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ANALYZING THE COMPETITIVE ADVANTAGES OF SOUTH KOREA IN GLOBAL MICE TOURISM: HISTORICAL AND CULTURAL DIMENSIONS



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Abstract. This article examines South Korea's competitive positioning within the global MICE tourism sector, highlighting how historical and cultural attributes significantly contribute to its international appeal. Through leveraging its deep historical heritage, UNESCO-recognized sites, and the influential Korean Wave (Hallyu), South Korea distinguishes itself among competing MICE destinations. A comprehensive SWOT analysis identifies essential strengths such as strategic geographical location and robust government support, alongside notable challenges including high operational costs and linguistic barriers. To sustain and enhance its competitive advantage, the paper proposes further exploration of advanced digital technology integration, in-depth analysis of cultural branding effectiveness, and comparative sustainability initiatives. Addressing these strategic areas proactively will enable South Korea to continue strengthening its prominent global leadership in the MICE industry.

Key words: MICE tourism, historical and cultural dimensions, competitive advantage, South Korea, SWOT analysis, cultural branding, digital technologies, sustainability initiatives, Korean Wave (Hallyu), cultural diplomacy.

Annotatsiya. Ushbu maqolada Janubiy Koreyaning global MICE turizmi sektoridagi raqobatbardosh pozitsiyasi ko'rib chiqilib, uning tarixiy va madaniy xususiyatlari xalqaro jozibadorlikni sezilarli darajada oshirishi ta'kidlanadi. Boy tarixiy meros, YuNESKO tomonidan e'tirof etilgan obidalar va ta'sirchan Koreya to'liqini (Hallyu)dan samarali foydalanish orqali Janubiy Koreya boshqa raqobatchi MICE yo'nalishlari orasida ajralib turadi. Kompleks SWOT-tahlil strategik geografik joylashuv va kuchli davlat qo'llab-quvvatlashi kabi muhim kuchli tomonlarni, shuningdek, yuqori operatsion xarajatlar va til to'siqlari kabi jiddiy muammolarni aniqlaydi. Raqobat ustunligini saqlab qolish va yanada mustahkamlash uchun maqolada ilg'or raqamli texnologiyalar integratsiyasini chuqurroq o'rganish, madaniy brending samaradorligini tahlil qilish hamda barqarorlik tashabbuslarini taqqoslovchi tadqiqotlarni kengaytirish taklif etiladi. Ushbu strategik yo'nalishlarga faol e'tibor qaratish Janubiy Koreyaga MICE industriyasidagi yetakchi global mavqeini yanada mustahkamlash imkonini beradi.

Kalit so'zlar: MICE turizmi, tarixiy va madaniy o'lchamlar, raqobat ustunligi, Janubiy Koreya, SWOT-tahlil, madaniy brending, raqamli texnologiyalar, barqarorlik tashabbuslari, Koreya to'liqini (Hallyu), madaniy diplomatiya.



Аннотация. В данной статье рассматривается конкурентное позиционирование Южной Кореи в глобальном секторе MICE-туризма, при этом подчеркивается, что исторические и культурные характеристики существенно повышают ее международную привлекательность. Используя свое богатое историческое наследие, объекты, признанные ЮНЕСКО, а также влияние Корейской волны (Халлю), Южная Корея выделяется среди конкурирующих MICE-направлений. Комплексный SWOT-анализ выявляет ключевые сильные стороны, такие как стратегическое географическое положение и сильная государственная поддержка, наряду с важными вызовами, включая высокие операционные издержки и языковые барьеры. Для сохранения и усиления конкурентных преимуществ в статье предлагается дальнейшее изучение интеграции передовых цифровых технологий, углубленный анализ эффективности культурного брендинга и сравнительные исследования устойчивых инициатив. Проактивное внимание к этим стратегическим направлениям позволит Южной Корее и далее укреплять свое заметное глобальное лидерство в индустрии MICE.

Ключевые слова: MICE-туризм, исторические и культурные измерения, конкурентное преимущество, Южная Корея, SWOT-анализ, культурный брендинг, цифровые технологии, устойчивые инициативы, Корейская волна (Халлю), культурная дипломатия.

INTRODUCTION

The life of a modern business professional today involves constant negotiations, meetings, trips, and active participation in various educational programs aimed at enhancing their skills and qualifications. This lifestyle has led to a steady global increase in business-related travel, including business tourism, conferences, exhibitions, and academic events. The MICE industry - covering meetings, incentives, conferences, and exhibitions - is among the most promising and rapidly growing sectors in the global tourism market. According to many tourism experts, it is currently one of the most profitable areas in the world economy. According to the report of Allied Market Research ¹ The global MICE industry was valued at \$598.2 billion in 2022, and it estimated to reach \$2,309.4 billion by 2032, registering a CAGR² of 11,6 % from 2023 to 2032. In 2023, according to International Congress and Convention Association (ICCA) top countries which held most of the MICE events were 1) USA (690); 2) Italy (553); 3) Spain (505); 4) France (472) and 5) Germany (463). So, the global MICE industry has experienced substantial growth in recent decades, becoming a key driver of economic development and international collaboration. Many countries have invested heavily in enhancing their MICE competitiveness, with South Korea emerging as one of the leading destinations in Asia. South Korea consistently ranks among the top 10 MICE destinations worldwide, demonstrating its strong international appeal. In 2021, South Korea secured second place in the global rankings of meeting destinations compiled by the Union of International Associations (UIA) ³. This success reflects the country's active hosting of major congresses, corporate events, high-level summits, and incentive tours. Additionally, South Korea's convenient geographic position, easily reachable from any location worldwide, further establishes it as a premier venue for international gatherings.

This work explores the factors that contribute to South Korea's competitive advantages in MICE tourism, with a specific focus on historical and cultural dimensions. The study draws upon academic research, government reports, and industry analyses to examine how South Korea's rich history, cultural identity, and policy-driven MICE strategies shape its position as one of global leaders in business tourism.

RESEARCH METHODOLOGY

This study adopts a qualitative, desk-based research design aimed at analyzing the competitive advantages of South Korea in global MICE tourism with a particular focus on historical and cultural dimensions. The research combines an integrative review of academic and industry literature with a structured SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to systematize the key internal and external factors shaping South Korea's MICE competitiveness.

The analysis is grounded in established tourism competitiveness frameworks, primarily Porter's Diamond Model and the Integrated Model of Tourism Competitiveness, which emphasize the interaction between destination attributes, infrastructure, government policy, and human and technological capital. These models guided the identification and classification of factors related to South Korea's historical and cultural assets, infrastructural capacity, and policy environment in the MICE sector.

1 * Allied Market Research - A leading global provider of market analysis solutions, competitor benchmarking, strategic consulting, and data analytics.

2 **CAGR - Compound annual growth rate.

3 ***UIA - It is a non-profit, non-governmental research institute and documentation center based in Brussels, Belgium, operating under a mandate from the United Nations.



The study relies exclusively on secondary data collected from three main categories of sources:

- Peer-reviewed academic articles on destination competitiveness, heritage tourism, cultural resources, and Korea's MICE industry.

- Official reports and policy documents from national and international organizations, including the Korea Tourism Organization (KTO), the International Congress and Convention Association (ICCA), and the Seoul Tourism Organization.

- Reputable industry reports and professional media (e.g., market research reports, business magazines, and specialized MICE news portals) providing up-to-date statistics and practitioner insights.

These sources provide quantitative indicators (such as market size, rankings, and growth rates) as well as qualitative evaluations of South Korea's MICE performance and cultural positioning.

Relevant literature was identified through targeted keyword searches (e.g., "South Korea MICE tourism," "cultural heritage and business tourism," "Hallyu and tourism," "MICE competitiveness," "SWOT analysis tourism") in major academic databases and via manual screening of reference lists in key publications. Inclusion criteria emphasized:

- Direct relevance to South Korea, MICE tourism, or cultural/heritage-based competitiveness.
- Publication in scholarly journals, official institutional reports, or recognized industry outlets.
- Availability of empirical evidence, conceptual insights, or statistics applicable to at least one dimension of the SWOT framework.

- Sources that were outdated, lacked clear methodological transparency, or focused exclusively on non-MICE leisure tourism without transferable implications were excluded from the core analytical set.

The analytical process consisted of three main steps. First, key information on South Korea's historical and cultural assets, infrastructural conditions, policy support, and technological capabilities in the MICE sector was extracted and summarized from the selected sources. Second, extracted statements and indicators were coded and allocated into preliminary SWOT categories (strengths, weaknesses, opportunities, threats) according to whether they represented internal advantages, internal constraints, external favorable trends, or external risks. Third, overlapping or similar items were consolidated, and the most recurrent or impactful factors—such as rich UNESCO-listed heritage, strong government support, high operational costs, and regional competitive pressure—were retained as the core elements of the final SWOT matrix presented in the Results section.

To enhance analytical consistency, the coding and categorization were performed iteratively, with particular attention to aligning factor classification with the underlying competitiveness frameworks and with the specific focus on historical and cultural dimensions.

As the study is based solely on secondary data, its findings depend on the quality, completeness, and potential biases of existing academic and industry sources. The SWOT analysis is interpretive in nature and does not incorporate primary data from international MICE organizers, delegates, or local stakeholders, which may limit the depth of insight into stakeholder perceptions. Furthermore, the rapid evolution of the global MICE market and digital technologies means that some quantitative indicators and contextual factors may change over time, requiring periodic updating of the analysis.

ANALYSIS AND RESULTS

Competitive advantage in tourism, particularly within the Meetings, Incentives, Conferences, and Exhibitions (MICE) sector, is extensively examined through established frameworks such as Porter's Diamond Model (1990) and the Integrated Model of Tourism Competitiveness [1]. These models underline the interplay between a destination's inherent attributes (natural, historical, cultural), infrastructure capabilities, government policy, and technological readiness. South Korea's competitiveness in MICE tourism emerges from a strategic combination of these elements, particularly highlighting its historical and cultural appeal. These frameworks emphasize four key areas:

- 1) Destination Appeal: The presence of unique attractions, including historical landmarks and cultural experiences, that distinguish a country from its competitors.

- 2) Infrastructure and Accessibility: The quality of transportation, accommodation, and event venues, which influence a destination's ability to host large-scale events.

- 3) Government Support and Policy: Investment in marketing, subsidies, and incentives that enhance the country's ability to attract international events.

- 4) Human and Technological Capital: The role of education, workforce capabilities, and digital infrastructure in improving the efficiency of MICE operations.

Applying these models to South Korea, researchers such as Kim & Prideaux (2018) and Choi & Lee (2020) emphasize the country's ability to integrate its historical and cultural heritage with cutting-edge technology, making it a unique and competitive MICE destination.



The role of historical and cultural dimensions in South Korea's MICE industry is deeply embedded in the country's long-standing heritage and strong national identity. South Korea's historical legacy, which spans over 5,000 years, provides a rich foundation for positioning the country as a distinctive MICE destination. A wide range of UNESCO-listed sites, royal palaces, and preserved cultural traditions enhance its attractiveness for international meetings, incentives, conferences, and exhibitions. Historical heritage is not presented merely as a backdrop but as an integral component of the overall event experience, offering delegates meaningful engagement with Korean history and traditions.

Historical venues play a significant role in elevating the appeal of South Korea's MICE sector. Studies [2] [3] emphasize the growing importance of hosting business events, gala dinners, and incentive programs in culturally significant settings. Gyeongbokgung Palace, one of Seoul's most iconic landmarks, is frequently used for state banquets and high-profile corporate events that incorporate traditional Korean performances, creating a prestigious and culturally immersive atmosphere. Changdeokgung Palace and its Secret Garden, recognized as a UNESCO World Heritage site, offer exclusive guided tours and cultural workshops tailored to MICE delegates, blending heritage appreciation with professional networking. Hahoe Folk Village in Andong provides authentic experiences within a preserved traditional village environment, where participants can engage in Hanbok programs and enjoy folk performances. These venues function as cultural storytelling platforms, allowing international delegates to connect with Korea's historical narrative while enhancing the symbolic value and memorability of business events.

The integration of heritage elements into MICE programs further strengthens South Korea's competitive positioning. Research by Park (2021) and Lee & Choi (2022) indicates that historical re-enactments, temple stay programs, and royal cuisine experiences are increasingly incorporated into business travel itineraries. Corporate incentive groups may participate in traditional tea ceremonies at Buddhist temples or take part in craft-making workshops such as Hanji paper production and pottery, fostering hands-on engagement with Korean cultural practices. This approach aligns closely with the broader trend of experiential tourism, in which business travelers seek authentic and immersive experiences rather than conventional conference environments [4]. By embedding cultural activities into professional programs, South Korea enhances both the emotional and experiential value of MICE events.

Cultural identity and heritage also serve as a powerful competitive advantage in the global MICE market. South Korea's strong national branding, reinforced by its cultural exports, significantly contributes to its international appeal. The global rise of Hallyu, or the Korean Wave, encompassing K-pop, K-dramas, K-beauty, and Korean cuisine, has generated new opportunities for event branding and thematic programming within the MICE industry. Business groups frequently incorporate visits to prominent Hallyu-related landmarks such as SMTOWN, K-Star Road, and filming locations of globally recognized dramas including Crash Landing on You and Goblin [5] [6]. Incentive programs may feature K-pop dance workshops, virtual reality concerts, and interactive sessions with entertainment professionals, creating unique value propositions that blend business objectives with pop culture engagement.

Major venues such as COEX in Seoul host large-scale Hallyu-themed business forums and trade exhibitions, attracting participants from across the globe and further reinforcing the synergy between cultural tourism and corporate events. This intersection of business and popular culture provides South Korea with a distinctive edge over regional competitors such as Japan, Singapore, and Thailand, which do not possess an equivalent level of global pop culture influence integrated into their MICE branding strategies. The strategic use of cultural capital allows South Korea to differentiate itself not only through infrastructure and service quality but also through emotional resonance and global cultural relevance.

In addition to heritage and pop culture, culinary and wellness tourism increasingly contribute to the diversification of South Korea's MICE offerings. The country's culinary heritage is frequently incorporated into business programs through traditional temple food tastings, curated gastronomic experiences, and Michelin-starred Korean fine dining events [7]. These culinary components enhance networking opportunities while showcasing national identity through food culture. Furthermore, Korean traditional medicine, known as Hanbang, along with K-beauty wellness retreats, has become particularly attractive for corporate incentive groups seeking relaxation and rejuvenation. Healing centers and wellness facilities across South Korea provide stress-relief programs tailored to business travelers, responding to the growing global demand for health-oriented corporate travel. Together, these historical, cultural, culinary, and wellness dimensions reinforce South Korea's cultural authenticity and strengthen its position as a dynamic, experience-driven MICE destination.

Based on existing studies [2] [3], South Korea's MICE industry can be analyzed through a SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework (Table 1):



Table 1. SWOT Analysis of South Korea’s Competitive Position in MICE Tourism⁴

Factor	Key Insights
Strengths	- Strategic geographic location between China, Japan, and Southeast Asia. - World-class infrastructure (e.g., COEX, BEXCO, Songdo Convensia). - Government support (financial incentives, visa facilitation for business travelers). - Cultural attractiveness (heritage sites, Hallyu tourism, Korean cuisine).
Weaknesses	- High costs for venue rentals and accommodations compared to regional competitors. - Language barriers (English proficiency remains a challenge outside major cities).
Opportunities	- Technology-driven events (AI-powered hybrid conferences, 5G integration). - Growing interest in sustainable and wellness MICE tourism . - Leveraging Korean pop culture for specialized business events.
Threats	- Intensifying competition from Singapore, Japan, and China. - Geopolitical risks (tensions with North Korea affecting perceptions of safety). - Global economic uncertainties impacting corporate travel budgets.

Here is a detailed graphical representation of the SWOT analysis for South Korea's competitive advantages in global MICE tourism, emphasizing historical and cultural dimensions (Figure 1):

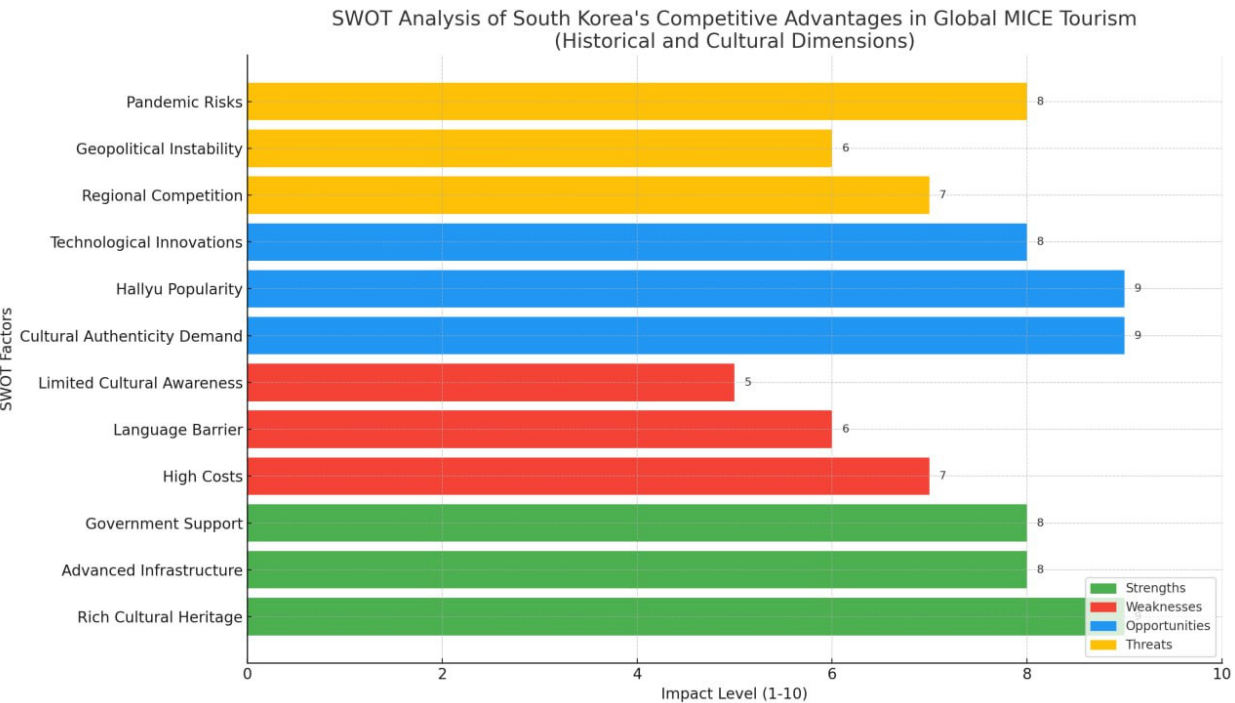


Figure 1. SWOT Analysis of South Korea’s Competitive Advantages in Global MICE Tourism⁵

Strengths:

a. Rich Cultural and Historical Heritage

- South Korea’s 5000-year history provides a significant competitive advantage through iconic UNESCO World Heritage sites, such as Changdeokgung Palace, Bulguksa Temple, and Jongmyo Shrine [2];
- These historical landmarks offer authentic, culturally rich venues for corporate events, distinguishing Korea from competitors who primarily offer modern urban experiences [8];

b. Advanced Infrastructure

- South Korea has invested significantly in world-class conference facilities like COEX in Seoul, BEXCO in Busan, and Songdo Convensia in Incheon, which host major international events seamlessly integrated with cultural experiences [3].

c. Strategic Geographical Positioning

- Geographically located centrally between China, Japan, and Southeast Asia, South Korea enjoys an excellent strategic advantage, acting as a convenient hub for regional and global MICE events [4];

4 Source: Designed by the authors

5 Source: Designed by the authors



d. Strong Government Support

- The Korean government offers robust incentives, visa simplifications, and financial subsidies, creating favorable conditions to attract international events, clearly positioning the country as a prime business tourism destination [3].

Weaknesses:

a. High Operational Costs

- High venue rental fees and accommodation expenses compared to regional competitors like Thailand, Vietnam, or Malaysia can deter budget-conscious organizers;

b. Language Barriers

- Limited English proficiency, particularly outside Seoul, poses communication challenges, potentially reducing participant satisfaction and restricting the full utilization of local cultural resources [7].

c. Limited International Cultural Awareness

- Insufficient global awareness of Korea's cultural and historical potential in the MICE context means some international organizers might overlook the country's full potential [9].

Opportunities:

a. Increasing Demand for Cultural Authenticity

- There is a growing global preference for authentic cultural experiences within business tourism, presenting South Korea with opportunities to strengthen offerings in traditional Korean experiences, such as temple stays, hanbok programs, or traditional cuisine workshops.

b. Popularity of the Korean Wave (Hallyu)

- The global popularity of Korean pop culture (Hallyu), including K-pop, K-dramas, and Korean cuisine, offers considerable potential for themed corporate events and incentive programs aimed at younger demographics [5] [6].

c. Technological Innovations

- South Korea's technological prowess in digital infrastructure (5G, AI, virtual reality) creates substantial opportunities for developing innovative hybrid or fully virtual MICE experiences, combining technology with cultural showcases [8].

Threats:

a. Intense Regional Competition

- The rapidly growing MICE sectors in Singapore, Japan, and China intensify competition, particularly in terms of pricing, infrastructure investments, and targeted marketing strategies, posing significant risks to South Korea's market share [10].

b. Geopolitical Instability

- Geopolitical tensions, notably involving North Korea, can negatively impact the perceived safety and attractiveness of South Korea as a destination, causing hesitation among international event planners.

c. Pandemic and Global Economic Uncertainties

- Global crises, such as pandemics, directly threaten international MICE travel and participation, underscoring the importance of adaptive resilience strategies, including hybrid and virtual event alternatives [3].

Strategic Recommendations Based on SWOT Analysis

To effectively capitalize on South Korea's strengths and opportunities while addressing its weaknesses and mitigating potential threats, the following strategic measures are proposed:

Diversification of Pricing Strategies: Implementing competitive pricing models alongside government subsidies to alleviate the high costs associated with venues and accommodations, thereby enhancing South Korea's attractiveness as a MICE destination.

Advancement of Language and Cultural Training: Expanding multilingual training programs and cultural orientation workshops tailored specifically for MICE industry professionals to improve communication and service quality for international participants.

Promotion of Authentic Cultural Experiences: Strengthening global marketing efforts through targeted digital campaigns that highlight Korea's unique cultural heritage, with a focus on authenticity and exclusivity, aligning with the growing demand for cultural tourism.

Development of Digital and Hybrid Event Infrastructure: Increasing investment in cutting-edge digital event technologies, such as AI-powered event management systems and hybrid event platforms, to enhance resilience against geopolitical uncertainties and pandemic-related disruptions.

CONCLUSIONS AND SUGGESTIONS

South Korea's historical and cultural dimensions provide a substantial competitive advantage in the global MICE industry. Its rich 5,000-year history, iconic UNESCO World Heritage sites, and dynamic cultural exports



such as Hallyu (Korean Wave) have significantly differentiated the nation from its regional competitors. South Korea's ability to seamlessly integrate these historical and cultural elements into its MICE programs has not only enhanced its destination appeal but also elevated the experiences of international delegates, positioning it among the top global MICE destinations.

Strategically, the country's robust government support, advanced infrastructural investments, strategic geographical positioning, and ongoing cultural branding initiatives further reinforce its competitive strength. However, challenges remain, including high operational costs, language barriers, and intensified regional competition, particularly from Japan, China, and Singapore. Addressing these weaknesses strategically through competitive pricing, multilingual training, and targeted cultural marketing will be essential.

To sustain and enhance South Korea's competitive position in the MICE sector, further research is recommended in critical emerging areas:

- The effectiveness of integrating emerging digital technologies, such as Virtual Reality (VR) and Artificial Intelligence (AI), into culturally-driven MICE programs. Such research could reveal innovative approaches to enhancing participant engagement and creating uniquely immersive experiences.
- Investigating the long-term impacts and return on investment (ROI) of cultural branding efforts in attracting repeated international business tourism. Understanding these dynamics will help South Korea refine its branding strategies and ensure sustained global attractiveness.
- Conducting comparative evaluations of sustainability initiatives, such as eco-friendly venues and carbon-neutral events, against regional competitors. This analysis could uncover new strategic opportunities, helping South Korea to position itself as a leader in sustainable MICE tourism.

By proactively addressing these research areas, South Korea will strengthen its global leadership role in MICE tourism, ensuring long-term economic benefits and deeper international cooperation through historical and cultural exchange.

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