"><i>Time</i>- the duration/destination of travel involved and the opportunity cost of that time</p> <p data-bbox="687 640 1402 730"><i>Frequency</i>- the frequency of connections to the site</p> <p data-bbox="687 741 1402 831"><i>Convenience</i>- the scheduling convenience of the connections</p> <p data-bbox="687 842 1402 976"><i>Barriers</i>- the extent of any travel formalities that inhibit travel such as visas, customs, etc.</p>
 <p data-bbox="296 1155 440 1245">Local Support</p>		<p data-bbox="687 987 1402 1122"><i>Local chapter</i>- the extent of assistance and backing offered by the local chapter association</p> <p data-bbox="687 1133 1402 1267"><i>CVB/Convention center</i>- the extent of planning, logistical, and promotional support offered</p> <p data-bbox="687 1279 1402 1413"><i>Subsidies</i>- the extent to which the destination offers to offset costs through rebates and subsidies</p>
 <p data-bbox="296 1664 512 1798">Conference opportunities</p>		<p data-bbox="687 1429 1402 1518"><i>Entertainment</i>- restaurant, bar, theaters, night club, etc.</p> <p data-bbox="687 1529 1402 1619"><i>Shopping</i>- malls, major department stores, low prices, etc.</p> <p data-bbox="687 1630 1402 1765"><i>Sightseeing</i>- architecture, museums, monuments, attractions, park, historical sites, local tours, etc.</p> <p data-bbox="687 1776 1402 1865"><i>Recreation</i>- sports and activities either as spectator or participant</p> <p data-bbox="687 1877 1402 2000"><i>Professional opportunities</i>- visiting local clients, negotiation, business deal, selling, marketing contracts, etc.</p>

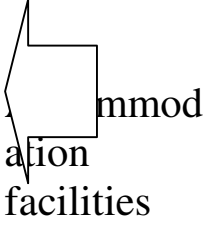
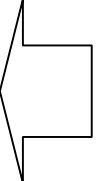



	<p><i>Capacity</i>- the number of rooms available and whether more than a single hotel is required</p> <p><i>Cost</i>- the cost of suitable accommodation at the site</p> <p><i>Service</i>- the perception of the standards of services</p> <p><i>Security</i>- the extent to which the hotels provide a safe and secure environment</p> <p><i>Availability</i>- are the facilities available?</p>
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Figure 2.2 (Continued)

 Meeting facilities		<i>Capacity-</i> ability of site to provide suitably sized facilities <i>Layout-</i> suitable of the facilities layout and floor plan <i>Cost-</i> the cost of meeting space required <i>Ambience-</i> the ability of the facility to create an appropriate atmosphere and environment <i>Service-</i> the perception of the standard of service <i>Security-</i> the extent to which the facilities provides a safe and secure meeting space <i>Availability-</i> are the facilities available when required? <i>Experience-</i> has the site performed satisfactorily in the past?
 Information		<i>Reputation-</i> what is the reputation of the destination among other meeting planners? <i>Marketing-</i> the effectiveness of the destination's marketing activities
 Environment		<i>Climate-</i> the desirability of the destination's climate <i>Setting-</i> the attractiveness of the destination's surroundings <i>Infrastructure-</i> the suitability and standard of local infrastructure <i>Hospitality-</i> the extent to which the host organizations and community excel in welcoming visitors
Other criteria 		<i>Risks-</i> the possibility of strikes, nature disasters, boycotts, and other adverse events

	<p><i>Profitability</i>- the extent to which the site would produce a profit or loss for the convention</p> <p><i>Association promotion</i>- would the site add credibility to the association and build membership?</p> <p><i>Novelty</i>- the extent to which the destination represents a novel location for the association's next convention</p>
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Source: Crouch and Ritchie, 1998 Quoted in Crouch and Webber, 2002 pp.66-67

Moreover the venue and site selection can divide into three main areas - the physical attributes, features of service quality and information sources that influence site and venue selection.

1. Physical Attributes

There are a number of physical attributes that can affect the selection of a venue (McCabe et al. 2002).

1.1 Location

As in other areas of tourism and hospitality, location, location, location is the key. Consideration should also be given to the type of delegate and the style of event. For example, a city center venue, with proximity to the central business district (CBD), restaurant, bars, transport systems and other hotels, might suit a business convention or meeting. A suburban venue usually has excellent parking facilities and may be located near shopping center, but if it is away from the airport and other main transport links, it may be more appropriate venue for locally-based companies.

1.2 Convention and Meeting rooms

It is important to consider not only the space available, but also the configuration of the conference rooms, meeting rooms and exhibition space. Many venues have a multipurpose conference room that can be subdivided into smaller rooms, together with range of smaller rooms and breakout areas. The multipurpose room can be used as a main plenary area, or for other functions such as dinner dances or exhibitions.

McCabe et al. (2000) suggested that the aspects of convention facilities that should be inspected include:

- The number, size and distribution of the conference and meeting rooms, together with their availability at the time of the event

- The proximity of the conference and meeting rooms to other areas, such as the food and beverage outlets, toilets and telephone
- The sound proofing capabilities, particularly for the larger conference rooms that may be subdivided by moveable walls
- The availability of sound systems and the acoustics within the rooms
- The provision of suitable lighting
- The provision and location of electric power sockets
- The floor loading and entry access point, together with their dimensions
- The visual clearance in the conference and meeting rooms, and any potential obstructions or distractions that may affect the successful execution of the event (particular points to check are pillars that may obstruct the view, ceiling heights, L-and T-shaped rooms that limit overhead projection lines and low-slung chandeliers)
- The availability of natural light and/or blackout facilities
- The location of and access to the conference and meeting rooms, together with the siting of lifts and escalators and disable access, and the logistical problems of moving people through the building or area in a short space of time
- The proximity and access of the conference and meeting rooms and exhibition area to the loading bays for delivery of equipment

1.3 Accommodation

A careful evaluation of the venue's guest accommodation and other public areas should be undertaken, to ensure that they meet the potential delegate's need. An

assessment should be made with respect to level of luxury, location, cleanliness, accessibility and the configuration of rooms.

2. Quality of Service

The quality, consistency and reliability of both the service and the product are a key factor to consider in the selection of a venue. Great service both prior to and during the event can make the convention and meeting an unparalleled success. Poor services can result in dissatisfied customers and a reputation that will be hard to overcome. (Rutherford & Umbreit 1993, p.72 Quoted in McCabe et al. 2000, p. 162)

With regard to the level of service quality provided by conference venues, the following function components of the total conference product and service have been suggested as major contributors to the overall quality perceived by the conference organizer and delegate:

- The dependability of hotel or venue management and staff
- Managers experienced in dealing with conferences
- Polite, friendly staff who respond immediately to requests
- Staff who do their utmost to assist the conference organizer and delegates (Oberoi & Hales 1990, p. 713 Quoted in McCabe et al., 2000)

A convention and meeting venue should recognize the importance of anticipating customer requirements rather than reaching to customer dissatisfaction. The venue needs to address this issue to ensure that it understands clearly the requirement of conference organizers, not only during the initial site inspection but also for the whole process of providing the convention meeting. (McCabe et al., 2000)

3. Information sources that influence site and venue selection

Conference organizers obtain detail of potential sites and venues from sources such as venue guides, or the facility planner and guides provided by CVBs, individual hotel and venue convention and meeting brochures and from the Internet. In some instances, they are contracted directly by a venue's sales and marketing staff undertake site and venue inspections and network with their peers.

As Vogt, Roehl & Fesenmaler (1994) pointed out "sources that are seen as being most useful for conference organizers can be divided into three areas" (Quoted in McCabe et al. 2000, p. 163)

1. *The initial decision to consider a venue.*

Corporate and association planners indicate that factors that could affect their initial decision to consider a venue are a recommendation from another conference organizer or from someone with their own organization, or a visit by a member of a hotel sales team. In addition, testimonials from previous end users, venue's Web sites and CVB guides are also popular.

2. Sourcing a potential facility.

The top information choices for selecting facility sites are prior experience, talking together to other conference organizers and looking at the existing conference and meeting information held within the office filing cabinets. Convention and meeting facility information available on the internet is also a potential source.

3. Receipt of information of potential venues.

Between specific events, the most useful sources for receiving information about potential convention and meeting venues guides accompanied by a personal letter, a personal invitation to visit a facility and undertake a site inspection, and obtaining information by direct mail

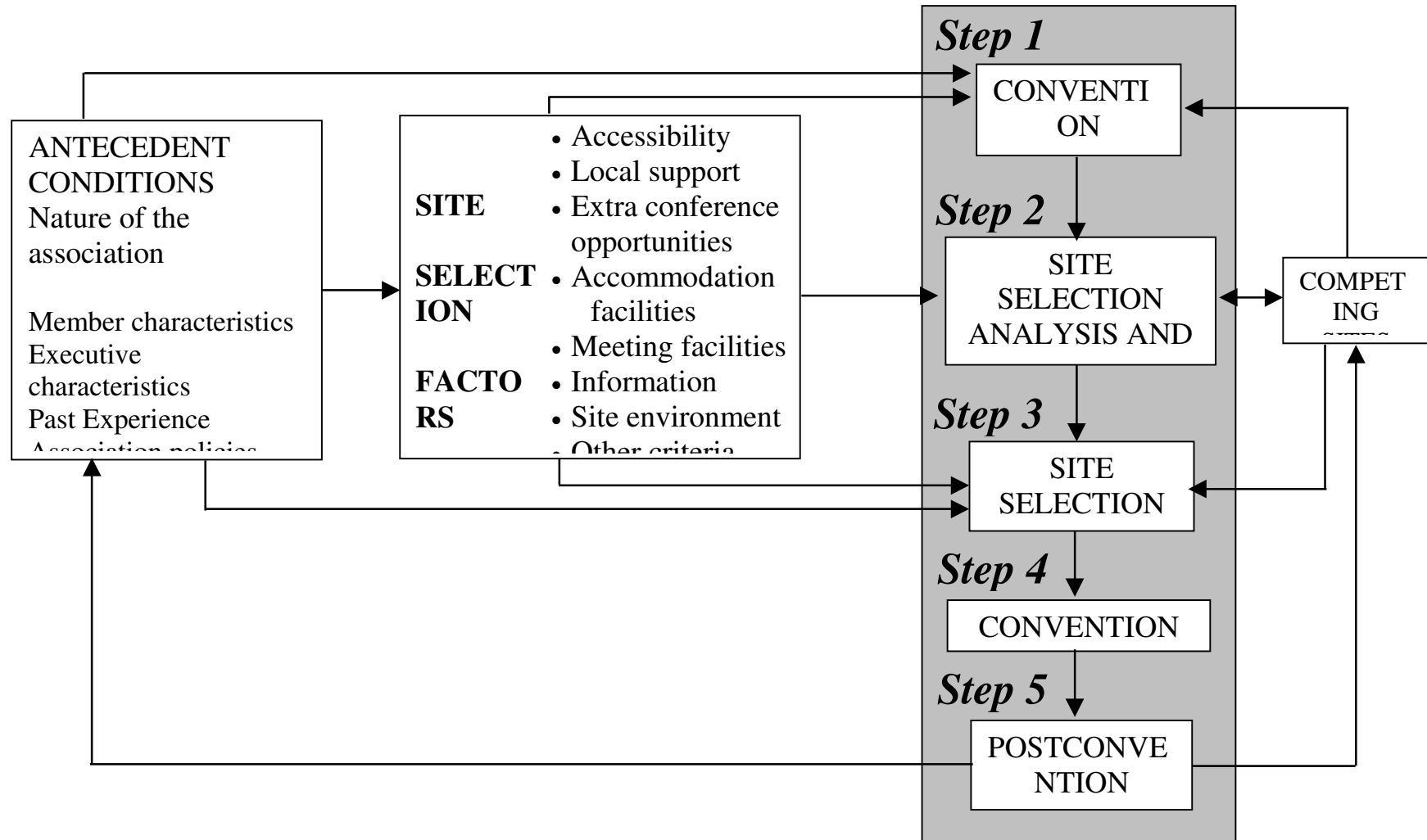
There are a number of factors and variables that may influence the selection of a destination and venue that discussed earlier; there are a number of factors that may affect the choice of venue. These include not only the physical attributes of the venue such as its location and the facilities available, but also the more intangible aspects such as quality of service.

A conceptual model of the association site selection process (Figure 2.3) consisting of five step was proposed by Crouch and Ritchie (1998) Quoted in Crouch and Webber, 2002. In Step 1, the convention preplanning phase, potential convention dates and budgets are established and other preliminary work is undertaken. Either implicitly or explicitly, numerous site selection factors may influence this preplanning step that, in turn, could determine the relative importance of each factor when the final site decision is made. At this early stage, competing sites, too, may have already begun to exert some influence on the process by contacting the association before any shortlist of sites is prepared.

The preplanning step will also assign responsibilities either to an individual or to a committee for the second step in

the process, the *analysis and recommendation* of potential sites. The focus in this phase is on gathering detailed information from a number of possible.

Figure 2.3 A general Conceptual Model of the Site Selection



(Source: Crouch and Ritchie, 1998 Quoted in Crouch and Webber, 2002 p. 69)

2.4.3 Type of Venues

The demands that conference organizers place on venues have changed dramatically over the last 10 years. Today venues that wish to develop a share of the mice industry need to provide purpose-built facilities that offer multiple usage, are flexible in their design and have suitable lighting and breakout space. McCabe et al. (2000) stated that in Australia, hotels and other venues have recognized the value and importance of the industry and have embraced its development by building new facilities and converting existing facilities. They wish to ensure that they reach the required specifications of both conference organizers and delegates.

Regarding McCabe et al. (2000), hotels and venues can be divided into three main categories: (1) residential venues, which provide accommodation plus convention and meeting facilities; (2) non residential venues, which provide only convention and meeting facilities; and (3) special venues.

1. Residential venues

There is an endless array of venues that provide both residential accommodation plus a wide range of convention and meeting-style facilities including city center, airport, resorts and suburban hotels, four-and five-star hotels, small regional hotels, resorts and motels. The examples of residential venues are followed; Resort Hotels, Airport Hotels, Suburban Hotels, Boutique hotels, Residential conference centers, Colleges and universities and Cruise ship.

2. Non-residential venues

Non-residential venues include dedicated or purpose-built convention and exhibition centers, exhibition halls, theaters, arenas and stadiums. Dedicated or purpose-built convention and exhibition center are designed to accommodate large numbers of people under one roof for a combined

convention and exhibitions. They usually provide a number of large rooms designed for plenary sessions, hall with appropriate infrastructure to hold exhibitions and trade show, plus a wide range of meeting rooms, breakout areas, banqueting facilities, a business center, offices and administration space.

3. Special venues

Special venue might include attractions such as historical buildings, museums, zoos, landmarks and icons, and sporting venues. McCabe et al. (2000) give the example of the special venues as a landmark and icon that is the Sydney Opera House, which enjoys an acclaimed reputation as a national icon and leading performing arts center. It offers magnificent function rooms with a total seating capacity of over 5000 delegates, a variety of restaurants, extensive technical facilities and an on-site reservations department for tour, dinner and performance packages.

2.5 The organization related to MICE industry in Thailand

A major issue that has dominated industry is the establishment of the Thailand Convention and Exhibition Bureau (TCEB) set up by Royal Thai government in 2002. In this topic the researcher will focus on the related organizations that support MICE industry in Thailand. The organizations related to MICE industry are as following

1.5.1 Thailand Convention and Exhibition

Bureau: TCEB

The Thailand Convention and Exhibition Bureau (TCEB) is an official organization dedicated to the promotion of association and corporate meetings, incentive events, conventions and exhibitions. These are usually referred to collectively

by the acronym MICE. The Bureau's establishment reflects Thailand's growing stature as a destination of choice for international meetings, conventions and exhibitions.

TCEB is the national flagship for the country's rapidly growing MICE industry. It was established as a public organization by The Royal Decree on the Establishment of the Convention and Exhibition Bureau (Public Organization) B.E. 2545 (B.E. Buddhist era 2545 is 2002 A.D.) effective as of September 28, 2002, the date of the decree's publication in the Royal Gazette.

The promotion of MICE events now sits high on the national agenda alongside tourism as one of the key drivers of economic growth and development.

1. Founding Objective

The Thailand Convention & Exhibition Bureau (TCEB) has been entrusted with the promotion of association and corporate meetings, incentive events, conventions and exhibitions held in Thailand and the further development and expansion of the country's potential as a centre for international meetings, incentive travel, and exhibitions.

In pursuit of national goals, TCEB is working to enhance Thailand's positioning, not merely as a tourism hub, but also a regional business hub. Support plans to drive the accelerated growth of the Thai MICE industry are being implemented. And to increase significantly Thailand's competitive advantage in the regional and global MICE arena, TCEB was formulated as a vibrant, 21st-century, cutting-edge professional organization.

Day-to-day operations are driven by modern management techniques and organizational science. Integrated marketing plans, complete with vision, strategies, action plans and key performance indicators (KPIs) for all sectors within the MICE umbrella, have been developed and implemented.

The effectiveness of TCEB's operations is measured by two KPIs:

- Actual increase in the total number of MICE visitors
- Actual increase in MICE-related revenue

With vision and foresight, TCEB's founders -- the architects of this new and dynamic organization -- planned the bureau as Thailand's first 'role model' public sector office. TCEB's flat and agile organizational structure ensures that relative to its peers, TCEB is efficient and excels in its mission (TCEB, 2005).

2. TCEB's Role and Responsibility

2.1 An integrated one-stop service for mice

The Thailand Convention & Exhibition Bureau (TCEB) has been entrusted with the promotion of association and corporate meetings, incentive events, conventions and exhibitions held in Thailand. In its role as a single, coordinating gateway, TCEB acts as a coordination and facilitation centre for MICE business operators, offering an integrated one-stop service for Thailand's MICE industry and extending support to organizations involved in the hosting of events in Thailand. TCEB assistance includes assisting partners in the bidding process for major events to be held in Thailand.

2.2 Integrated MICE Information Center

Plans are also in place paving the way for TCEB to become an integrated centre for MICE information and databases, providing intelligence for the Thai MICE industry. The Bureau also functions as an information centre, providing a centralized pool of information related to meetings, conventions and exhibitions not just in Thailand, but worldwide. TCEB is also directing and overseeing the conduct of research and the collection of statistics. TCEB also fosters international cooperation with international MICE-related associations, such as ICCA, UIA, UFI, IAEM, to promote the sharing and exchange of databases and contacts.

2.3 Custodian of Thai Cultural Heritage

In the conduct of its activities, TCEB also takes on the role of a custodian of Thai cultural heritage. It promotes the preservation of Thai art and culture by showcasing their diversity. It also promotes awareness of the importance of environmental protection and the conservation of natural resources.

2.4 Raising the Overall Standard of the MICE Industry

In the quest to establish Thailand as the destination of choice for business travel in the Asia-Pacific region and as an international exhibition centre for high potential industries within the next five years, TCEB has embarked on several key initiatives to raise the overall standard of Thailand's MICE industry.

The development of industry skills and expertise in accordance with internationally-recognized standards of the MICE industry are top priorities that involve providing knowledge, education, and training to state employees as well as the general public. TCEB also strives to improve conservation and environmental awareness and promote a better

understanding of the issues involved in conservation of natural resources and attainment of sustainable growth and development. This is achieved by providing knowledge to MICE operators.

3. TCEB's Goals and Objectives

TCEB is working to generate increased interest and inspire greater confidence in Thailand as a serious business destination. Key elements of TCEB's support plan to achieve this and accelerate growth of the Thai MICE industry include:

1. Positioning the Bureau as a coordination and facilitation centre for MICE business operators offering an integrated one-stop service to Thailand's MICE industry
2. Promoting MICE capabilities and new facilities
3. Working to improve productivity and enhance industry standards in terms of quality, effectiveness, efficiency and attractiveness thereby enhancing Thailand's destination appeal
4. Working to establish Thailand as 'The International Exhibition Centre' for certain high potential industries within the next five years
5. Transforming Thailand into the globally-recognized international exhibition centre of the region within ten years, with the ultimate goal of making it 'The Emporium of Southeast Asia'
6. Driving and promoting local business development whilst leveraging Free Trade Agreements and leveraging government supported/sponsored economic sectors.
7. Liaising with government organizations and state agencies as well as private sector trade associations and organizations to deliver seamless service
8. Fostering closer cooperation and collaboration with strategic partners to streamline processes and procedures to improve industry efficiency and effectiveness and make

it more convenient to execute MICE events in Thailand. The areas for closer collaboration identified are in infrastructure, transportation, telecommunication, the easing of immigrations and customs procedures and MICE-related government regulations

9. Spearheading the establishment of an integrated MICE Information Centre for the Thai MICE industry

Through pro-active direct marketing initiatives, the TCEB team is raising awareness among multinational corporations and international associations of Thailand's growing potential as a business centre (TCEB, 2005)

1.5.2 Thailand Incentive and Convention Association: TICA

The Thailand Incentive and Convention Association (TICA) is a non-profit organization established in 1984 jointly by the government (the Tourism Authority of Thailand and Thai Airways International Plc) and the private sector. TICA's function is to aid the growth of Thailand as a preferred destination for meetings, incentives, conventions and exhibitions.

TICA members in the private sector include hotels, tour operators, professional convention and exhibition organizers and contractors, convention centers, advertising agencies, local attractions, entertainment establishments and various travel industry suppliers. They are all dedicated to providing the best services to incentive and exhibition organizers and meeting planners holding their events in Thailand. For TICA services and activities please see appendix B

1.5.3 The Trade Exhibition Association (Thai): TEA

The Trade Exhibition Association (Thai) or the TEA represents the professional players in the Exhibition and Convention Industry of Thailand, the 66 members of the TEA consists of Organizers, Venues, Contractors and Fright Forwarders. The Association's main objectives are to promote the Thai Exhibition Industry to the World, raise the Thai Exhibition Industry to World Class standards and position Thailand as one of the preferred venue for International Exhibitions in the Asia-Pacific region.

It is envisioned that by the end of the year 2006, Thailand will be renowned as an international center for trade exhibitions, for its standards, qualities and in particular the international exhibition participants. Thailand Convention and Exhibition Bureau (TCEB) set up in 2002 will play the key role in coordinating the future development of trade exhibitions together with the Trade Exhibition Association (Thai) (TEA), Department of Export & Promotion (DEP), and Tourism Authority (TAT).

The objectives of the Association are

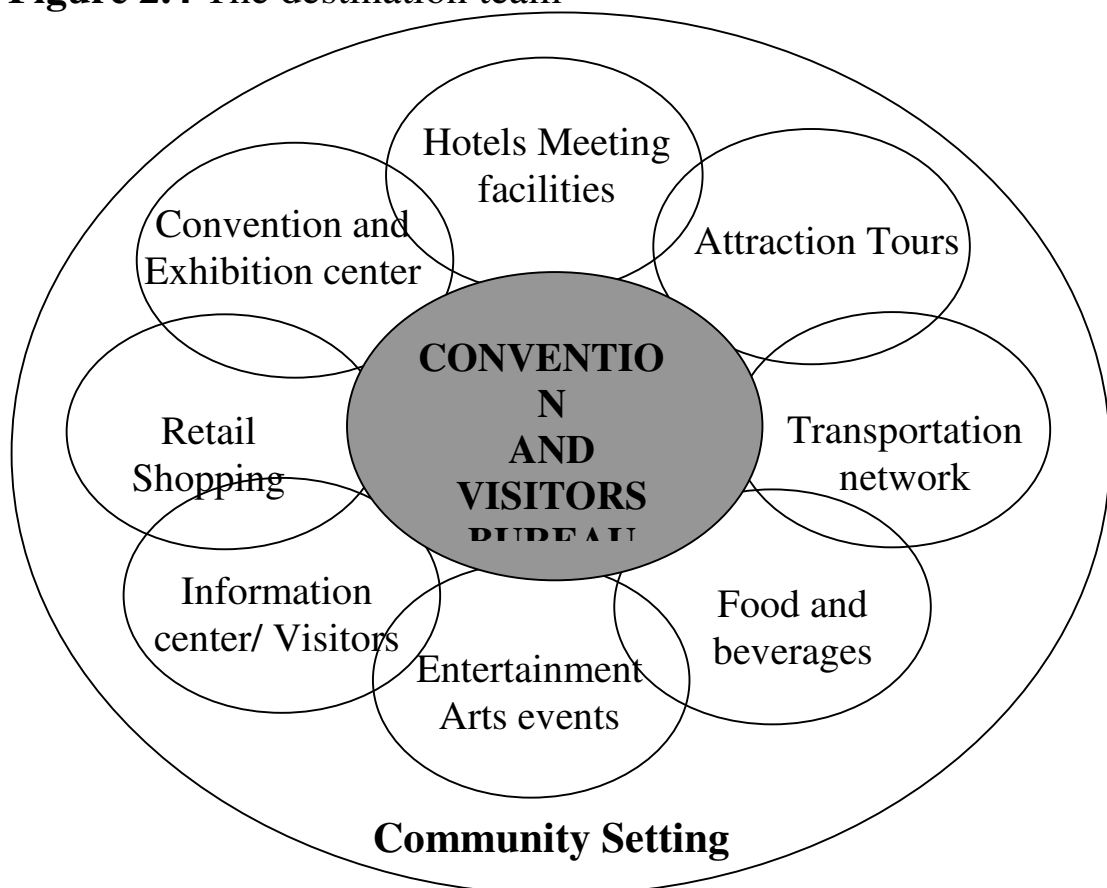
1. To promote the Association, and the operation and servicing of national and international exhibitions for exhibitors and visitors.
2. To earn revenue for the country by promoting Thailand as a location for national and international exhibitions.
3. To promote international standards of facilities and services for exhibitors.
4. To promote and facilitate cooperation among members and to exchange information and ideas related to national and international trade exhibitions.

5. To assist the members when disputes occur in order to protect the benefits of members
6. To cooperate with the government and the private sector, e.g. organizations, associations, companies and individuals which the Association considers beneficial to our Association.
7. To promote and publicize the activities of the Association including distribution of service-related information to exhibitors and visitors.
8. To organize seminars on trade, operations or services for exhibitors and visitors.
9. To promote an increase in benefits to the members.
10. To propose to the government the promotion of the exhibition industry.
11. To set guidelines for members in order to achieve operations and facilities of international standards.
12. To participate in activities of public interest and benefit to the country.
13. Not to participate in political activities.

1.5.4 Concepts and theories relevant to Convention and Visitors Bureaus

In order for the city or area to actively encourage both MICE business and visitors, there needs to be a coordinated approach by all sectors of the tourism business community. The establishment of a convention and visitors bureau (CVB) is one way to do this. A CVB acts as a cooperative, representing all the various sectors of the convention and visitors industry (e.g. hotels, restaurants, transport operators, attractions and so on) and promoting the city or area to a broad range of companies, association or visitors groups. Gartrell (1994) has identified the CVB as ‘the single most important marketing organization for a community, projecting an image for that destination into the various target markets, Quoted in McCabe, et al. 2000. It can act as catalyst, bringing together ‘the destination team’ that enables it to carry out a comprehensive but unified marketing program for the community. This is illustrated in figure 2.4.

Figure 2.4 The destination team



Source: Gartrell, 1994. p 17 Quoted in McCabe, et al. 2000

The Convention and Visitors Bureau acts as an intermediary between potential visitors and local business and such as it presents all organizations within a location who have a vested in increasing conference and meeting business. The membership of the bureau may include hotels and others venues, tourism and convention suppliers, airlines and the ground transport organizations, and caterers and technical facility suppliers, as illustrated in figure 2.4. Typically, a bureau will work with its member organizations, often using their resources, to bid nationally and internationally to obtain a ‘city-wide’ convention for its area. Once the bid has been secured, it will act as a broker between the potential conference organizer, the host city and its conference infrastructure, from the pre-event planning through to the post-convention tours and activities. A CVB provides a ‘one-stop shop’ for ideas and information on the region for both visitors and business tourists (McCabe, et al. ,2000)

Gartrell (1994) has identified a number of main functions and responsibilities in order for the CVB to ‘sell the city’: develop an image to position the city in marketplace as an attractive destination for meetings and visitors; coordinate the constituent elements of the industry and public sector; work with meeting and group planners; represent both buyers (the demand side) and seller (the supply side) so that an autonomous organization is required to avoid conflicts of interest; provide information and respond to visitor enquires; and provide leadership for the industry. (McCabe, et al., 2000).

Furthermore, Destination Marketing Association International (2005) mentioned that the bureau in each city, county or region has three prime responsibilities:

- To encourage groups to hold meetings, conventions and tradeshow in the city or area it represents;
- To assist those groups with meeting preparations and while their meeting is in progress; and

- To encourage tourists to visit and enjoy the historic, cultural and recreational opportunities the destination offers.

A CVB does not actually organize meetings and conventions. It does, however, help meeting planners and visitors learn about the destination and area attractions and make the best possible use of all the services and facilities the destination has to offer.

2.6 The Capacity, Facilities and Infrastructures of MICE Industry in Bangkok

2.6.1 The Queen Sirikit National Convention Center (QSNCC)

Queen Sirikit National Convention Center was officially opened by Their Majesties King Bhumibol Adulyadej and Queen Sirikit late in the afternoon of Thursday 29 August 1991. The Center's name honors Her Majesty's 60th birthday, which falls on August 1992 and marks her completion of an auspicious fifth twelve-year cycle.

The Queen Sirikit National Convention Center, a highly sophisticated multi-purpose facility, is truly a world-class meeting venue. A triumph of modern Thai architecture, QSNCC was specifically designed to meet the almost limitless demands of today's meeting planners and exhibition organizers.

With a special lakeside setting in the heart of the fastest growing business and financial zone of Bangkok, QSNCC has easy access to the finest hotels in the city. Its layout has many of the attributes of a large traditional Thai structure, but fully complies with the one stop, full-service requirements of the world's most advanced meeting facilities.

The key areas of the Center are a partitioned Plenary Hall that can accommodate up to 7,000 people; exhibition, display and office areas covering 65,000 square meters capable of housing hundreds of trade booths and smaller deluxe meeting and seminar rooms suitable of meeting from 10-850 people.

The Center offers a full range of support services. Food and Beverage is presented in a number of ways including a full-service international restaurant, the Retro Live Cafe, a coffee shop, western and Asian fast food areas and banquet facilities for over 8,000. A pharmacy, post and banking facilities are available in the Center as well as a full business center.

As you would expect from a world-class Center, the QSNCC is equipped to provide state-of-the-art technical

services for all functions. Among these services are video and teleconferencing, tele-promoting and simultaneous translation services, LCD and video projection, Wi-Fi or Wireless Fidelity, and over 1,500 International Direct Dial telephone systems.

2.6.2 Impact Muang Thong Thani Center (IMPACT)

Conveniently located in Bangkok's suburbs, IMPACT Muang Thong Thani offers state-of-the-art facilities and high quality services. The center provides more than 160,000 square-meters of usable spaces, parking areas for up to 20,000 cars, the finest local and international restaurants as well as dining areas, and a team of highly experienced staff.

IMPACT Muang Thong Thani comprises of the 4,000-square-meter flat floored IMPACT Arena; the 47,000-square-meter IMPACT Exhibition Center; and the 30,000-square-meter IMPACT Convention Center. The new challenge, IMPACT Challenger, will feature the world's largest single column-free hall will be 459 meters long by 131.2 meters wide by 16 meters high. The floor areas of 60,220 sq.m. will be larger than eight football fields and add to the existing availability of 100,000 sq.m. of indoor exhibition space.

From arena, exhibition and conventions halls to the fabulous supporting facilities and special features such as lifts for the handicapped and the air-conditioned bridge to an adjoining event complex, IMPACT is built to the highest international standards possible so as to provide you with a true "world of space".

2.6.3 Bangkok International Trade and Exhibition Center (BITEC)

Bangkok International Trade & Exhibition Centre (BITEC) is Thailand's leading venue for exhibitions and conventions. BITEC's technologically advanced and highly functional facilities comfortably accommodate exhibitions, conventions, conferences, special events, seminars from 30 up to 20,000 delegates; banquets from 100 up to 10,000 persons and over 100,000 visitors a day.

From the very beginning, BITEC was designed to offer event organizers flexibility in space and facilities. For

Exhibitions of 100 to over 1,000 booths, Conventions and Meeting from 30 to 20,000 attendees, Gala Dinners and Banquets from 100 to 10,000 BITEC is ideally suited. Beneath its' sophisticated state-of-the art roof suspension system and within its dramatic architecture, the BITEC building offers a multitude of space options to accommodate every conceivable needs. Ground floor Event Halls provide column-free areas from 5,000 up to 26,000 sq. meters, and directly connected by high-speed escalators, the 2nd Floor offers a Grand Hall of 1,780 sq. meters and 16 well appointed Meeting Rooms each ranging in size from 108 to 180 sq. meters. Designed for a purpose, BITEC is the ideal venue for Exhibitions, Conventions, Meetings, Banquets and Special Events.

2.6.4 The Facilities and Infrastructures in Bangkok metropolitan areas

1. Bangkok International Airport (BIA)

Bangkok International Airport (BIA) serves the most air traffic in Thailand. The Bangkok International Airport is 24 kilometers to the north of Bangkok. It has two terminals and can accommodate 25 million passengers from more than 80 airlines per year. The buildings are equipped with services and facilities such as duty-free goods, hotel reservation service, foreign currency exchange service, car rental service and mobile telephone rental service.

Nowadays more than 80 airlines are on service and over 25,000,000 passengers, 160,000 flights and 700,000 tons of cargo are handled at this airport. With its appropriate location, spacious terminal and facilities as well as standard service, BIA then becomes the hub and the proper connecting point of international civil aviation routes of this region.

2. New Bangkok International Airport (NBIA)

Suvarnabhumi Airport, also called New Bangkok International Airport (NBIA) or Second Bangkok International Airport (SBIA). The airport is located in Racha Thewa in the Bang Phli district of Samut Prakan province, some 25 kilometers east of Bangkok. The name Suvarnabhumi (pronounced su-wan-na-poom) was chosen by HM King Bhumibol Adulyadej which means “the golden land”, specifically referring to the continental Indochina. Designed by Murphy/Jahn Architects, the airport will have the tallest control tower (132 m.) and the largest single building (563,000 m²) in the world at the time of its completion in 2006. The airport will replace the current Bangkok International Airport (Don Muang) as Bangkok's primary airport, although low-cost carriers, small private jets, chartered flights, military aircraft and aircraft maintenance will continue to use the old airport.

The airport has 2 parallel runways (60 m. wide, 4,000 m. and 3700 m. long) and 2 parallel taxiways to accommodate simultaneous departures and arrivals. It has a total of 120 parking bays (51 with contact gates and 69 remote gates) and 5 of these are capable of accommodating the Airbus A380 aircraft. With a capacity of handling 76 flight operations per hour, both international and domestic flights will share the airport terminal but will be assigned to different parts of the concourse. In the initial phase of construction, it will be capable of handling 45 million passengers and 3 million tonnes of cargo per year. Above the underground rail link station and in front of the passenger terminal building is the 600-room hotel operated by Accor Group under the Novotel brand. Between the airport hotel and the terminal building are the two 5-storey car park buildings with a combined capacity of 5,000 cars. The airport has 5 main access routes, among these the most convenient route is via the Bangkok-Chon Buri Motorway (Highway No. 7). In addition to the express rail link, 11 city bus routes operated by BMTA will serve the airport.

Long-term plans for four runways flanking two main terminals and two satellite buildings with a combined capacity capable of handling up to 100 million passengers and 6.4 million tones of cargo a year are on the drawing board. The second phase of airport expansion involving the construction of a satellite building south of the main terminal is expected to begin 3 to 5 years after the completion of the first main terminal

3. Bangkok Mass Transit System (BTS)

The BTS SkyTrain is the safest, most comfortable and convenient way to get around Bangkok. In service since December 5, 1999, it has transformed the face of public transportation in the Thai capital, for the first time offering both residents and visitors a comfortable ride through central Bangkok - lifting commuters above the chronic congestion, noise and pollution of the streets below.

Our modern electrified trains transport Bangkok's commuters in wide air-conditioned cars, saving them time with quick, reliable service. The BTS SkyTrain's high-capacity operating system ensures almost no breakdowns and a virtual 100% punctuality. Each train can carry over 1,000 passengers while a similar number of people would use 800 cars, making the BTS Skytrain the most environmentally friendly mass transit system in Thailand.

Currently there are two routes, the Sukhumvit Line and the Silom Line. They cover much of the central city and its many commercial, residential and tourist areas, with extensions planned to outlying areas. The trains run daily between 6:00 am and 12:00 midnight with frequent service throughout the day, increased during rush hours. The fare is based on the distance traveled.

4. Bangkok Mass Rapid Transit System (MRT)

Bangkok Metro Public Company Limited (BMCL) has become the first metro operator in Thailand since Mass Rapid Transit Authority of Thailand (MRTA) has given BMCL a confidence to be the concessionaire of operating The M.R.T. Chaloem Ratchamongkhon Line Project on August 1, 2000

Being one of Bangkok's heavy mass rapid transit, the M.R.T. Chaloem Ratchamongkhon Line has become the first metro in Thailand because its initial system section of Hua Lamphong to Bang Sue is the first railway system in Thailand that kept on underground level.

The M.R.T. Chaloem Ratchamongkhon Line starts from Bangkok Railway Station (Hua Lamphong) along Rama 4 road, crosses Samyan intersection, Silom intersection and Wireless intersection, turns left to Ratchadaphisek Road at Rama 4 intersection, passing Queen Sirikit National Convention Center to Asoke-Sukhumvit intersection, Asoke-Phetchaburi intersection, Rama 9 intersection, Huai Khwang intersection, and Sutthisan intersection, then turns left to Lat Phrao road at Ratchada-Lat Phrao intersection, faces to Lat Phrao intersection, Phahon Yothin road, Chatuchak Park, Mo Chit Northern Bus Terminal (Old), and turns right to Kamphaeng Phet road, passing The Marketing Organization for Farmers (MOF) market, and finally ends at Bangsue Railway Station.

2.7 Concepts and theories related to Satisfaction

2.7.1 Definition of Satisfaction

The word "satisfaction" is derived from the Latin, "satis" (good enough, sufficient) and "facio" (to do or make). Satisfaction can be defined in the various meanings. The Oxford Dictionary goes on to further describe it as fulfilment, leaving nothing to be desired, to be content or pleased (Lovelock, Patterson and Walker, 2001).

Kotler (1994) said that satisfaction is the level of person or consumer feeling that is a result from comparing the products' received performance and person's expectations.

Oliver gave the meaning of satisfaction as the customer's fulfilment response. It is a judgment that a product or service feature, or the product or service itself, provides a pleasurable level of consumption-related fulfilment (Zeithaml and Bitner, 2003).

Customer satisfaction is critical to any organization. In fact satisfied customers that will give more loyalty from customers then your organization will grow and its customer base will increase and the business will be more profitable. As mentioned to satisfy normal tourist's demand for good quality meals, unusual or unique cuisine can be an important secondary attraction. Many tourists like to try the local cuisine, if different than that to which they are familiar, at least once and often several times (Inskeep, 1991).

The basis of service is based on consumer expectations then additional features provided to increase customer satisfaction. Successful service companies develop a service culture base on loyalty by top management, reliability between policy and practice, and well-developed channels of communication. Because service people are a part of the product, a good service team is essential. Service teams are based on careful selection and training and built on motivational programs that include rewards and involvement in service planning (Power and Barrows, 2003).

Quality standards, including the quality level of services as well as facilities, are usually established at the national or regional levels. Standards are more difficult to apply to independent restaurants beyond the minimum level of public health, sanitation and safety standards necessary to obtain a customer. In some countries, restaurants are rated using a star with rating typically done by a private organization. Or in some countries where most local restaurants are considered to be

unsatisfactory for average tourist use, the tourism office has applied a system of designating the acceptable establishment as officially approved tourist restaurants. These restaurants are then identified as being approved on their sign and in guidebooks (Inskeep, 1991).

2.7.2 Service Satisfactory Model

There have been various models proposed by different researchers in the field. Some of these proposed models have certain similarities to one another. Others are rather different in their ideas and arrangements of factors into multi-item questionnaire for measuring the 5 gaps of consumers' expectations and perception of service quality delivery.

One of the earliest models was that proposed by Sasser, Olsen and Wychoff (1978) who identified three different dimensions of service performance-materials, facilities, and personnel. Thus, service performance (or service quality) was considered by:

1. The quality of the materials that from part of the service offering (for example; food in a restaurant)
2. The quality of the facilities that complement the core offering (for example; comfortable seating in an aircraft)
3. The quality of the personnel (for example; a friendly and pleasant hotel reception)

All have the potential to influence service quality. The important point to appreciate in this tracheotomy is the notion that service quality involves more than the outcome quality-that is, the methods and manner by which the service is delivered are of vital importance.

The SERVQUAL technique uses the following five individual "dimensions" to measure customers' expectations (Alastair M. Morrison, 2001):

1. **TANGIBLES:** The hospitality and travel organization's physical facilities, equipment, and appearance of staff.

2. **RELIABILITY:** The hospitality and travel organization's ability to perform the service dependably and accurately.

3. **RESPONSIVENESS:** The willingness of staff to help customer and provide prompt service.

4. **ASSURANCE:** The knowledge and courtesy of staff and their ability to suggest confidence.

5. **EMPATHY:** The degree of caring, individualized attention that the hospitality and travel organization provides to its customer.

2.8 Relevant research

Sirirassamee (2005) studied the research in title "The satisfaction to the Foreign Participants toward the International Meeting in Thailand". The resulted of most respondents were highly satisfied with the service from the organization-related. The analysis of the meeting planner's interview and the executives of the organizer-related in Thailand shows all organizations agree that there should have a policy in organizing the international meeting in Thailand because international meeting create a reputation and benefit to Thailand such as the revenue, praise, etc. to win a bid in hosting the international meeting required a cooperation from several organization-related. Due to the growing of the knowledge management, the meeting plays such an important role in exchanges the information and transforms the information from one place to the others. International meeting does not provide only the economic benefits, but also provide the new knowledge to the Thais.

Samutejak (2004) studies the research in title "Strength, Weakness, Opportunity and Threat (SWOT) analysis for the Meeting, Incentive, Convention and Exhibition (MICE) industry in Thailand". The research found that the meeting,

conference and incentive travel Thailand had a very strong ability in terms of the venue and site included the tourist attraction spots. On the other hand weakness point are the transportation and infrastructure systems especially the transportation between hotels to the venue. Further more on the research found that in the past Thailand had a very strong image of the country in terms of traveling, shopping, entertaining and hospitality but now our strong image were scale equal to the competitors with in region (Singapore, Hong Kong and Malaysia).

For the Exhibition industry in Thailand this research found that the rapid and continuous growth of Thai Economy was a strong point to attract the international exhibitions. More over this research found the weakness point that government should improve that is the policy and regulation related to entrepreneurs. Thai government should have a clear policy and regulations to support entrepreneurs in order to encourage them to arrange the exhibition in Thailand.

Finally this research recommended that in order to compete against the competitors in the international market. The convention and visitors bureau had a very important role to promote and plan the strategic for the country. The cooperation with in the industry will lead Thailand to be a hub of business in the region soon.

Loechaihakul (2002) studied the research title “The Evaluating the Potential and Competitiveness of Meeting, Incentive, Convention and Exhibition (MICE) industry in Thailand”. This research evaluated the potential and competitiveness of MICE industry through Asian Association of Convention and Visitors Bureaus (AACVB) by compared the potential of MICE industry with the members of AACVB; China, Hong Kong, Indonesia, Japan, Korea, Macao, Malaysia, Philippine, Singapore, and Thailand. The researcher used the Revealed Competitive Advantage: RCA and Strength,

Weakness, Opportunity and Threat (SWOT) analysis as tools to study this research.

The result from the study showed that incentive travel is the highest potential in MICE industry in Thailand. For convention and exhibition there is not enough potential to compete against the competitors.

The researcher recommended that in order to support the Convention and Exhibition industry both government and private sectors need to cooperate and government have to play a major role to increase and expand the market by promote and marketing the convention and exhibition industry. Moreover the government should improve the infrastructure and public transportation systems in order to serve the huge demand in the future.

According to the previous research and study the stakeholders satisfaction with convention and exhibition centers in Bangkok has never been done. So that the researcher would like to study on the assessment of MICE facilities which in Bangkok metropolitan area in order to measure the potential and the competitiveness of the industry