



Regional Collaboration for Cross-Border Opportunities

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Macau is advancing its tourism diversification strategy - tourism + economic diversification

- * Strengthening Macau's standing as a destination for both leisure and business events.

- * Neighbouring city Hengqin's strong role in supporting Macau's diversification.

- * New policies introduced
 - Individual Visa Scheme for tour groups and individuals from China to easily use Hengqin as a gateway to Macau.

....still need to build business through new segments.



.....in a very fragmented world; a world full of Volatility, Uncertainty, Complexity and Ambiguity.

It's a transformational force that will reshape our economies and destinations collectively through intra-regional trade, tourism, and events globally.

To build a truly open opportunities society, we should prioritise collaboration over competition.

A rethink and refresh of strategy and tactical approaches will help embrace a more efficient and effective collaboration through a 3-prong approach with mindset shift:

- Diversification
 - Co-opetition
 - We-first
-

Diversification

Is about offering a differentiated value proposition.

Differentiation through co-locations of activities and events.

In tourism and events, diversification hold great promise.

Take MICE and events as an example:

Diversification

- The right event in the right destination / region can make all the difference. Event organisers and government agencies should consider the experience they want to create and what different regions / destinations can offer.
 - What experiences, hospitality and services that might make sense to combine or complement each other? Are there synergies?
 - There's a need to understand the nature of the event and the attendees' demographics, rebalancing portfolios, and showing up not just to be seen, but to belong.
 - Education and training, talents acquisition, people development as well as leadership for business continuity, creating experiential experiences across borders.
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Diversification

- **Integrated Digital Platforms & Unified Booking Experiences**
 - Digital trade by facilitating open and secure cross border data flows.
 - Maintaining a legal framework to protect the personal data of individuals and promoting interoperability between e-payment systems.
 - Cybersecurity - stands as a modern frontier that demands cross-border cooperation — no country can protect its digital space alone.
 - AI driven recommending bespoke cultural experiences based on traveler profiles.
- **Sustainable, Purpose-Driven Collaborations**
 - Cooperative eco-tourism.
 - Joint initiatives.

Diversification

- **Sharable Event Infrastructure**

- Facilities like convention & exhibition centers or sports arenas that host rotating “regional” events — festivals, expos, championships — benefitting multiple locations.

- **Harmonised Regulatory Frameworks & One-Stop Services**

- Pilot programs for unified visa or e-permit systems for tourism corridors.
- Shared standards for certifications (e.g., safety, sustainability) that apply seamlessly across borders.

- **Community-Centric & Inclusive Approaches**

- Co-created experiences involving local communities.
- Capacity building and joint training programs in hospitality tailored for micro regions within the collaborative zone.



Co-Opetition

We Collaborate to Compete

As one voice put it:

“You’re different, and that’s why I want to be friends with you — to learn from you and support you.”

“Let’s Us Collaborate”

Co-Opetition

- **Enhanced Market Appeal & Diversified Itineraries**

When neighbouring destinations co-create multi-stop journeys - each offering their unique flavour of experience.

Tourists and business travelers stay longer, spend more, and leave with richer experiences.

Opportunity for “BEleisure” – combining business and leisure is happening.

- **Economies of Scale & Operational Efficiency**

Shared marketing, digital platforms, and infrastructure amplify reach while reducing individual destination costs.

Think joint visa schemes, unified tour guide license, integrated booking systems, or coordinated transportation networks.

Co-opetition allows us to share big-ticket investments: joint marketing campaigns, streamlined visa corridors, and digital booking platforms.

We lower costs while expanding reach.



Co-Opetition

- **Spillover Growth & Local Empowerment**

Regional events and tourism circuits stimulate entrepreneurship and community engagement, especially in lesser-known towns and rural areas.

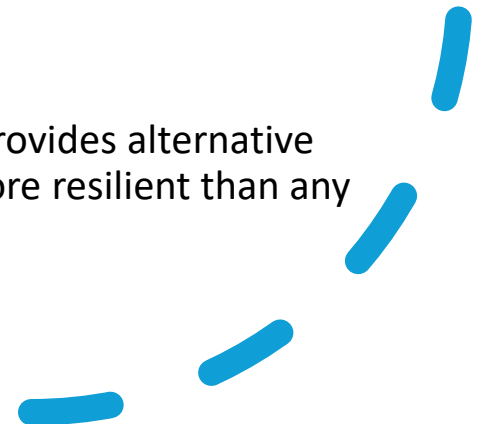
This makes growth inclusive and equitable. Spillover benefits emerging areas. Events, festivals, and tourism flows become region-wide engines of opportunities.

- **Authentic and Deepening Cultural Exchange**

Cross-border tourism fosters authentic connections—through food, art, language, and shared heritage. It's not just about visiting—it's about understanding.

- **Building Resilience Through Risk Sharing**

When disruptions strike, a collaborative regional network provides alternative options, faster recovery, and risk-buffering. The whole is more resilient than any one part.



Co-Opetition

What are the Pitfalls?

- **Jurisdictional Misalignment**

Fragmented policies, visa complications, and inconsistent regulation frustrate travelers and operators alike.

- **Unequal Gains**

Without fairness, larger destinations may dominate, leaving smaller players sidelined. Co-opetition must include mechanisms for equitable benefit sharing.

- **Over-Standardisation Risks**

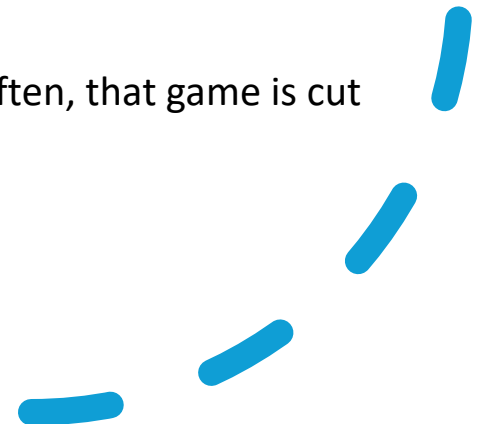
If we collaborate too tightly, we risk blurring uniqueness. Travelers don't want sameness—they want synergy.

- **Messaging Confusion**

If branding isn't well-aligned, we confuse the market. A joint message must be clear, compelling, and coherent.

- **Short-Term Thinking**

Co-opetition is not a quick win—it's a long game. And too often, that game is cut short by political cycles, budget shifts, or ego.



Co-Opetition

The Future - Best Practices in Regional Co-Opetition

Smart regions are already embracing a new way forward—where competition drives excellence, and collaboration unlocks scale.

- **Seamless Digital Ecosystems**

Cloud-based platforms that integrate bookings, visas, transport, and payment - across borders. AI-enhanced personalization to tailor regional journeys to each traveler.

- **Joint Sustainability Goals**

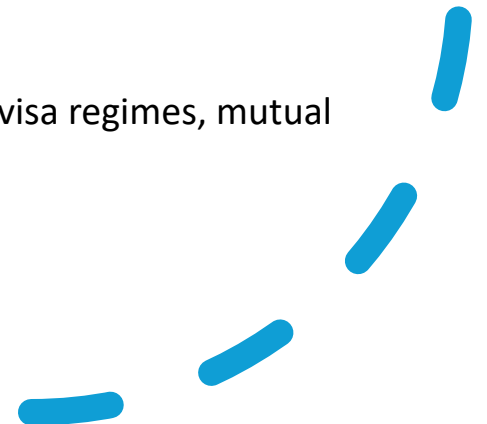
Shared eco-tourism zones, green travel incentives, and co-branded carbon-offset programs. Co-opetition for the planet.

- **Rotating Infrastructure Use**

Convention centers, stadiums, and festival grounds that host regional events on a rotating basis — spreading both exposure and economic benefit.

- **Harmonised Policies & Unified Standards**

Co-opetition works best when regulations are aligned—unified visa regimes, mutual certifications, shared safety and sustainability benchmarks.



Co-Opetition

- **Inclusive Product Development**

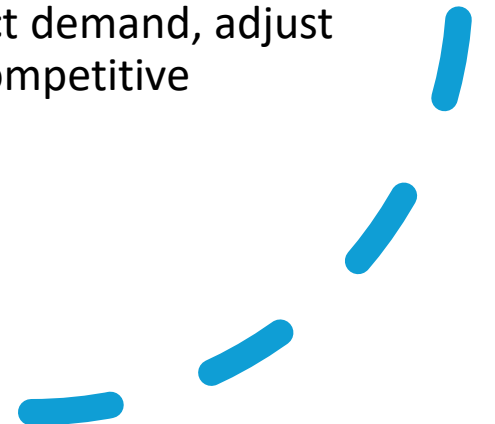
Co-created experiences with local communities across regions—ensuring that growth is authentic, inclusive, and resilient.

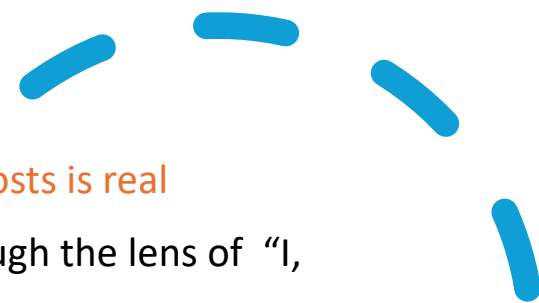
- **Joint Crisis Protocols & Insurance Schemes**

Shared visitor protection, coordinated emergency response, and interoperable health systems to inspire traveler confidence.

- **Regional Intelligence Networks**

Shared analytics dashboards help destinations predict demand, adjust pricing, and improve service delivery. Data is not a competitive advantage if no one understands it.





We-First

The Mindset Shift:

From Me-First to We-First



The temptation to compete at all costs is real

- Success today should be viewed less through the lens of “I, me, mine” and more through “we, us, ours.”
- Because if each player contributes—each destination, each business, each government - *the whole ecosystem thrives and flourish*. And when the “We” succeeds, the “Me” will inevitably flourish.

When the “We” wins, the “Me” wins more

- Global challenges such as climate change, sustainability of resources like energy and water, and security concerns cross national borders — they cannot be tackled alone.



The Pitfalls

What Holds Us Back

We must also face the real barriers:

- **Misaligned Policies & Bureaucratic Bottlenecks**

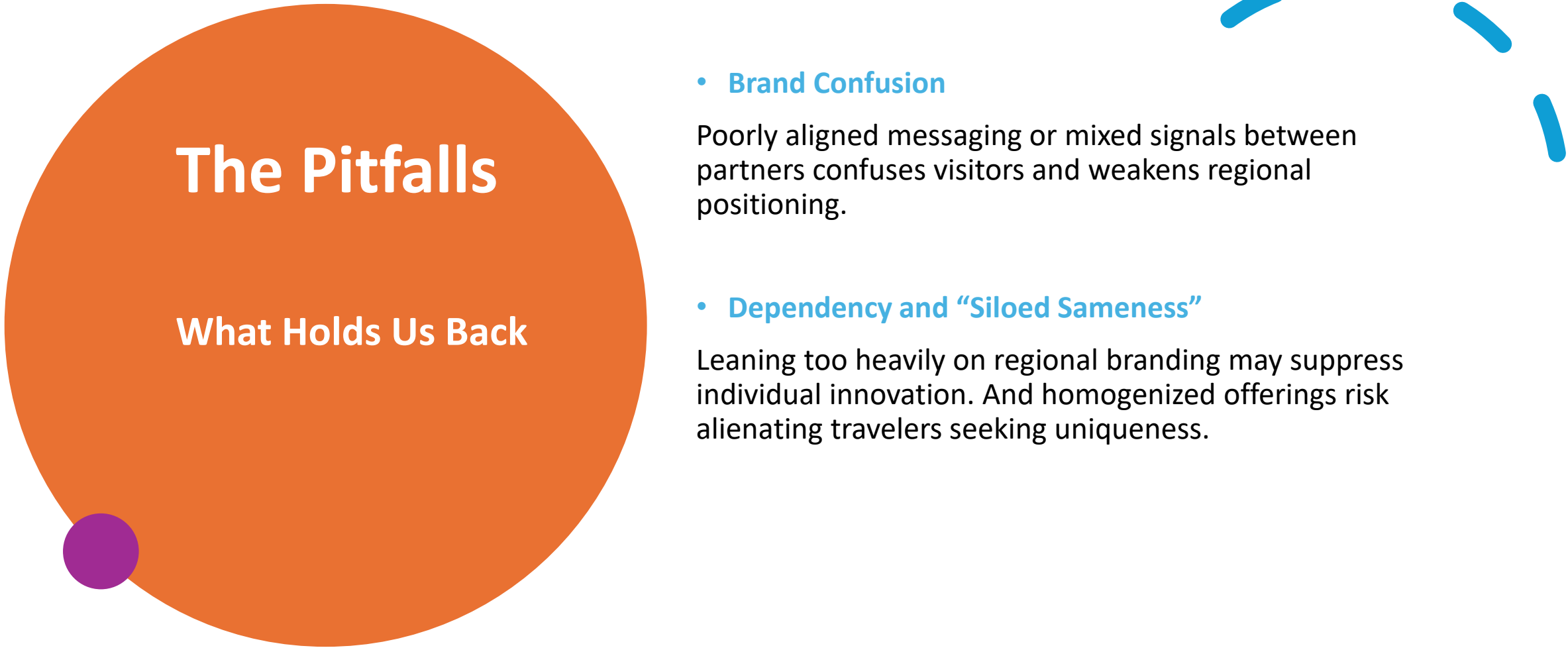
Fragmented visa regimes. Conflicting regulations. Administrative red tape. These frustrate operators and discourage visitors.

- **Uneven Benefits & Power Imbalances**

Larger destinations often dominate the narrative and the returns — marginalizing smaller players in the ecosystem unless deliberate equity mechanisms are built in.

- **Cultural and Environmental Erosion**

Over-standardizing experiences can dilute local identity. Increased footfall without coordinated environmental safeguards can strain fragile ecosystems.



The Pitfalls

What Holds Us Back

- **Brand Confusion**

Poorly aligned messaging or mixed signals between partners confuses visitors and weakens regional positioning.

- **Dependency and “Siloed Sameness”**

Leaning too heavily on regional branding may suppress individual innovation. And homogenized offerings risk alienating travelers seeking uniqueness.



What's Next

Best Practices for the Future

Smart destinations are already pivoting to what we call “next practices”:

- **Integrated Digital Ecosystems**

Cloud-based platforms for cross-border itineraries, transport, visas, bookings, payments—all in one.

Plus, AI-powered apps delivering hyper-personalised experiences based on traveler behavior.

- **Sustainable & Purpose-Driven Partnerships**

From regional green passes to shared conservation zones and carbon-offsetting tourism — eco-tourism becomes a regional responsibility.

- **Sharable Event Infrastructure & Hybrid Models**

Rotating festivals, expos, and conventions across partner cities—not just sharing costs but expanding reach and economic impact.



What's Next

Best Practices for the Future

- **Harmonised Regulations & Seamless Experiences**

Unified visa corridors. Joint certifications for safety, sustainability, and service quality. Simplify the journey. Standardise the excellence.

- **Inclusive, Community-Centric Design**

Co-creating travel products with local artisans, guides, and families.

Regional training programs and knowledge exchanges that upskill micro-communities and empower hosts.

- **Smart Data & Joint Forecasting**

Regional dashboards that track visitor trends, satisfaction scores, and spending data help partners optimise strategy and manage capacity.

- **Adaptive Crisis Management**

Regional insurance pools. Shared refund systems. Coordinated health protocols.

Because when crisis hits, preparedness is better than panic.

A decorative blue dashed line consisting of several short, thick segments arranged in a curved path along the left side of the white circle.

Closing:

Beyond Handshakes Toward Impact

Regional collaboration is not just a buzzword or a branding exercise.

It is a strategic responsibility—a collective opportunity to scale smarter, grow faster, and lead with purpose.

A solid purple circle located at the bottom right edge of the white circle, partially overlapping the orange background.



Innovate Evaporate

for Grow Opportunities



**Appreciate
Your
Attention**