

Abstract

The severity effect of Covid-19 has caused a major disruption on the global circumstances, this include the tourism sector. As a result of the pandemic, MICE tourism experience a downturn on its development. According to ICCA report in 2018 and 2022 has marked Singapore's improvement in terms of hosting a meeting. This thesis examines Singapore's strategic governance of its Meetings, Incentives, Conventions, and Exhibitions (MICE) sector to solidify its position as Southeast Asia's premier post-pandemic MICE hub. Employing Michael Porter's Competitive Advantage Theory, the study elaborate on how Singapore's factor conditions – skilled human capital, advanced infrastructure, and centralized capital allocation interact with state-led innovation, sustainable policy frameworks, and global partnership to go beyond regional competitors. Through qualitative content analysis of policy documents, stakeholder interviews and comparative case studies with neighboring countries, the research reveals Singapore's success were based on dynamics of government and public-private synergies, including the \$300 million Tourism Development Fund, hybrid event digitization, and the MICE Sustainability Roadmap (2022–2025).

However, concern emerge around over-reliance on financialized growth models, which risk marginalizing SMEs and fostering dependency on foreign technology, contrasting with Thailand's PPP driven approach. The study emphasis Singapore's effectiveness on balancing regulations with global market. By situating Singapore's strategy within post-Covid recovery context, the thesis contributes to debates on sustainable urban tourism, state capitalist resilience, and the role of MICE as a diplomatic soft power tool. It concludes with policy recommendations for ASEAN regional standardization, SME inclusivity, and metrics-driven sustainability to future-proof Singapore's leadership amid escalating competition from emerging hubs. This research seek to offer discourse on MICE tourism's intersection with governance participation, sustainable economy and modernization of global tourism.

Keyword: Singapore's economy, MICE tourism, Post Covid-19 strategy, Southeast Asia