



THE BUREAU **PERSPECTIVE**

AGILITY AND LEADERSHIP IN POLICY & REGIONAL COLLABORATION

SUPAWAN TEERARAT, Ph.D.

PRESIDENT

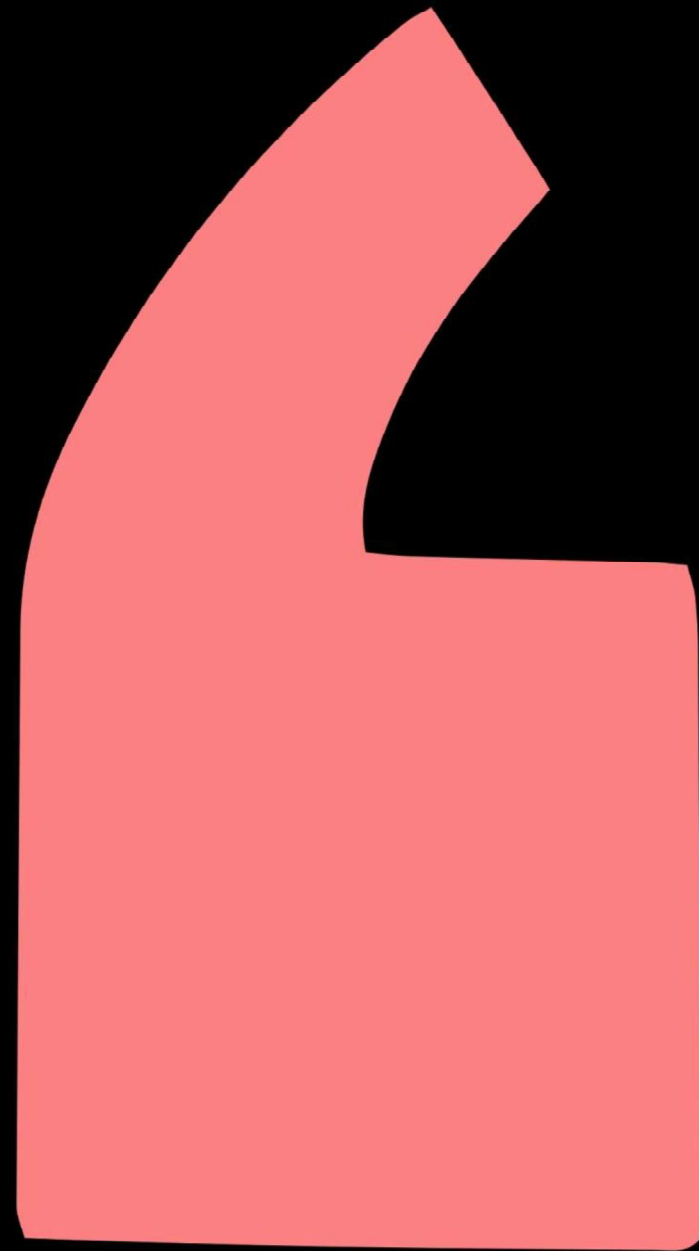
THAILAND CONVENTION & EXHIBITION BUREAU





”

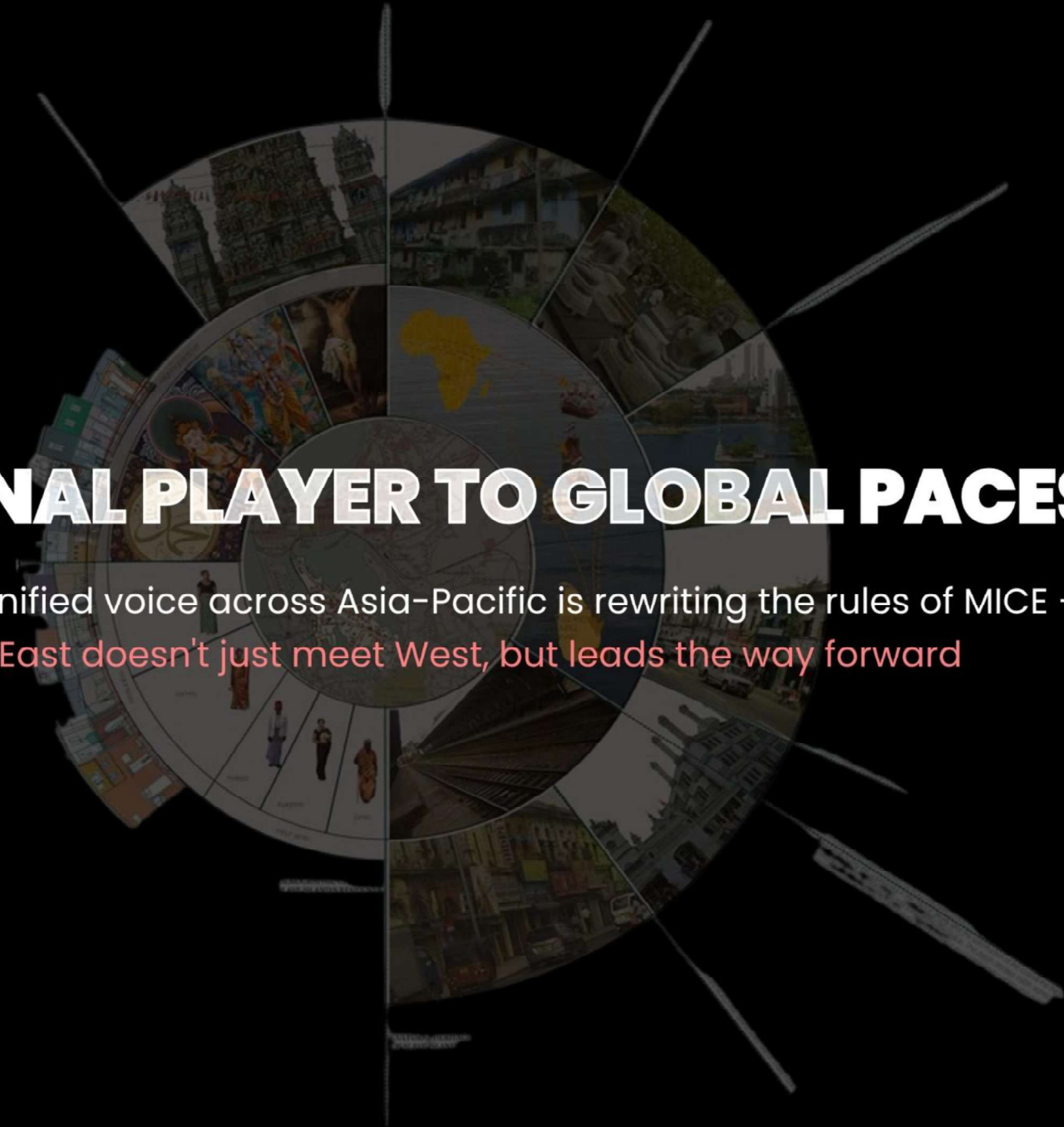
IN A WORLD WHERE UNCERTAINTY
IS THE ONLY CERTAINTY, **AGILITY** IS
NO LONGER A SKILL —
IT'S SURVIVAL.





FROM REGIONAL PLAYER TO GLOBAL PACESETTER

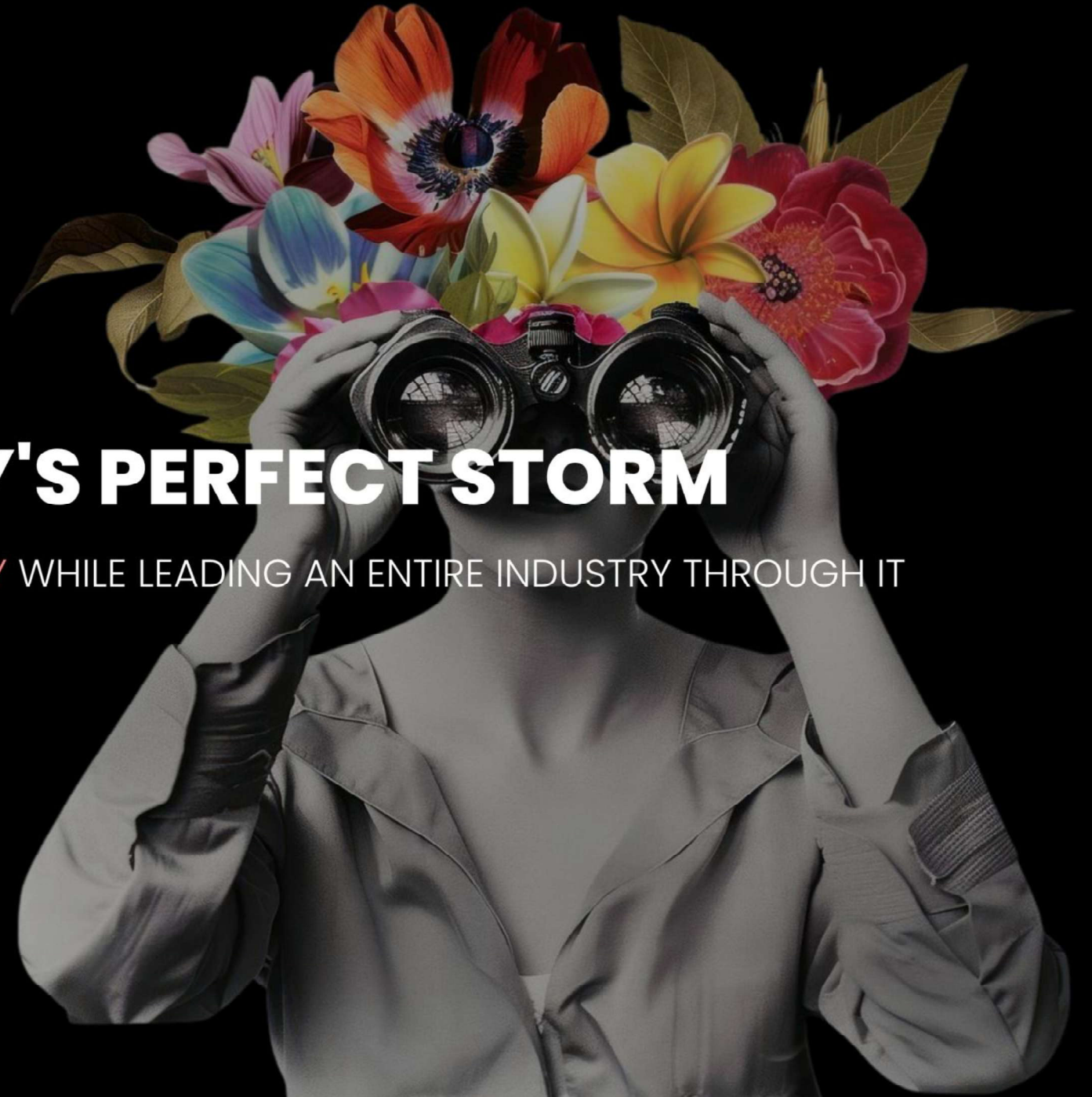
How AFECA's unified voice across Asia-Pacific is rewriting the rules of MICE —
where East doesn't just meet West, but leads the way forward





NAVIGATING TODAY'S PERFECT STORM

BUREAUS MUST NAVIGATE THIS COMPLEXITY WHILE LEADING AN ENTIRE INDUSTRY THROUGH IT





THE GENERATIONAL PARADIGM SHIFT

GLO

**SUSTAINABILITY IMPERATIVE
TURNS MANDATORY**



GLOBAL MICE INDUSTRY

**GLOBAL ECONOMIC AND
POLITICAL TURBULENCE**

**DIGITAL ACCELERATION
AND HUMAN CONNECTION**



THE EVOLUTION OF THE MICE INDUSTRY

FROM ORGANIZING EVENTS TO ORCHESTRATING TRANSFORMATION



THE BUREAU'S DILEMMA

HOW TO **LEAD** WITHOUT CONTROLLING, **GOVERN** THROUGH PARTNERSHIP, AND
DRIVE CHANGE THROUGH SHARED PURPOSE?

Did you know ...

70%

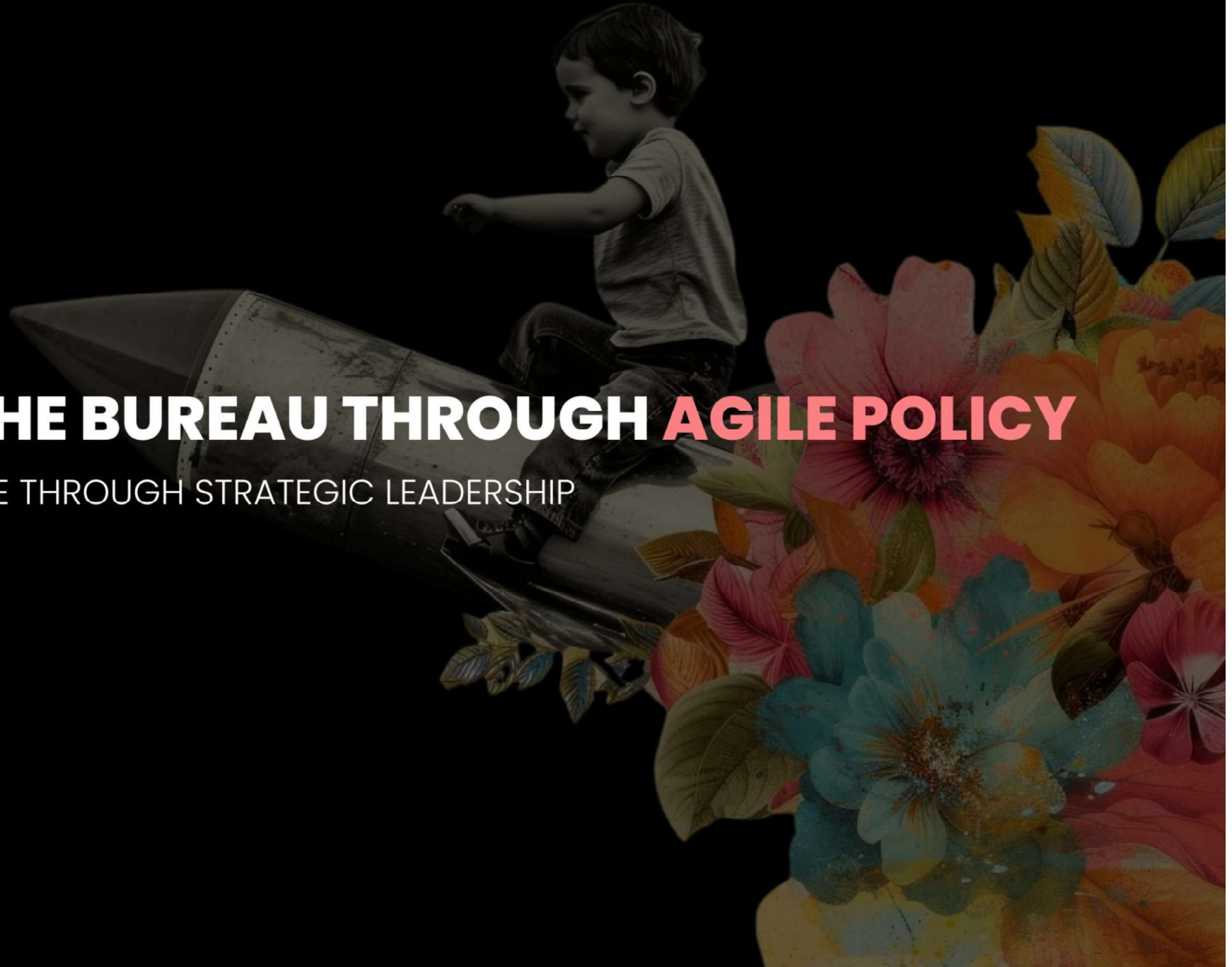
of government agencies globally continue to rely heavily
on legacy IT systems and paper-based processes

Source: Information Technology & Innovation Foundation, 2024



REIMAGINING THE BUREAU THROUGH **AGILE POLICY**

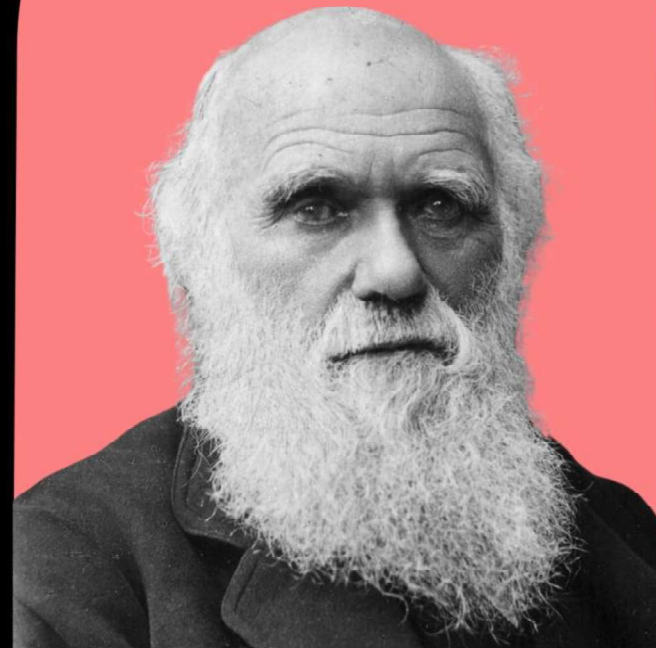
SHAPING THE FUTURE OF MICE THROUGH STRATEGIC LEADERSHIP



”

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

– CHARLES DARWIN



WHAT "**AGILITY**" REALLY MEANS FOR PUBLIC ORGANIZATIONS

REGULATOR
and
PROMOTER



ENABLER
and
ECOSYSTEM
BUILDER



TCEB CASE STUDY: **AGILITY IN ACTION**

FROM INDUSTRY SUPPORTER TO GROWTH DRIVER



TCEB DRIVING NATIONAL STRATEGY

STRATEGIC LEADERSHIP IN MICE DEVELOPMENT



01

20-YEAR NATIONAL STRATEGY

Enhancing MICE Competitiveness
Strengthening Thailand's Business Tourism Sector

02

STRATEGIC MASTER PLAN

National Strategy: Business Tourism Excellence
Driving Revenue Growth and Positioning Thailand as Asia's Quality MICE Hub

03

THIRD NATIONAL TOURISM DEVELOPMENT PLAN (2023-2027)

Transforming MICE with the BCG Model
Elevating Experience, Building Strength, and Driving Sustainable Competitiveness

04

STRATEGIC PLAN OF TCEB

Leveraging MICE for National Economic Growth
Innovation-Driven Development and Equitable Income Distribution



FROM AGILE PRINCIPLES TO **EXHIBITION EXCELLENCE**

TCEB'S STRATEGIC OUTCOMES AS PROOF OF ORGANIZATIONAL AGILITY

FOUR CORE STRATEGIES FOR EXHIBITION EXCELLENCE

TCEB'S STRATEGIC FRAMEWORK FOR EXHIBITION DEVELOPMENT



CORE STRATEGIES

Strategic Hub, Global Connections

- Strategic Locations
- World-class Facilities
- Focused Industry
- Professional Exhibition Organisers
- Partners for Business Success

Sustainability in Action, Innovative Exhibitions

- Driving Impact through Innovation
- Global Green Actions in Harmony
- Global Alignment of Eco Demands
- Ways towards Sustainable Change

Tech Power, Smarter Exhibitions

- Advanced Services through Digital Transformation
- Data for Professional Event Management

Cultural Legacy, Unique Experiences

- Thai Essence
- Iconic Attractions
- Culinary Journey
- Curated Experiences

Source: Exhibition Department, 2025

THAILAND'S EXHIBITION MARKET LEADERSHIP

267,250 SQ.M. OF EXHIBITION SPACE DRIVING REGIONAL EXCELLENCE



1st

IN ASEAN

COMPETITIVE REGIONAL POSITION

4th

IN ASIA

LEADING REGIONAL HUB

148

International Exhibitions
Hosted in 2025

Source: Exhibition Department, 2025

POWERING INDUSTRY GROWTH THROUGH EXHIBITIONS

KEY EVENTS DRIVING THAILAND'S ECONOMIC SECTORS



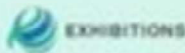
➤ **THAIFEX – ANUGA ASIA 2025**
ORGANIZED BY KOELNMESSE / DITP

➤ **VIV ASIA**
ORGANIZED BY VNU EXHIBITIONS ASIA
PACIFIC LTD

➤ **PROPAK ASIA**
ORGANIZED BY INFORMA MARKETS- THAILAND

COLLABORATION THAT DELIVERS IMPACT

TCEB PARTNERS ACROSS SECTORS TO SECURE WORLD'S LARGEST GAS ENERGY EXHIBITION



Gastech Bangkok 2026

Hosting Gastech 2026 positions Thailand at the center of the global energy stage

- World-class platform for energy trade and knowledge exchange with leading global players
- Gateway for international cooperation, welcoming Energy Ministers and delegations from across the world
- Strengthens Thailand's regional leadership in the energy sector
- Delivers significant economic impact through tourism, employment, and local spending

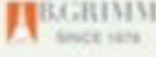
Host and National Co-Host



กระทรวงพลังงาน
MINISTRY OF ENERGY



Supporting Organizations



No. of International Attendees

50,000 Pax

More than 150 countries

More than 1,000 exhibitors

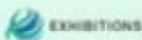
Economic Impact

11,170 MB

• Receipt from of MICE delegate	2,663 MB
• Eeconomic impact by expenditure	5,702 MB
• Economic impact by value added	2,572 MB
• Job creation	3,728 Jobs
• Taxes payment	234 MB

ASIA PACIFIC'S EXHIBITION INDUSTRY MEETING POINT

HOSTING UFI CONFERENCE 2026 FOR REGIONAL PROFESSIONALS



UFI Asia Pacific Conference 2026

5–6 March 2026, Bangkok

A premier gathering of global leaders in the exhibition and international meetings industry from across the Asia-Pacific region. The event serves as a strategic platform to enhance business opportunities for Thai exhibition organizers and to attract more world-class events to Thailand.

- Affirming Thailand's role as a high-value MICE destination
- Enhancing business and investment opportunities in the exhibition industry
- Elevating Thailand's readiness and potential as Asia leading global exhibition hub

3 new potential lead shows | 1 New show generated approx. **123 MB** to Thai economy

No. of International Attendees

250 Pax

Economic Impact

27.93 MB

- | | |
|-----------------------------------|----------|
| • Receipt from of MICE delegate | 6.6 MB |
| • Eeconomic impact by expenditure | 14.26 MB |
| • Economic impact by value added | 6.43 MB |
| • Job creation | 9 Jobs |
| • Taxes payment | 0.58 MB |



SHIFT FOR IMPACT, CHANGE FOR GROWTH

Reimagining the Role of Public Organizations in MICE

MEET WELL CAMPAIGN

ENSURING EXCELLENCE ACROSS THAILAND'S MICE ECOSYSTEM



#Wellness



#Sustainability



#Inclusivity

BALANCING THE EQUATION

MONEY AND MEANING



ROI

RETURN ON INVESTMENT

Did the event make money?

ROX

RETURN ON EXPERIENCE

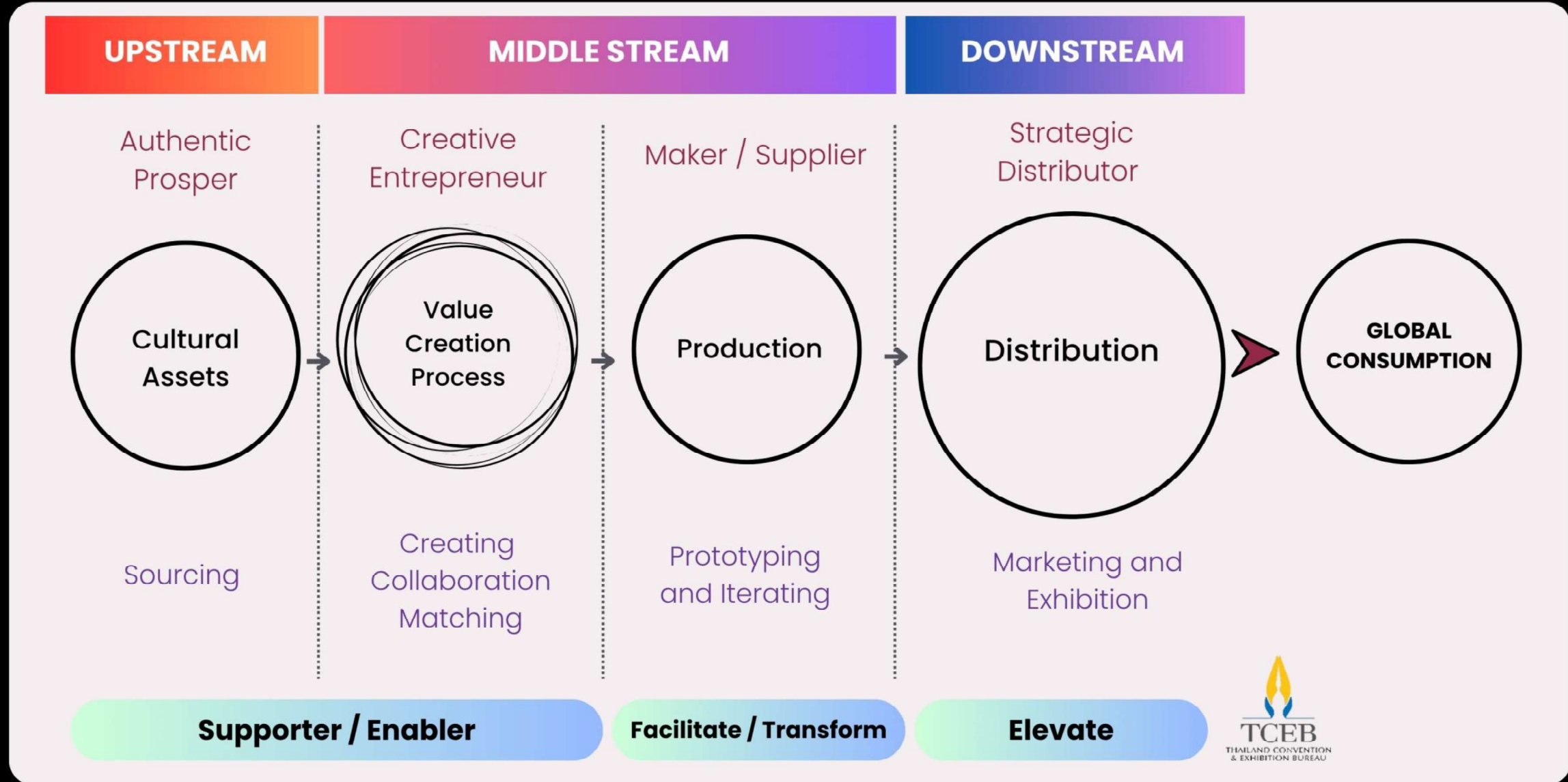
Did attendees have a
meaningful, valuable
experience?

ROR

RETURN ON RELATIONSHIP

Will they come back and
recommend us to others?

THAILAND'S SHIFT : 'VALUE FOR MONEY' TO 'IMPACT-DRIVEN' SUPPORT





**POLICY AGILITY IS NOT ABOUT SPEED BUT ABOUT FORESIGHT,
THE ABILITY TO SENSE CHANGE AND SHAPE IT
BEFORE IT SHAPES US.**



ASIA'S COLLECTIVE POWER

How TCEB transforms regional diversity into unified strength through
policy innovation and practical implementation





COLLABORATIVE LEADERSHIP REDEFINED

True leadership is not about having followers — it's about creating more leaders

THE THREE ACTIONS THAT TRANSFORM BUREAUS FROM GATEKEEPERS TO GATEWAY BUILDERS



CO-CREATE



CONNECT



CHAMPION

ASEAN MICE STANDARD COLLABORATION

BUILDING REGIONAL EXCELLENCE THROUGH QUALITY, PROFESSIONALISM, AND SUSTAINABILITY



CO-CREATE + CHAMPION

NATIONAL FOUNDATION BUILDING

TCEB developed Thailand's MICE standards (TMVS, TSEMS) with local partners, creating 55 venue quality indicators and 11 professional role standards.



CONNECT

REGIONAL ECOSYSTEM EXPANSION

TCEB championed ASEAN standards (AMVS, ASEMS) across 10 nations, elevating professional mobility and regional competitiveness.



MICE STANDARDS IN ASEAN



TMVS 385 Venues

- Meeting Rooms 303 Venues
- Exhibition Venues 19 Venues
- Special Event Venue 63 Venues



AMVS 300+ Venues

THE PHILIPPINES: 24



TSEMS

100 Venues / Organizers

BUILDING THE ASIA MICE COMMUNITY


SHARED STANDARDS • SHARED RESOURCES • SHARED VISION

A large, thick, hand-painted red circle with a textured, brushstroke-like appearance.

ASEAN
MICE City
Cooperation

A large, thick, hand-painted yellow circle with a textured, brushstroke-like appearance.

AFECA
Knowledge
Bridge

A large, thick, hand-painted blue circle with a textured, brushstroke-like appearance.

Global –ASIA
Events

“

This is Asia's moment — to create the path, not follow it. When bureaus become bridges and policies become partnerships, **we don't survive disruption — we become it.**

SUPAWAN TEERARAT

President

Thailand Convention & Exhibition Bureau