



CHANGE THAT MATTERS

TRUSTED GLOBAL DESTINATION & NEW IDEAS

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How many of you redesigned your
MICE events in the past two years
—not by choice, but by necessity?





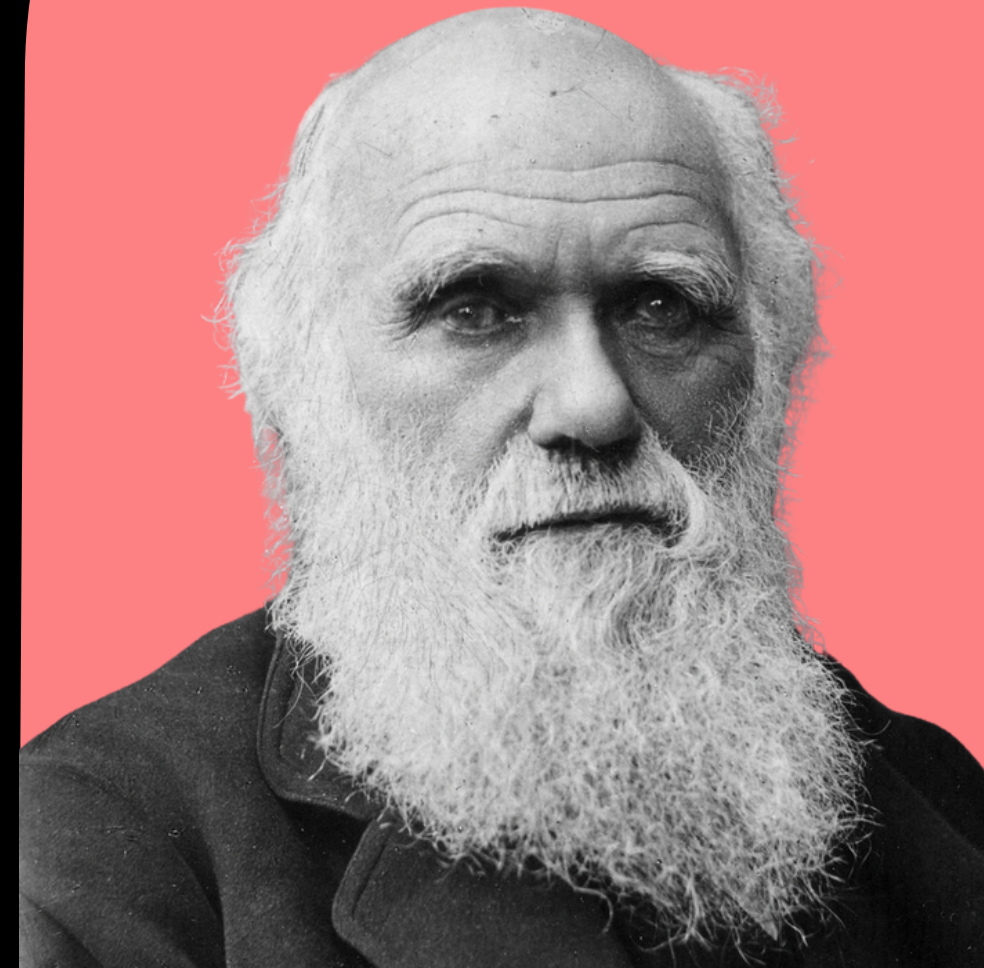
CHANGE THAT MATTERS

Thailand's MICE strategy generates real sector transformation, not superficial improvements.
We deliver high-value outcomes that position Thailand as the regional business gateway.

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IT IS NOT THE STRONGEST OF
THE SPECIES THAT SURVIVES,
NOR THE MOST INTELLIGENT,
BUT THE ONE MOST
RESPONSIVE TO CHANGE.

– CHARLES DARWIN





THE PERFECT STORM

WHEN GLOBAL DISRUPTION MEETS UNPRECEDENTED OPPORTUNITY



THE GENERATIONAL PARADIGM SHIFT

GEN Z BECOMES THE LARGEST WORKFORCE BY 2035—BUT THEY'RE REWRITING THE RULES TODAY. DIFFERENT VALUES, DIFFERENT EXPECTATIONS, DIFFERENT EVENTS.



Did you know ...

28%

of the global population, will be the most influential group
of MICE travelers by 2032.



SUSTAINABILITY IMPERATIVE TURNS MANDATORY

65% NOW VIEW ECO-PRACTICES AS BASELINE REQUIREMENTS, NOT NICE-TO-HAVES.
GREEN IS NO LONGER A DIFFERENTIATOR—IT'S THE PRICE OF ENTRY.



Did you know ...

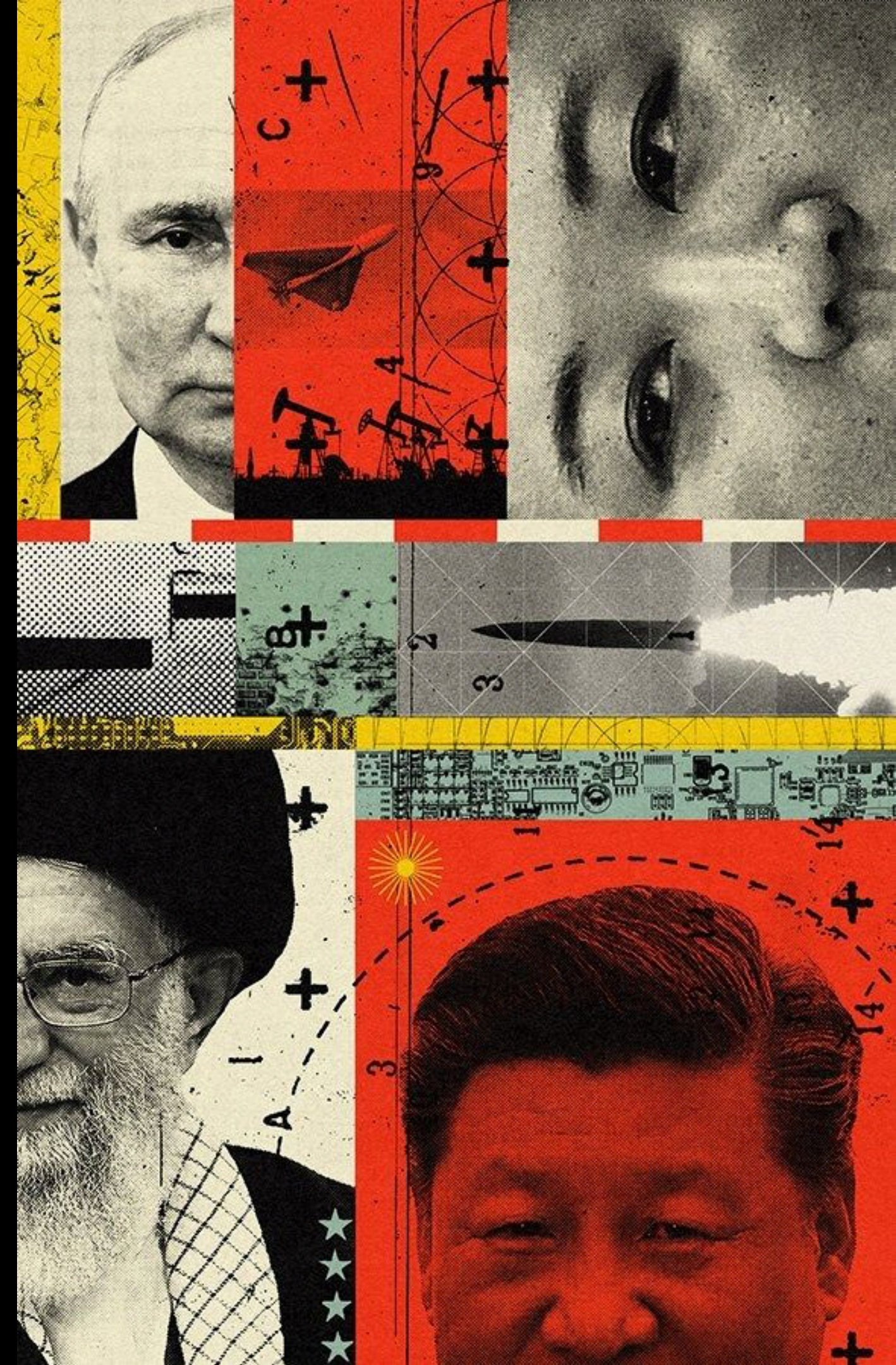
65%

of attendees expect sustainability as a standard feature,
not a premium offering



GLOBAL ECONOMIC AND POLITICAL TURBULENCE

TRADE TENSIONS, POLICY UNCERTAINTY, INFLATION PRESSURES. YET BUSINESS TRAVEL
HITS \$1.57 TRILLION IN 2025—A NEW RECORD. UNCERTAINTY CREATES DEMAND FOR
REAL CONNECTION.





A complex digital collage featuring a man's head and hands interacting with a laptop. The image is overlaid with various digital elements: a large orange circle, a circuit board, a calendar titled "2011 Recruitment Plan", a server rack, and various numbers and symbols. The word "ND" is visible on the left side.

AI TRANSFORMS EVERYTHING FROM BOOKING TO EXPERIENCE DESIGN. BUT
TECHNOLOGY DOESN'T REPLACE HUMAN CONNECTION—IT MAKES IT MORE VALUABLE,
MORE INTENTIONAL, MORE ESSENTIAL.

Did you know ...

61%

adoption rate of AI in forward-thinking events
as personal conference concierge, not just backend tool



THE BRIGHT SIDE OF DISRUPTION

THE DATA BEHIND BUSINESS TRAVEL'S REMARKABLE RESILIENCE



58%

of travel managers are
INCREASING budgets in 2026

Source: Deloitte Corporate Travel Outlook, 2025

\$2T

Projected global business travel spending by 2029—
demonstrating sustained industry growth despite
challenges

Source: GBTA Long-term Forecast, 2025

BALANCING THE EQUATION

MONEY AND MEANING



ROI

RETURN ON INVESTMENT

Did the event make money?

ROX

RETURN ON EXPERIENCE

Did attendees have a
meaningful, valuable
experience?

ROR

RETURN ON RELATIONSHIP

Will they come back and
recommend us to others?



BANGKOK

AT THE CENTER OF THESE CONVERGING FORCES?

THAILAND'S MICE INDUSTRY—UNIQUELY POSITIONED NOT JUST TO RESPOND, BUT TO LEAD.

VISION STATEMENT

To be a global MICE leader, positioning Thailand as Global-Asia's trusted gateway, driving high-impact MICE events, and delivering transformative, high-value, sustainable experiences.

TCEB'S STRATEGIC RESPONSE

Our 4-pillar framework for leading the next era of MICE



G.L.O.C REVOLUTION

SUSTAINABLE MICE MEGA TRENDS

Research and trend analysis in tourism, business travel, and MICE, drawing upon global organizational insights, TCEB’s databases, and research from Sasin Management Consulting, to synthesize and highlight major trends impacting the MICE industry.



ESG INTEGRATION AND RESPONSIBLE EVENT DELIVERY

Embedding environmental, social, and governance principles across all MICE operations.



SOPHISTICATED MEASUREMENT AND REPORTING OF IMPACT

Transparent impact tracking beyond carbon—developing comprehensive environmental indicators.



DIGITAL TRANSFORMATION FOR MORE SUSTAINABLE EVENTS

Leveraging digital and hybrid formats to reduce environmental impact.



CIRCULAR ECONOMY AND WASTE REDUCTION

Minimizing waste and maximizing resource efficiency—from source reduction to systematic reuse.



STAKEHOLDER ENGAGEMENT AND COMMUNITY IMPACT

Maximizing community benefits through local economic support, cultural preservation, and social equity.

GO SUSTAINABLE GROWTH : FIVE-YEAR ACTION PLAN

To effectively drive the corporate strategic direction under 5th strategic pillars, and to ensure alignment with the other strategies. This action plan emphasizes the role of serving as a driving mechanism for sustainable development in both the MICE industry and Thailand.

TCEB STRATEGIC DIRECTION

To be a **Global MICE Leader**, Positioning Thailand as a **Global – Asia's Trusted Gateway**, Driving **High-impact** MICE Events, And Delivering **Transformative, High Value, Sustainable Experiences**.



5th Strategic Pillar

GO Sustainable Growth Five-year Action Plan

1st MISSION

STRENGTHEN GOVERNANCE



Establishing strong foundations and mechanisms to drive organizational effectiveness.

2nd MISSION



MARKET EXPANSION

Expanding the MICE market in a sustainable way, serving as a catalyst for multiplying positive impacts

3rd MISSION

SUSTAINABLE DEVELOPMENT



Advancing industry capabilities and innovations to ensure long-term sustainability

ACTION PLAN VISION

“Serving as a driving mechanism for sustainable development in both the MICE industry and Thailand”

GO SUSTAINABLE GROWTH : FIVE-YEAR ACTION PLAN



To be a Global MICE Leader,

Positioning Thailand as a Global – Asia's **Trusted Gateway**, Driving **High-impact** MICE Events, and Delivering **Transformative, High Value, Sustainable** Experiences

Strategic Pillar 5: Drive Sustainable Growth in Environmental, Economic, Social, and Governance Aspects for the MICE Industry and Thailand

5 Year Action Plan GO Sustainable Growth: Serving as a driving mechanism for sustainable development in both the MICE industry and Thailand

MISSIONS

GOVERN STRENGTHEN GOVERNANCE

Develop personnel skills, structures, systems, and internal governance mechanisms to embed sustainability into TCEB's core operations

EXPAND MARKET EXPANSION

Expand the sustainable MICE market and strategic communications to position Thailand as a premier global hub for sustainable MICE.

EMPOWER SUSTAINABLE DEVELOPMENT

Develop and enhance entrepreneurs' competitiveness through capability incubation, ecosystem building, and support with tools, data, and innovation

KEY STRATEGIES

1.1

Integrate **ESG into Core Business** and Operations

Trusted Gateway

Delivering Ex.

1.2

Develop Sustainability-related **Performance System**

Trusted Gateway

1.3

Incubate **Internal Staff** and **In-house Practice**

Trusted Gateway

Delivering Ex.

2.1

Accelerate MICE **Market** towards **Sustainability**

Trusted Gateway

High Impact

Delivering Ex.

2.2

Strategic Communication & Sustainable **Destination Brand Building**

Trusted Gateway

High Impact

2.3

Elevate Thai MICE Global **Presence and Recognition**

Trusted Gateway

High Impact

Delivering Ex.

3.1

Build a **Future-ready** and **Resilient Ecosystem**

Trusted Gateway

High Impact

Delivering Ex.

3.2

Promote Leveraging of Sustainable **Data and Intelligence**

High Impact

Delivering Ex.

3.3

Develop and Drive Adoption of **Technology and Innovation**

High Impact

Delivering Ex.

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Just because you are the CEO,
don't think you have landed. You must
continually increase your learning, the
way you think, and the way you
approach the organization.

Indra Nooyi
Former PepsiCo CEO



TREND·WATCHING



MICE
INTELLIGENCE
CENTER

Designing For The Next Generation

KEY TRENDS FOR ENGAGING GEN Z & MILLENNIAL MICE-GOERS



SCAN FOR FULL REPORT