



Volume 8 Issue 1, June 2025, pages: 25-36

THE EXCELLENCE OF ITDC NUSA DUA BALI AS A WORLD-LEADING MICE TOURISM VENUE

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Received: 19/03/2025

Revised: 20/05/2025

Accepted: 20/06/2025

Abstract

MICE is a promising tourism industry sector in Indonesia, driven by global business growth and the need for companies to hold meetings, incentives, and business trips. This study aims to understand: the history of the establishment of ITDC Nusa Dua, Bali, as the most comprehensive integrated tourism area in Indonesia; to understand the advantages of ITDC, as a leading MICE tourism venue in the world; and to understand the benefits of MICE tourism in Nusa Dua, Bali, for the development of various sectors in Bali and Indonesia. The theories used are MICE theory and sustainable tourism theory. Qualitative research method. The data collection technique is literature study. The results of the study show that the development of convention tourism has long been designed by the Indonesian Government together with UNDP since 1969, culminating in the establishment of BTDC in 1973. The Nusa Dua Tourism Area, which is now ITDC, became the first integrated MICE destination with international standards. Its success is supported by strategic factors such as geographical location, natural beauty, accessibility, and thorough planning by international consultants. MICE tourism contributes significantly to the growth of various sectors in Bali, both directly in organizing events and other supporting sectors.

Keywords: Excellence, ITDC Nusa Dua, MICE Tourism Organizer

1. INTRODUCTION

Indonesia is the largest archipelago in the world that has various beautiful natural landscapes and is inhabited by various ethnic groups that adhere to various different regional cultures. This makes it an advantageous attraction for world tourists to visit Indonesia. The natural beauty and culture that are rich and different from the nature and culture of origin of tourists cause tourists to never run out and never get tired of coming back to visit Indonesia from year to year.

Indonesia is the largest archipelagic country in the world that has various beautiful natural landscapes and is inhabited by various ethnic groups that adhere to different regional cultures. This makes it a major attraction for world tourists to visit. In an effort to increase the benefits of tourism, Tourism and Creative Economy Minister Sandiaga Uno stated that Indonesia is starting to focus on quality and sustainable destinations to prevent overtourism (Putriningtias, 2023). One of the destinations that has the potential

to experience overtourism is the ITDC Nusa Dua tourist area, Bali, which has a high appeal for foreign tourists.

To overcome the challenge of overtourism while improving the quality of visiting tourists, the Indonesian Ministry of Tourism and Creative Economy has encouraged the development of Meetings, Incentives, Conventions, and Exhibitions (MICE) tourism as an alternative to quality tourism. MICE tourists are generally classified as 'quality tourists' who tend to have a longer duration of stay and higher expenditure than ordinary tourists (Bailey, 1991). According to the International Congress and Convention Association (2012), MICE tourist expenditure can be up to seven times greater than ordinary tourists. This is due to the characteristics of MICE participants who come from highly educated groups, upper middle class, and professionals with high purchasing power.

The benefits of MICE tourism are not only limited to improving the quality of tourists, but also creating a broad 'multiplier effect'. In addition to contributing to the growth of the tourism sector business, MICE also opens up employment opportunities in the labor-intensive service sector, especially in supporting excellent services for the smooth running of various MICE events. This opinion is similar to Delen research (2023) which states the same thing, namely that MICE is an important sector for tourism because it can increase income and open up employment opportunities.

Asrifah previous research (2016) emphasized that the success of MICE tourism development is highly dependent on the support of MICE stakeholders. This can be achieved with the existence of the Indonesian MICE platform because it can coordinate and collaborate between stakeholders in the MICE industry more efficiently, so that it can increase Indonesia's competitiveness in the global market (Kementerian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif Republik Indonesia, 2023).

The ITDC Nusa Dua area, Bali, is a strategic location to become an international MICE venue. The advantages of ITDC Nusa Dua compared to other locations in Indonesia include the availability of complete infrastructure, world-class hotel and venue facilities, and strong cultural attractions. Bali's success as a MICE destination has been proven by the increasing frequency of ITDC Nusa Dua being chosen as the host of various prestigious international events, such as the G20 Summit and the IMF-World Bank Annual Meeting 2018. This is reinforced by Delen's research which states that Bali has many advantages as a MICE destination.

According to Nugroho et al. (2018), MICE development requires a SWOT analysis-based strategy to optimize potential and overcome challenges. This is supported by research by Sikošek (2020) who developed a multidimensional model in assessing the attractiveness of MICE destinations, which includes venue quality, supporting facilities, and local attractions. These factors make ITDC Nusa Dua a leading destination for organizing various MICE events, both nationally and internationally.

In the context of human resource development, Bali has an advantage due to the cooperation between the local government, educational institutions, and industry associations. Several educational institutions in Bali have included special MICE study and training programs to produce quality professionals in this industry. In line with the findings (Firmansyahrani et al., 2022), the development of MICE in the world shows an increase in the number of event organizers and travel agents offering MICE packages as part of their business. This is also the case in Bali, where more and more travel companies are focusing on developing the MICE business, especially in the form of incentive trips that provide exclusive experiences for MICE participants.

By seeing the great benefits of MICE tourism in playing an important multiplier effect role for the development of various development sectors in Bali and Indonesia, it has moved the author's mind to research MICE tourism in Indonesia in more depth. The research that was raised is entitled "The Excellence of ITDC Nusa Dua Bali as A World-Leading MICE Tourism Venue". The general objective of this research is to understand the purpose of developing Indonesia's MICE tourism in accelerating improvements in community welfare across all sectors of life while also expediting the equitable distribution of development throughout every super-priority tourist area in Indonesia. The specific objectives of this research are to understand the history of the establishment of ITDC Nusa Dua, Bali, as the most comprehensive integrated tourism area in Indonesia; to understand the advantages of ITDC Nusa Dua, Bali, as a leading MICE tourism venue in the world; and to understand the benefits of MICE tourism in Nusa Dua, Bali, for the development of various sectors in Bali and Indonesia in general.

2. LITERATURE REVIEW

The concept of Excellence of ITDC Nusa Dua, Bali as A World-Leading MICE Tourism Venue is an advantage possessed by an integrated tourism area and one of the leading tourist destinations on the island of Bali to be used as a location or destination for organizing activities (tourism) that focus on organizing business and professional events and have complete world standards and are recognized beyond national boundaries and include international (world) recognition.

In an effort to further explore the advantages of ITDC Bali related to MICE, this study will adopt the theory of MICE tourism and sustainable tourism as the main analytical framework. The theory is used because of its ability to help achieve the objectives of this study.

2.1 MICE Tourism Theory

According to Kesrul (2004), MICE is an activity that combines leisure and business, usually involving a group of people in activities such as meetings, incentive travels, conventions, and exhibitions. Rogers (2003) defines MICE as a meeting held by a number of people in a certain period of time with a predetermined pattern to achieve a common goal. Meanwhile, Noor (2013) added that MICE is a type of business event organized by a company or certain agency with various strategic goals.

As part of the leading tourism sector, MICE is expected to be a major pillar in Indonesia's economic development. Therefore, its development must be carried out seriously, in a focused and professional manner. MICE tourism has great potential because it creates a multiplier effect, improves the quality of tourism, and optimizes human resources in this sector. In addition, MICE in Indonesia has high prospects because this country not only excels in natural and cultural tourism, but also has competitiveness in the international business tourism sector. The term MICE itself includes four main aspects, namely: First, meetings or business meetings are an important aspect of MICE. Business meetings allow professionals from various fields to exchange knowledge, build networks, and establish mutually beneficial parallel collaborations. Business meetings also create opportunities for local economic growth by encouraging consumption in the hospitality, transportation, and various restaurants or eateries sectors (Pendit, 2006). Furthermore, travel incentives are a way for companies to reward high-achieving employees or all employees. By holding a tour as an incentive, companies can provide employees with the opportunity to relax and take a vacation while increasing employee

motivation and loyalty. The positive impact of this incentive is none other than increasing demand for tourist destinations, restaurants, hotels, accommodations, and other tourism supporting sectors.

In addition, conventions (congresses, conferences) are activities that involve large meetings with participants from various countries or regions. The benefits of this convention can create job opportunities and support economic growth through spending by convention participants who generally have prepared sufficient funds when arriving at tourist destinations. Other side effects of the convention can build a mutual system, namely the transfer of knowledge and technology between companies, between professions, between universities or between countries.

Finally, exhibition is a platform to showcase products or services to the public or wider audience. Exhibitions create opportunities to increase branding, build relationships with potential customers, and explore new business opportunities for the progress of the products owned. Exhibitions also expand the visibility of companies and products, and promote related industrial sectors to reach a wider audience.

MICE tourism has been growing rapidly since the 1980s and has become more advanced in the 1990s along with advances in information technology and fast transportation. Currently, MICE has become part of the branding of each country, which seeks to make it a competitive tourist attraction. MICE activities are often held in representative hotels or convention centers that have complete facilities to support the comfort and success of the event (Anugrah, 2023).

2.2 Sustainable Tourism Theory

The concept of sustainable tourism emphasizes the importance of maintaining a balance between economic, social, and environmental aspects in developing tourist destinations. According to Hadiwijoyo (2012), sustainable tourism must consider the trend of tourist needs, environmental sustainability, and the welfare of the community around the tourist destination.

Soeriaatmadja (1997) stated that the success of tourism development is not only determined by the exploitation of natural and human resources, but also how to maintain its sustainability so that it remains sustainable for future generations. This is reinforced by Sunarta and Arida (2017), who state that tourism sustainability must meet several main principles, namely: (1) Economically feasible - Tourism must provide a positive economic impact on local communities and create jobs. (2) Environmentally aware - Every tourism activity must pay attention to preserving nature and reducing negative impacts on the ecosystem. (3) Socially acceptable - Tourism must respect the culture and social values of the local community. (4) Technologically applicable - Technological innovation must be applied in tourism management to increase efficiency and global competitiveness.

According to UNWTO, sustainable tourism must fully take into account the impact of the development of this sector on environmental, social and economic aspects (Ministry of Tourism and Creative Economy of the Republic of Indonesia). Sustainable tourism is also a main agenda in the 2030 Sustainable Development Goals (SDGs), which target poverty reduction, climate change mitigation and reduction of socio-economic inequality (PPN/Bappenas, 2021). Carvao (2021) in "Gastronomy Tourism Creating Value for Destination" identifies four main factors that determine future tourism development, namely: (1) Digitalization and innovation - Use of technology in destination management and market diversification. (2) Collaboration between government and

private sector - Coordination between agencies to create policies that support the tourism industry. (3) Human resource development - Investment in education and training of tourism workers. (4) Economic and environmental sustainability - Ensuring a balance between economic benefits and ecosystem protection.

In the context of MICE tourism, Noor (2020) emphasized that MICE event organizers must apply sustainability principles through various strategies, including waste management, local community involvement, transportation efficiency, use of environmentally friendly energy, and implementation of health protocols. This sustainability guideline covers eight key dimensions that must be implemented in the MICE industry to ensure a positive impact on the environment and society.

3. RESEARCH METHODS

This study uses a holistic approach, meaning a way of seeing or viewing something as a whole. A holistic approach is that all factors are taken into account as a whole, interdependent on each other for the benefit of all (Prianta & Sulistyawati, 2024). The type of research is descriptive analytical because this study aims to obtain an overview and information about ITDC Nusa Dua, related to the history and MICE events that have been held so that it can become a leading MICE location or destination in the world. Descriptive analytical research aims to obtain clearly about a certain situation or condition in the field through data collection, about the history and advantages or potential of ITDC Nusa Dua.

The research method used is a qualitative method to solve or answer all problems in the research. Data collection techniques commonly used in research are in the form of literature studies. Literature studies are searches for written data in the form of literature data related to the objects discussed in the research. In this study, the literature consulted consists of journals and books related to tourism, MICE, ITDC, and Nusa Dua; the journals have been published and the books released nationally. The literature review also incorporates data sourced from the internet whose reliability is assured because it comes from official sites such as the UNWTO and Indonesia's Ministry of Tourism and Creative Economy/Tourism and Creative Economy Agency. To further enhance the study, regulations issued by the Government of the Republic of Indonesia and the Ministry of National Development Planning/Head of Bappenas are likewise employed. The collected literature is analyzed through three steps: data reduction, data presentation, and drawing conclusions or verification (Susilo, 2010).

A key limitation of this study is its exclusive reliance on secondary data: published journals, nationally circulated books, official regulations, and reputable websites. Without fieldwork or primary interviews, it may overlook recent on-site developments, stakeholder perspectives, and possible negative impacts. Moreover, because the analysis focuses solely on ITDC Nusa Dua, the findings may not be fully generalisable to other MICE destinations in Indonesia.

4. FINDINGS AND DISCUSSION

This section will discuss in depth the research results obtained based on the analysis of various aspects related to the development and role of ITDC Nusa Dua as a MICE tourism destination. The discussion will cover all of the problems in the research and is expected to provide broader insight into ITDC Nusa Dua Bali in developing MICE-based tourism.

4.1 History of ITDC Nusa Dua, Bali

Setiawan (2022) wrote that the *natural* beauty of Bali always attracts anyone to explore it. The geographical conditions of this 5,780 square kilometer island are truly complete. One of them is the ITDC Nusa Dua tourist area, which is located on the southeast coast of the southern tip of the foot of Bali Island or about 40 kilometers from Denpasar, the capital of Bali province. ITDC Nusa Dua is included in the administrative area of South Kuta District, Badung Regency. The ITDC Nusa Dua area is an integrated and most prestigious tourism area in Indonesia and the world. Besides being prestigious, it is also clean and beautiful, so it is not surprising that it was built specifically as a high-class tourist area. Currently, the manager is a state-owned enterprise PT. Pengembangan Pariwisata Indonesia or Indonesia Tourism Development Corporation (ITDC) (Setiawan, 2022).

The development of this area began in 1969, when the United Nations Development Program (UNDP) in collaboration with the Indonesian government conducted a study on tourism potential in Bali. This study was conducted by the consultant SCETO (Centrale Société pour l'Équipement Touristique Outre-Mer, 1971) from France, which recommended the development of an integrated tourism area with international standards to increase the number of foreign tourists without disturbing the cultural and social balance of the local community.

As a follow-up to the recommendation, in 1973, the Indonesian government established PT. Bali Tourism Development Corporation (BTDC) through Government Regulation No. 27 of 1972. This company was tasked with developing the Nusa Dua area as a luxury tourism center with an integrated resort concept that could attract global investment (Wikipedia, 2023).

Udayana University historian I Gede Agus, said that long before the tourism industry developed and was built as it is now, The Nusa Dua area was one of the areas at the foot of the island of Bali that had less productive land (Febriawan et al., 2017). The government then decided to utilize the dry and unproductive land area but had beautiful natural panoramas in the form of stunning white sandy beaches as a top cultural tourism area. The choice of this fairly exclusive location was aimed primarily at avoiding damage to the natural and cultural environment of Bali on the plains of Bali Island.

Soon after, a French government-owned consulting firm called Centrale Société pour l'Équipement Toristique Outre-Mer (SCETO) was appointed in 1970 to conduct research and prepare an initial plan for sustainable tourism development in Bali. Based on the results of the study, Indonesia and UNDP appointed Pacific Consultant International to prepare a blueprint for the Nusa Dua Integrated Tourism Area and in order to realize the blueprint, PT. Pengembangan Pariwisata Bali or Bali Tourism Development Corporation (BTDC) was formed in 1973. In May 1983, Nusa Dua Beach Hotel was inaugurated by the second President of the Republic of Indonesia, Soeharto and became the first hotel.

4.2 ITDC's Advantages in Branding MICE Tourism

Bali is a leading Meetings, Incentives, Conferences, and Exhibitions (MICE) destination in Asia Pacific (Mahadewi, 2018). The ITDC Nusa Dua area has long been the main location for holding various international events, such as the ASEAN Summit, IMF-World Bank Meeting, and G20 Summit 2022. ITDC Nusa Dua can have various advantages compared to other tourist areas in Indonesia and internationally due to various reasons. *According to Setiawan (2022), one of them is due to there is consistency*

in management following spatial zoning, coastline boundaries, landscape concepts, utility designs, and security systems as stated in the master development plan since 1972 by SCETO.

ITDC is equipped with two global standard convention centers, namely: Bali International Convention Center (BICC) and Bali Nusa Dua Convention Center (BNDCC). In addition, there are 18 five-star hotels, a golf course, the Bali Collection shopping center, the Pasifika Museum, and an international hospital, making it an ideal location for MICE activities (Kementerian Pariwisata dan Ekonomi Kreatif/Badan Pariwisata dan Ekonomi Kreatif Republik Indonesia, 2023). Another additional advantage of ITDC is that it has a large open area with a very beautiful view, namely the white sandy Peninsula Island, which is an outdoor space area with a location directly facing the Indian Ocean that can be used for various MICE activities. ITDC Nusa Dua is designed with a charming landscape arrangement while maintaining a green atmosphere interspersed with a kilometer-long running track even to the coast.



Figure 1. BNDCC Venue International Conference and Expo 2022

Source: <https://www.itdc.co.id/press-release/soe-international-conference-and-expo-digelar-di-the-nusa-dua-itdc-makin-bercepat-jelang-ktt-g20-20221017101006>, 2025

In principle, Indonesia, especially Bali, has the potential and human resources that can be elaborated into an attractive MICE tourism industry. However, in the scope of Indonesia, the development of the MICE industry still faces several obstacles, including: (1) Low awareness. tourist destinations regarding the importance of MICE and the need for ongoing promotion; (2) Lack of a comprehensive and online MICE database; (3) Limited accessibility or location reach; and (4) Limited exhibition items for souvenirs or gifts for visitors, as well as (5) Limited choices of performing arts containing local wisdom, and (6) Low quality of international standard infrastructure and modernization.

To support the development of MICE tourism activities in Bali, Bali has a special container or bureau as a MICE hub so that it can work optimally and one-stop. The MICE bureau hub in Bali is the Bali Convention and Exhibition Bureau (Bali CEB), a non-profit organization tasked with developing and promoting MICE tourism in the Bali Province. The leading sector of this organization is the Bali Provincial Tourism Office which will handle all MICE activities in Bali.

The main tasks of Bali CEB include developing information on potential and MICE facilities in Bali, promoting Bali as a MICE destination, submitting offers to government agencies, organizations, associations, and corporations in the country and abroad, so that MICE activities held in Bali run well and smoothly. In addition, it is also to improve the quality of MICE implementation in Bali so that participants gain a better experience, and create business opportunities in the MICE sector and its derivatives and economic benefits for the Balinese people.

4.3 The Impact of MICE Tourism on Various Development Sectors

Tourism is a leading sector in the national economy, and the MICE (Meetings, Incentives, Conferences, and Exhibitions) industry is one of the main drivers of growth in this sector. As a labor-intensive service industry, MICE involves a lot of workers and creates a multiplier effect, namely an economic impact that extends to various supporting sectors such as transportation, hospitality, culinary, and entertainment (Mahadewi, 2018). According to the International Congress Convention Association (ICCA), MICE tourists have a higher consumption rate than ordinary tourists. They spend three to seven times more money, especially for registration, accommodation, catering, transportation, and other supporting activities (Noor, 2007). In addition, the advantage of MICE tourism is that it does not depend on the tourist season (high season), thus providing a stable income for destinations such as Bali.

In addition to having a direct impact on the number of tourist visits, MICE also contributes to the growth of other sectors, such as micro, small and medium enterprises (MSMEs) that provide souvenirs, catering, and other services. MICE activities also play an important role in international diplomacy, as they often host global-scale meetings, such as the 2018 IMF-World Bank Meeting and the 2022 G20 Summit, each of which succeeded in driving Bali's economic growth by 50.84%, with a special contribution from the MICE sector reaching 25% (Carvao, 2021).

MICE tourism activities or conventions with their multiplier effects will have an impact on improving the overall economy. Many economic actors can be involved either directly or indirectly in the process of organizing MICE activities (Mahadewi, 2018). Direct actors are: (a) Professional Convention Organizer (PCO) and Professional Exhibition Organizer (PEO) who manage and organize convention and exhibition events; (b) Event facility providers such as sound system rentals, lighting, multimedia, and international standard venues; (c) Entertainment services that provide art and cultural attractions that are part of the MICE event. While indirect actors are: (a) MSMEs and souvenir craftsmen who provide souvenirs for MICE participants; (b) Food and catering providers who will adjust the menu to the needs of the event, from official dishes to gala dinners; (c) Transportation and accommodation, star hotels, airlines, and local transportation services that support participant mobility. In addition, the financial sector such as banking and digital payment services are also affected due to the large number of transactions that occur in MICE activities.



Figure 2. Art Performance at the 2022 G20 Indonesia Summit Gala Dinner

Source: <https://sohib.indonesiabaik.id/article/hal-besar-di-gala-dinner-ktt-g20-ANgki>, 2025

Although the MICE industry in Indonesia is growing rapidly, there are still several challenges that need to be overcome, such as the lack of international standard infrastructure, limited accessibility, and competition with neighboring countries such as Singapore and Thailand. Therefore, the government has set 10 priority MICE cities, including Medan, Jakarta, Yogyakarta, Bali, and Makassar, to strengthen Indonesia's competitiveness in this industry (Murdopo, 2011). On the other hand, global trends show an increasing demand for sustainable MICE tourism. Therefore, MICE destinations such as ITDC Nusa Dua have begun to adopt environmentally friendly concepts, including building a Sea Water Reverse Osmosis (SWRO) system for more efficient clean water provision.

In addition to infrastructure development, improving workforce competency is also key to the competitiveness of this industry. Government Regulation (Peraturan Pemerintah) No. 52 of 2012 concerning Competency Certification and Business Certification in the Tourism Sector mandates that workers in the MICE sector must have nationally and internationally recognized skill standards. With the improvement of human resource quality and more massive MICE tourism promotion, Indonesia is expected to further strengthen its position as a leading MICE destination in the Asia Pacific region.

This study suggests four broader takeaways: (1) replicate Nusa Dua's MICE model in other super priority destinations through tax breaks and fast-track permits; (2) form an interministerial MICE task force to unify governance and sustainability standards; (3) embed MICE-focused courses and micro-credentials in universities to secure skilled talent; and (4) leverage Indonesia's lead in green events to set regional ESG-aligned MICE guidelines and boost soft-power diplomacy.

5. CONCLUSION

This study shows that ITDC Nusa Dua has developed from a barren area into a world-class integrated tourism destination, especially in the MICE industry. Its development began in 1969, when the Indonesian government collaborated with UNDP and consultant SCETO (France) to develop a blueprint for Bali tourism development. As a follow-up, in 1973 BTDC was formed to develop this area professionally (PP No. 27 of 1972). Its success led to its operational scope being expanded throughout Indonesia, and in 2014 the name BTDC was officially changed to ITDC (PP No. 33 of 2009).

As a leading MICE destination, ITDC Nusa Dua has strategic advantages compared to other tourism areas in Indonesia: (1) Strategic geographical location between Australia and Southeast Asia, making it an ideal location for international events; (2) Designed by international consultants (SCETO) from the start as an integrated tourism area with global standards; (3) Has the most complete and modern MICE infrastructure in Indonesia, with two international standard convention centers (BICC and BNDCC); (4) Managed by a special company (ITDC) that ensures the development of the area is carried out professionally and sustainably; (5) International accessibility supported by Ngurah Rai Airport, Benoa Port, Bali Mandara Toll Road, and I Gusti Ngurah Rai By Pass; (6) Balinese people support the MICE industry, providing professional workers in the tourism sector; (7) Equipped with supporting facilities, such as the Bali Collection, Pasifika Museum, Bali Nusa Dua Theater, international hospitals, and golf courses. (8) Experienced in hosting various international events, including the ASEAN Summit, IMF-World Bank, G20 Summit 2022, as well as being a place to stay for world leaders; and (9) Has the Bali Convention and Exhibition Bureau (Bali CEB) as a coordination center for MICE activities in Bali.

MICE activities at ITDC Nusa Dua have a significant economic impact, both directly and indirectly. Overall, the existence of ITDC Nusa Dua has contributed to the national economy, increased people's income, and strengthened Indonesia's position as a world-class MICE destination. With the continued development of the MICE industry, ITDC Nusa Dua has a great opportunity to further strengthen its position as a leading MICE destination in Asia. Some suggestions that can be given are: The success of organizing events and MICE depends on professional staff who are able to manage each stage of the event effectively and efficiently. To strengthen Indonesia's MICE industry, several stakeholders can take concerted action: Government both central and regional should raise destination awareness of MICE's importance, continually enhance facilities, run planned and sustainable promotions, improve access to MICE venues, foster local artisans' creativity in producing souvenirs and exhibition items, and support performing arts rooted in local wisdom as part of the attraction; MICE destination management agencies need to maintain a comprehensive, easily accessible online database, modernize infrastructure and facilities, and build workforce competence through a tiered certification system; communities surrounding tourist areas can capitalize on business opportunities created by MICE, show genuine hospitality to enrich participants' experience, and actively safeguard security, cleanliness, and environmental sustainability; finally, further research such as comparative studies between ITDC Nusa Dua and global MICE destinations should identify opportunities and challenges to cement ITDC Nusa Dua's stature as a world-class MICE hub.

This research contributes fresh empirical evidence on how an integrated, government-owned tourism estate can evolve into a world-class MICE destination while sustaining local socio-economic development. By mapping the historical trajectory, competitive advantages, and multi-sector impacts of ITDC Nusa Dua, the study supplies (1) a transferable development model for other super-priority destinations in Indonesia, (2) policy recommendations that align MICE growth with the national agenda for balanced regional development, and (3) a framework that future scholars can adapt when assessing MICE-driven welfare gains in comparable contexts.

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