

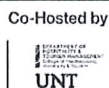
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1st INTERNATIONAL
Meeting Incentive Convention Exhibition
MICE
CONFERENCE AND FORUM

29th - 30th August 2018 Bangkok, Thailand

1st International MICE Conference and Forum
Conference Proceedings

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About Us

The 1st international MICE Forum & Conference will be held in Bangkok, Thailand from August 29 to 30, 2018. The conference will be hosted jointly by the Thailand Convention and Exhibition Bureau (TCEB), University of North Texas (UNT) and MICE Academic Cluster as a strategic partner.

Objective

The main objective of the 1st international MICE Conference & Forum is to provide a platform for researchers, academicians, practitioners, as well as industrial professionals from all over the world to actively exchange, share, and challenge new ideas, applied experiences, state-of-the-art research, and case studies on MICE (Meetings, Incentives, Conventions, and Exhibitions/Events) and/or related MICE and Events industry.

The conference invites conceptual and empirical research papers, and case studies on MICE related topics. Papers and presentations are expected to address both (but not limited in) the theoretical, methodological, and practical aspects of MICE.



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A Study of Guidelines for MICE Academic Cluster in Thailand

JANTAJIT THANASIRI

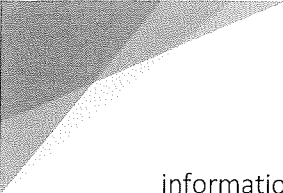
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Abstract

The purpose of this research A Study of Guidelines for MICE Academic Cluster in Thailand to study the MICE Academic Cluster and develop the MICE Cluster Model in the academic sector, including the success indicators to determine the MICE Academic Cluster. The research method used in this study was qualitative method for obtaining complete data. Using document research, structured In-depth interviews, and focus group was completed by 15 representatives of 8 MICE industry experts and 7 academics. Descriptive qualitative was used to analyze data. Results of Guidelines for MICE Academic Cluster in Thailand that is a strong relationship between the cluster and the center (Thailand Convention and Exhibition Bureau: TCEB), as well as with stakeholders in each region. Thus illustrating the potential and capabilities of group are 1) Networking 2) Connectivity 3) Connection 4) Linkage 5) Collaborative activities to the educational institutions, government and private sectors related to the MICE industry in each cluster located in each region effectively. Continuing to be able to respond to changes in external factors and to be competitive with others. In the academic framework, the Business Cluster Model is used as a framework for the dissemination of knowledge, activity, training and improving performance of employees in the MICE industry. Including the distribution of opportunities and budget. Cluster development will be aligned with regional zoning into four areas to align the strategies of each region. It is a cluster unit that supports the mission of Thailand Convention and Exhibition Bureau. Support Operations Policy-based activities go hand-in-hand with relevant sectors in the area. The cooperation with the educational institutes is well-prepared and there are activities for the continuous development of employees in each region. They were: 1) Northern Region is Chiang Mai University 2) Northeastern Region is Khon Kaen University 3) Southern Region is Prince of Songkla University, Hat Yai 4) Central is Silpakorn University and Dusit Thani College. However, the structure of the center for each cluster can be determined. The role and responsibilities of the cluster include: 1) the center of knowledge and develop MICE industry with Thailand Convention and Exhibition Bureau 2) support and drive Thailand Convention and Exhibition Bureau's policy towards implementing clusters and practices 3) promote and disseminate




information, activities, knowledge and progress 4) coordinated with the government and private sectors 5) evaluate the results of the policy evaluation according to the mission as well as provide, advice and guidance for improvement and optimize MICE employees in Thailand 6) report on performance every 6 months that the indicators of success in collaborative distribution are: 1) Database and information systems Development 2) define activities to promote and enhance knowledge in terms of academic services, research and information base in the framework of a five-year long-term plan to guide the development and establishment of the MICE Academic Cluster which the indicators are set out in two aspects: 1) Increased number of Certified to upgrade the personnel of the country 2) the establishment of a test center for professional MICE in the future, which is to develop

the structure, increase the number of personnel and to expand the target for future sustainability of MICE industry.

Keywords: Academic, Cluster Model, MICE Industry

Introduction

Currently, MICE industry is focused on personnel and network development to transfer knowledge for future generations. Enhance the potential by developing knowledge, sharing information and expanding support base to both domestic and international trade partners. As well as improving the quality of operations and services to international standards. Supporting the growth of the MICE industry in Thailand, the needs of operators in each area to flexible and understand the correct content in the MICE industry to respond for sustainable development. Thailand Convention & Exhibition Bureau (TCEB), a governmental organization established to promote and develop business events in Thailand. TCEB is dedicated to promoting Thailand as a hub for events and supporting a streamlined and focused service for travelers and participants who attend Meetings, Incentives, Conferences, and Exhibitions from around the world that MICE Capabilities Development Department is a key player in driving mission under the corporate development strategy. The main mission is to enhance the potential of the Thai MICE industry to be internationally competitive, strengthen the MICE industry by developing knowledge management, networking and marketing strategy with the goal of producing professional personnel. Also promote students who are new generations to follow a valuable career in the rapidly growing MICE industry in Thailand. As well as enhancing the ability to manage professional MICE industry operators. Presently, MICE Capabilities Development Department has implemented six strategies related to the development of the MICE industry, comprising Strategy 1: MICE Standards aim to make Thailand a MICE hub in Asia with international standards. Strategy 2: The development of the MICE industry is aimed at Thailand as a major destination for meetings, incentives, conferences, and exhibitions sustainability. Strategy 3: Development of ASEAN Economic Community (AEC) by promoting the knowledge of the Thai MICE industry to the ASEAN Economic Community. Strategy 4: Capability Plus is aimed at the main goal of developing MICE industry executives. Strategy 5: Trade Education is aimed as the host and center of MICE learning



for Southeast Asia. Strategy 6: MICE Academy is aimed at Thailand as the center of MICE education in Southeast Asia. All six strategies focus on the development of the MICE industry through 3 target groups are: 1) Multipliers PCOs/ PEOs, 2) New Entrants/ MICE Cities, and 3) GenY/ Students. Therefore, the purpose of this research to study the MICE Academic Cluster and develop the MICE Cluster Model in the academic sector, including the success indicators to determine the MICE Academic Cluster.

Literature Review

Guidelines for MICE Academic Cluster in Thailand studied of the MICE Cluster Model in academic sector that develops through business models from various industries to be analyzed and applied to the MICE cluster model. Cluster development in the industry is globally recognized as it strengthens clustered networks (Elisa & Carlo, 2011) and strengthens the MICE Value Chain of the future MICE industry in Thailand. Guidelines for MICE Academic Cluster in Thailand reviewed following related documents are

1) Cluster Concept; A cluster is a geographical proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and externalities (Michael E. Porter, 1990). Moreover Cluster helps in developing economies, where market failures and institutional weaknesses may be particularly severe, firms may find interorganizational networks can be used as safety nets against uncertainty and unfavorable business climates. They use networks to access resources, reduce information asymmetries, enable higher bargaining power versus other market counterparts, strengthen their lobby power towards governments, and enable firms to upgrade their capabilities (Guillen, 2000; Khanna and Rivkin, 2001; Mesquita and Lazzarini, 2008; McDermott, Corredoira, and Kruse, 2009). The Measurement of networks and key concepts for Cluster (See Figure 1) is “networking,” “connectivity,” “connections,” and “linkages” are often measured through indicators e. g. , joint production, joint sales, joint research and development. (Huggins, 2001; Ketels et al., 2006).

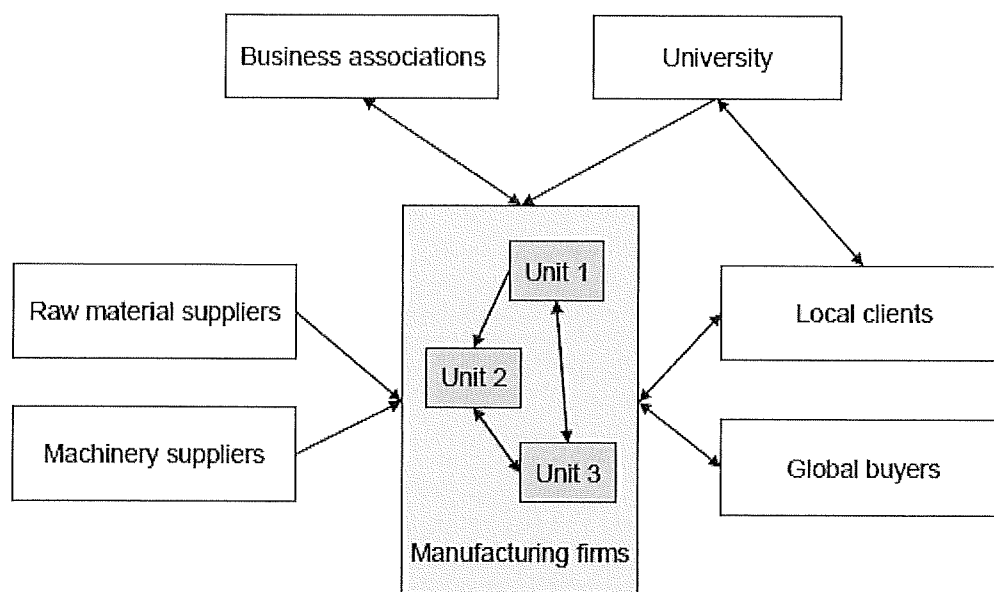
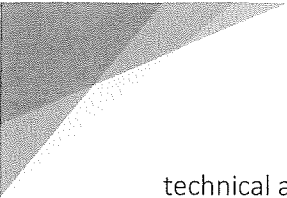


Figure 1 Example of Conventional Mapping of Networks in Clusters

(Giuliani E. & PietrobelliC., 2011)

2) Diamond System Model Concept; the theory is based on the system of determinants, called by Michael E. Porter (1990) “diamond”, which consists of: 1) the factorial determinants - the endowment of a country with factors; 2) the determinants of the demand - the features of the internal market; 3) up and downstream industries; 4) the strategy and structure of the companies and the rivalry among them - the domestic competition; These four determinants are considerably influenced by others two factors: the chance and the governmental policy. All these determinants are conditioned one to another. According to Porter, the countries have success “where the national diamond is the most favorable”. The more complex and dynamic the economic environment of the country is, the more like is some companies to fail if they cannot capitalize in an adequate way the requests of this environment.

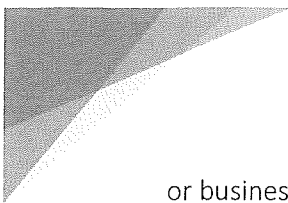
1) The factorial determinants represent the starting point necessary to enter in competition. The classical economic theory identifies the labor, land and capital as the factors of the production. The theory of Porter demonstrates that, even the endowment with factors is obviously important, the critical element for a country to be competitive is to create new factors and to improve the existing ones. The competitive advantage should be created, it is not inherited (Negrițoiu Mișu, 1997). Porter divides the production factors into the following categories: 1.1) human resources - quantity, the level of instruction, the costs with the labor, the time of working, the attitude to working; 1.2) natural resources - abundance, quality, accessibility, the costs with land, water, mineral resources, forest; 1.3) knowledge resources - the supply of the scientific,



technical and marketing knowledge used for creating and distributing goods and services. These knowledge are located in universities, research institutes, informational system, data banks, commercial associations, and so on; 1.4) capital resources - the level and the cost of the capital available for financing the industry, determined by the saving rate of the economy and the structure of the financial national market, which is different from a country to another, although we attend the globalizations of the capital markets; 1.5) infrastructure - includes not only the transport systems, post, communications, payment systems and the systems used to transfer money, but also different infrastructure elements that determine the attractiveness of a country regarding the quality of life and work conditions (culture, health). Considering the present conditions, when the mobility of the production factors is permanently increasing, it is less important the direct access to them, but especially the economic and financial efficacy in their allocation and use. Porter sees two categories of production factors: a) primary factors (include natural resources, climate, geographical position, qualified or not qualified labor) that can be met in all countries, but with different proportions. b) advanced factors (modern informatics infrastructure, high-skilled labor, competitive research institutes). The most of these factors are created in time with important investments. In present, these factors are also the most important for obtaining the competitive advantage. But Porter draws the attention that often the advanced factors are built on the primary factors. Another classification of the production factors divides the factors by their specificity into: -generalized factors (the transport and communications system, banking system, educated and motivated labor) that can be used in many industries, being available in many countries; -specialized

factors (high skilled labor, special infrastructure) located into a limited number of economic sectors. Their creation supposes bigger investments with a bigger level of risk, starting from the existence of the generalized factors. They are rare but critical for creating and maintaining different forms of competitive advantages.

2) The determinants of the demand have an important role for creating competitive advantages. They influence the acquirement of the competitive advantage by the mix of the domestic demand. The nations win the competitive advantage if the domestic demand is so strong that forces the companies to innovate more rapidly than the foreign competitors in order to stay on the market. Porter identifies three features of the domestic demand which influence the acquirement of the competitive advantage: - the structure of the domestic market which determines the quality level of the goods; - severe domestic buyers with sophisticated needs; - anticipatory needs of the domestic buyers. In the case of a big country with big domestic market the development is stimulated and investments for large-scaled production of the goods can be made, while in the case of a small country with reduced domestic market, the only chance to reach a scale economy is to become international. The domestic market can develop the competitive advantages by internationalizing the domestic demand and the distribution of the national products abroad. When among the buyers are foreigners, no matter if occasional buyers (tourists




or businessmen) or permanent buyers (the subsidiaries of the foreign trans-national companies) and their needs are severe, this fact determines the national companies to improve their goods. The conclusion is that the domestic market, by its features can determine the acquirement of the competitive advantage. But its influence depends on the other determinants of the “diamond”.

3) Up and downstream industries are another determinant in obtaining the competitive advantage, if they have a strong position on the international market. A country can become more competitive, if it has a more concentrated and specialized horizontal and vertical industry, that can bring a plus of information, of innovation, but the same as in the case of the determinants of the demand, the influence of the links among the industry branches on the growth of the international productivity and consequently on obtaining the competitive advantage depends on the other determinants of the “diamond”.

4) The strategy and structure of the company and the rivalry among them is the fourth determinant of the diamond that influence the international competitiveness of a country by the way which the companies are organized and managed in, by the proposed objectives and the applied strategies. Of course, there are differences among the countries regarding the instruction level, the objectives, the working style and the managers' approaches. The goals and strategies depend on the form of ownership, the motivation of the owners and on the stimulation of the managers. Essential for the competitive advantage is the coordination of the company goals with those of the owners, shareholders, managers. The individual motivation of people working in a company is important for improving the professional training for acquiring and maintaining the competitive advantages. The acquirement and maintain of the competitive advantages are closely linked to the existence of a real and strong

competition on the domestic market, which motivates the companies to promote new products on the market and to discover new markets in order to stimulate the growth. The domestic competition has, at least, the same importance as the international competition, the existence of many competing companies being favorable as the national companies become as strong as their foreign competitors. The adoption by the government of certain regulations that encourage the establishment of new companies determines the growth of the competition and thus contributes to maintaining the competitive advantage. As we showed earlier, these four determinants of the “diamond” evolve closely with other two factors: the chance and the policy of the government. The chance: Porter noticed that during the evolution of the most industries which got the competitive advantage, a major role had the chance, identified by wars, major changes on the international financial market, changes into the costs of the production factors (the oil shocks), political decisions of the foreign governments, pure inventions. The governmental policy can influence the acquirement of the competitive advantage being considered as the most important determinant. This is related to the fact that a government can influence the local market by subventions, investments in education, regulating the domestic market, creating a competitive infrastructure for reducing the accessing costs of the factors. The state is also an important buyer for certain industries, such as defense industry, aeronautics, and telecommunications. Important



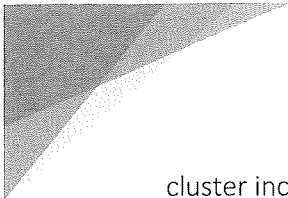
is to approach the system of the competitiveness conditions with a coherent governmental action in order to create or improve the national competitive advantages.

Methodology

The research method used in this study was qualitative method for obtaining complete data. Using document research, structured In-depth interviews, and focus group was completed by 15 representatives of 8 MICE industry experts and 7 academics. Descriptive qualitative was used to analyze data. There are 4 steps in research of Guidelines for MICE Academic Cluster in Thailand process: Step 1: Document research, study the establishment of a regional MICE academic cluster. The researcher collected knowledge from the study of books, information on the Internet, and research in both domestic and international, related to cluster theory concepts in various industries. Step 2: Extract data to define the draft and evaluation form to structured In-depth interviews from 8 MICE industry experts. Step 3: Confirmed the result and summarize group discussions (Focus Group). The group discussion was conducted by 15 representatives from the population, from the two groups, the first group, the academic group, and the second group is the experts related to the MICE industry. Step 4: Confirm the research results. The researcher proposed MICE Academic Cluster to the TCEB Policy Advisory Meeting to confirm the MICE Academic Cluster model based on the components and attributes as well as the indicators of success in the initial stage.

Results

Results of Guidelines for MICE Academic Cluster in Thailand that is a strong relationship between the cluster and the center (Thailand Convention and Exhibition Bureau: TCEB), as well as with stakeholders in each region. Thus illustrating the potential and capabilities of group are 1) Networking 2) Connectivity 3) Connection 4) Linkage 5) Collaborative activities to the educational institutions, government and private sectors related to the MICE industry in each cluster located in each region effectively. Continuing to be able to respond to changes in external factors and to be competitive with others. In the academic framework, the Business Cluster Model is used as a framework for the dissemination of knowledge, activity, training and improving performance of employees in the MICE industry. Including the distribution of opportunities and budget. Cluster development will be aligned with regional zoning into four areas to align the strategies of each region. It is a cluster unit that supports the mission of Thailand Convention and Exhibition Bureau. Support Operations Policy-based activities go hand-in-hand with relevant sectors in the area. The cooperation with the educational institutes is well-prepared and there are activities for the continuous development of employees in each region. They were: 1) Northern Region is Chiang Mai University 2) Northeastern Region is Khon Kaen University 3) Southern Region is Prince of Songkla University, Hat Yai 4) Central is Silpakorn University and Dusit Thani College. However, the structure of the center for each cluster can be determined. The role and responsibilities of the



cluster include: 1) the center of knowledge and develop MICE industry with Thailand Convention and Exhibition Bureau 2) support and drive Thailand Convention and Exhibition Bureau's policy towards implementing clusters and practices 3) promote and disseminate information, activities, knowledge and progress 4) coordinated with the government and private sectors 5) evaluate the results of the policy evaluation according to the mission as well as provide, advice and guidance for improvement and optimize MICE employees in Thailand 6) report on performance every 6 months that the indicators of success in collaborative distribution are: 1) Database and information systems Development 2) define activities to promote and enhance knowledge in terms of academic services, research and information base in the framework of a five-year long-term plan to guide the development and establishment of the MICE Academic Cluster which the indicators are set out in two aspects: 1) Increased number of Certified to upgrade the personnel of the country 2) the establishment of a test center for professional MICE in the future, which is to develop the structure, increase the number of personnel and to expand the target for future sustainability of MICE industry.

Discussion


This research is used as a guideline for creating a culture of innovation in the organization, leading to new models of excellence, new forms of management and good organizational performance. The results are theoretical contributions to the application of the knowledge to industries or others with similar operating

environments. Including benefits in the public and private sector involved in the implementation of this information into the framework of the policy, predefined plans of business organizations to achieve efficiency and effectiveness in the competition to success and sustainability in the business level. However, the results from this study reflect the success factors of the MICE Academic Cluster in Thailand, including the above mentioned factors. Therefore, management a few years of operation after, a comparative study should be conducted as to whether these success factors influence the effectiveness of setting up the MICE Academic Cluster in Thailand.

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