



MOSCOW



MOSCOW CITY
TOURISM
COMMITTEE



BUSINESS

MEET GLOBAL MICE CONGRESS BUSINESS AGENDA

[December 16–17, 2026] [Moscow, WTC Congress Center]

up to
450 pax

Amphitheater Hall

Official opening of the Congress

10:00 - 10:15

Plenary Session

10:15-11:30

The Anatomy of Success in MICE: From Ideas and Tools to Tangible Results

Today, MICE goes far beyond the service industry—it has become a powerful tool for economic development, international positioning, and investment attraction. As the global development vector shifts towards the BRICS and Global South markets, the meetings industry acts as a crucial driver for redistributing global financial and investment flows. However, the scale of the challenges facing the industry demands fundamentally new competencies and unprecedented alignment: government strategies must be rooted in market needs, while businesses must clearly understand the long-term rules of the game. A disconnect between the macroeconomic plans of regulators and the day-to-day realities of entrepreneurs is no longer acceptable.

The main stage of the congress will host a substantive dialogue between those who set the rules of the industry and those who play by them. Experts will deconstruct MICE projects as complex ecosystems where every element matters. The primary goal of this discussion is to move beyond abstract theory and focus on concrete actions: what the government is doing to support the sector right now, how businesses envision their future, and where their interests align to achieve tangible results.

Topics for Discussion:

01

Aligning Interests: Where government industry support programs (subsidies, grants, incentives) meet commercial business objectives.

02

Infrastructure & Investment: What the state is building and subsidizing, and how well these facilities meet the actual demands of large-scale business event organizers.

03

The BRICS+ Vector: Joint government and market strategies for adapting businesses to a changing external environment and penetrating emerging markets (overcoming barriers in logistics, visa regulations, and payment systems).

04

From Vision to Impact: How the state and private sector measure industry success — transitioning from merely counting delegates to evaluating the multiplier effect and calculating the true economic contribution (Gross Regional Product).

05

Shared Responsibility: How the roles of the government and the business community are distributed when it comes to destination marketing, attracting international events, and scaling industry projects.



Hall 1 / Track “MICE PULSE”

Panel Discussion

12:30 - 13:15

The Economics of MICE: Evolving Models and New Growth Engines

The business events market is shifting from competing on cost estimates to competing on business models. The traditional model, where contractors survive on fixed agency commissions and sell “billable hours” to clients, has become fundamentally obsolete. Strict deferred payment terms, rising taxes, inflation, and financial turbulence eat into profits before a project is even completed. Under these conditions, old business models no longer guarantee survival. To scale, attract investment, and generate real profit, industry players must radically restructure their revenue architecture.

This panel discussion is the central financial highlight of the congress. No fluff — just numbers, frameworks, and strategies. Industry leaders will discuss the transition from providing standard services to a model where compensation is tied to delivering specific business outcomes. We will break down financial forecasts, rules for survival in a volatile market, and ways to transform a company from a mere service provider into a high-value, capitalized asset.

Topics for Discussion:

- 01

Paradigm Shift: Moving from selling billable hours and agency commissions to a performance-based pricing model.
- 02

Financial Resilience: Managing profitability and cash flow gaps under severe post-payment conditions.
- 03

Investment & Capitalization: How to make the business attractive to investors in an era of volatility and build a long-term strategy.
- 04

New Revenue Architecture: Scaling the business, unlocking hidden revenue streams, and rethinking sponsorships.
- 05

Procurement Evolution: Transforming tender policies from a “race to the bottom” into transparent partnerships aimed at mutual profitability.

up to
60 pax

Hall 2 / Track “MICE DNA”

Case Session

12:45 - 13:15

Destination Branding: How Cultural Codes Drive Global Demand

Today, entire destinations—not just individual venues—are fiercely competing for the right to host major international congresses and large-scale corporate groups. However, having modern hotels and spacious halls no longer guarantees success. Basic infrastructure has become the bare minimum that surprises no one. International clients are looking for more than just convenience and comfort; they seek meaning and emotion. They choose destinations capable of offering a unique cultural experience and a strong identity. The key challenge for regions is learning how to transform their history, traditions, and local flavor into a premium, highly sought-after product for the global market, meticulously tailoring it to the cultural mindset of specific international buyers.

How do you turn a point on the map into a global magnet brand? We will demonstrate how to effectively market local flavor to corporate clients and explore the fine line where national traditions meet the strict demands of modern protocol. Most importantly, we will discuss how to build effective synergy among all stakeholders—from government bodies to private businesses—to promote a unified destination brand.

Topics for Discussion:

01

The Architecture of Attraction: Analyzing successful strategies for creating magnet destinations within the BRICS and Global South markets.

02

Local Flavor vs. Protocol: Integrating cultural identity into the business environment — how to preserve authenticity without compromising strict international standards of comfort and security.

03

Ecosystem Synergy: The mechanics of uniting local stakeholders (authorities, venues, DMC agencies) to promote a cohesive and premium image of the territory.

04

Capitalizing on Legacy: How to strategically leverage the “echo” of major business events so they continue to yield dividends for the city and local businesses for years to come.

05

Product Adaptation: Fine-tuning the regional offering to match the mental and cultural nuances of investors and clients from around the world.

up to
48 pax

Hall 3 / Track “MICE LAB”

TED Talk

12:45 – 13:15

Stress is a System Error: How Algorithms Cure Team Burnout

In the MICE industry, irregular hours and chronic stress are widely accepted as a professional norm. When a team burns out, the business reacts with standard measures: time-management training, motivational speakers, and corporate psychologists. However, in most cases, the problem lies not with the people, but with the system: a lack of clear task delegation, endless approval chains, and a disregard for personal time. The main challenge for businesses today is to recognize that employee stress is a systemic flaw—one that needs to be fixed not with talks, but with digital algorithms.

This session offers a shift in perspective, examining stress as a systemic error that can be resolved through digital discipline and automation. The expert will demonstrate how properly redistributing tasks between humans and technology can reduce team workloads and increase business resilience. Attendees will acquire practical tools to transform chaotic processes into a manageable, predictable system.

Topics for Discussion:

01

The Anatomy of Chaos: Why psychologists' advice and motivational speeches fail if a company lacks a solid business process architecture.

02

Delegating to AI: Practical scenarios for using artificial intelligence to write copy, compile spreadsheets, and process raw data.

03

Automating the Routine: Software tools that eliminate human error in event preparation and save hundreds of working hours.

04

Personal Boundaries: How a “digital silence” policy and dropping the expectation of instant replies in work chats save project managers' focus and personal time.

05

The Economics of Calm: How investing in workplace automation directly reduces staff turnover and cuts financial losses caused by the mistakes of fatigued personnel.

06

The Anti-Stress Department: Who bears the most responsibility for employee well-being: HR, the IT department, or the COO?

up to
78 pax

Hall 1 / Track “MICE DNA”

Panel Discussion

14:15 - 15:00

The MICE DNA of the Global South: Culture, Partnerships, and Expansion Strategies

Expanding into the Global South is not merely a geographical shift; it requires deciphering an entirely new cultural code and mastering local business nuances. This is a landscape of unparalleled business opportunities, but dry commercial proposals fall flat here. Contracts are built on a foundation of personal trust and a profound respect for traditions; thus, cultural differences often become an insurmountable barrier even for the most experienced players. Today, the winners are those who can navigate these complex rules and convert cultural intelligence into actual deals.

How do you crack the cultural code of the Global South and become an “insider”? In the centerpiece panel of the track, we will discuss people, partnerships, and the delicate art of translating the language of numbers into the language of traditions. We will explore why a local Destination Management Company (DMC) can no longer function merely as a logistics provider — it must now serve as your primary cultural interpreter and your gateway to significant budgets.

Topics for Discussion:

01

Similarities and Differences: What unites and distinguishes business tourism across the Global South.

02

The Architecture of Trust: How to build reputational capital in markets where business is driven by personal relationships.

03

The Anatomy of Mentality: Differences in “business DNA” and the fatal mistakes that kill deals before they even start.

04

The Evolution of Partnerships: How to structure cooperation with local contractors to generate revenue rather than lose money.

05

Digital Adaptation: Approaches to marketing and client acquisition in regions with entirely different information consumption habits.

06

Becoming an Insider: How to build and manage hybrid teams in an unfamiliar market.

up to
60 pax

Hall 2 / Track “MICE LAB”

Case Session

14:30 – 15:00

Plan B as a Strategy: Success Stories Where Everything Went Wrong

Even the most high-budget, meticulously planned project can face the threat of collapse in a matter of minutes. A registration system crash, venue overcrowding, or attendee logistics issues can never be entirely ruled out. An organizer's true professionalism is measured not by a flawless initial scenario, but by their ability to manage a disaster in real time. In an era of absolute dependence on technology, a rock-solid "Plan B" is an agency's ultimate competitive advantage and the sole guarantee for protecting the client's reputation.

This session provides a deep dive into real-world case studies where critical failures didn't lead to disaster, but rather allowed the team to demonstrate their absolute professionalism to the client. Experts will share crisis management algorithms: from the emergency rerouting of delegate flows to the integration of advanced biometric control systems. No abstract theory — only incident response protocols proven in real crisis environments.

Topics for Discussion:

01

Digital Apocalypse: A clear, step-by-step action plan for the team during global infrastructure failures and sudden registration system crashes.

02

The Architecture of the Crowd: Intelligent logistics of attendee flows and the prevention of venue bottlenecks, especially during large-scale networking breaks and lunches.

03

Uncompromising Security: Integrating advanced screening and biometric technologies — how to ensure absolute safety without sacrificing the comfort of high-profile attendees.

04

Panic Management: Communication protocols with attendees and the client during a crisis — how to save the brand's face when foundational processes spiral out of control.

05

The Price of Insurance: The legal and financial protection of the organizer — who pays for technical errors and venue force majeure.

06

Speed vs. Transparency: What matters most in a crisis — the team's instant reaction or honest, open communication with the client.

up to
48 pax

Hall 3/ Track “MICE Pulse”

TED Talk

14:30 - 15:00

The Business Travel Revolution: How Young Talent is Forcing a Budget Rewrite

A basic business trip (an economy class flight, a standard hotel, a meeting room) is no longer perceived as an incentive. For the new generation of employees, it is not a privilege, but rather a stressful routine. In the era of the global war for talent, companies have realized that standard business trips no longer motivate the team; occasionally, they even trigger burnout and staff turnover. Businesses are being forced to urgently rewrite corporate travel budgets and the rules of the game to transform tedious logistics into a powerful tool for retaining top talent.

How do you ensure employees actually want to go on business trips while the company sees a direct return on investment? We will dissect the anatomy of modern business travel. We will find out whether employers are willing to pay a premium for a personalized approach and how meetings industry agencies can stop selling mere flights and hotel rooms. This is an honest conversation about where the interests of the C-level executives, the HR department, and the employees themselves intersect.

Topics for Discussion

01

The Death of the Standard: Why the classic business trip has lost its status as a privilege and stopped working as a motivational factor.

02

Human Capital: New hybrid formats of business travel (bleisure), which actively cure burnout and reduce staff turnover.

03

Monetizing Comfort: How organizers can escape the fierce price competition over logistics and start earning solid margins through the customization of corporate travel.

04

The New Budget: Which non-obvious options, experiences, and services major corporations are willing to allocate additional budgets for without debate.

05

Productivity Metrics: How to establish KPIs for a hybrid business trip so that employee well-being doesn't turn into a company-paid vacation.

up to
78 pax

Hall 1 / Track “MICE LAB”

Panel Discussion

15:30 – 16:15

Digital Transformation of Events: A Passing Trend or a Strategic Asset?

Digitalization in the MICE industry is no longer optional, yet it still doesn't guarantee efficiency. Companies invest millions in apps and platforms that ultimately fail to generate real revenue. Today, the key question is no longer what technologies to implement, but what tangible value they create for the business. Which products genuinely reduce operational costs and boost project profitability, and which remain expensive experiments with ambiguous outcomes?

This panel discussion is the centerpiece of the track dedicated to actionable tools in business tourism. We will discuss how algorithms and advanced analytics are reshaping the very revenue architecture of the industry. Market leaders will demonstrate how data, automation, and fintech are shaping a new event management model: one that is transparent, predictable, and profitable.

Topics for Discussion

01

Radical Optimization: Artificial intelligence as a tool for automating routine processes and legitimately reducing payroll costs.

02

Cross-Border Fintech: Leveraging blockchain and Digital Financial Assets (DFAs) for secure settlements with foreign partners amidst complex financial logistics.

03

Data as an Asset: Utilizing advanced analytics to predict audience behavior and drive revenue management.

04

Virtual Control: Implementing venue digital twins — moving beyond 2D floor plans to accurately assess profitability and prevent costly mistakes during event setup and construction.

05

From Expenses to Assets: Technology as an investment — which digital standards increase the company's overall valuation in the eyes of clients and investors.

06

Technological Minimalism: Auditing IT solutions — how to eliminate software bloat amid shrinking budgets and select only those products with a guaranteed ROI.

up to
60 pax

Hall 2 / Track “MICE Pulse”

Case Session

15:45 - 16:15

The Price of Entry to BRICS+ Markets: Real Math, Hidden Costs, and Barriers

Expanding into the BRICS and Global South markets looks like a goldmine — until it's time to sign the first contracts. Behind the bright prospects lie harsh realities: blocked cross-border transfers, hidden fees, and countless other nuances that can wipe out your entire margin. Operating in new jurisdictions is a heavy, high-risk investment. Many organizers incur significant losses or completely abandon certain international destinations right at the stage of adapting their product to foreign rules of the game.

This session is a candid audit of international expansion. Rather than just sharing success stories, experts will break down real-world case studies backed by hard numbers and facts, detailing the hard lessons they learned while executing projects abroad. Attendees can expect an unvarnished breakdown of what it truly costs to unlock a new region, where the biggest pitfalls are hidden, and how to avoid going bankrupt while conquering new horizons.

Topics for Discussion

01

The Math of Expansion: Seed capital, hidden costs, and the actual investment required to execute projects in specific foreign markets.

02

Localizing the Price Tag: Adapting your product line and pricing strategy to the financial mindset of local clients and contractors.

03

Finding the Right Partners: An algorithm for vetting the reliability of a local Destination Management Company (DMC) and protecting yourself from the “foreigner markup.”

04

The Financial Obstacle Course: Legal and secure routing for cross-border payments, currency risk management, and navigating tax traps.

05

The Cost of Mistakes: An honest breakdown of high-profile financial failures alongside successful strategies for entering foreign business tourism markets.

up to
48 pax

Hall 3 / Track “MICE DNA”

Debates

15:45 - 16:15

In-House vs. Agency: Who Actually Saves the Client Money?

During times of budget optimization, event clients are increasingly abandoning external agencies in favor of in-house teams. At first glance, the benefits are obvious: the company eliminates agency commissions and gains a team that intimately understands the corporate DNA, internal politics, and employee pain points.

However, this cost-saving is often an illusion. The budget for an “in-house” event rarely accounts for the payroll of the involved employees or the business’s opportunity costs. Moreover, internal teams lack broader industry exposure, quickly burn out from routine tasks, and the sudden illness of the sole internal event manager a week before a forum or corporate event can turn into a catastrophe—because clients, unlike agencies, do not have a bench of backup talent.

In this open debate, proponents of both approaches will face off. We will dissect when ditching the agency is a smart business strategy and when it is a direct path to project failure.

Topics for Discussion

01

Hidden Economics: How to honestly calculate the true cost of events organized in-house and compare it against agency fees.

02

Expertise vs. Context: What matters more for event success — an insider’s deep understanding of corporate culture or the broader industry exposure and experience of an external contractor?

03

The Price of Force Majeure: Who pays for a missed deadline, and why an agency commission is often simply disaster insurance.

04

The Illusion of Creativity: Do clients really need a unique concept every time, or are templates that an in-house team can easily handle sufficient for 80% of tasks?

05

The Talent Factory: How to spot “hidden event planners” within your own company.

06

Hybrid Evolution: Is it possible to strategically divide areas of responsibility so that the agency and the in-house team amplify each other’s effectiveness?

up to
78 pax

Hall 1 / Track “MICE DNA”

TED Talk

12:30 - 13:00

The Experience Architecture: A Formula for Unforgettable Events

Today, clients expect more than just content from events, they want to orchestrate attendee emotions. However, in an era of fragmented attention spans, audience focus dissipates within seconds, and the competition for attention has become fiercely high. In the race to capture the guest's attention, the industry often swings to extremes: a business event either devolves into an overloaded spectacle, or strict adherence to protocol renders it stiff and lackluster.

How do you strike the perfect balance between strict business etiquette and deep audience engagement? Attendees can expect a keynote on how to direct meaning, not just lighting and sound. The speaker will deconstruct the anatomy of audience attention and prove that visual imagery and script twists are not mere “window dressing,” but hard-hitting business tools. Participants will learn how to design events that do more than just captivate the room and remain memorable — they solve concrete business objectives, build brand loyalty, and drive profit.

Topics for Discussion

01

Relevance vs. Extravagance: Does every event truly need a “wow effect,” and how do you avoid turning a professional business format into a mere entertainment show?

02

Synchronizing the Incompatible: The art of seamlessly weaving strong emotions and modern scripting technologies into the rigid frameworks of corporate or government protocol.

03

Attention Design: Actionable mechanics for retaining audience focus in an age of total information noise and shrinking attention spans.

04

The Experience Economy: How to trigger a powerful emotional response from the audience and deliver a highly resonant event on a shoestring budget.

05

Lost in Translation: The cross-cultural adaptation of creative directing — how to ensure your creative concept is understood and embraced with equal enthusiasm by partners from different countries.

06

Cognitive Load Management: How to strike the perfect balance between the density of messaging, content, and visual design to avoid overwhelming the audience.

up to
48 pax

Hall 3 / Track “MICE Pulse”

Debates

12:30 - 13:00

Both Sides of the Table: The Perfect Tender through the Eyes of Client and Contractor

Tender procedures were intended to be a tool for transparent and fair selection, but in reality, they have devolved into an exhausting obstacle course on a treadmill. Clients complain about inflated budgets and a lack of fresh solutions, while contractors are exhausted by vague briefs, months-long deferred payments, and the legalized theft of ideas. While some try to pinch every penny, others are forced to finance clients out of their own pockets or artificially slash prices, effectively killing the market. It is time to step out of the corridors and air these grievances face-to-face.

This battle is a direct confrontation between two worlds. Procurement directors from major corporations and the heads of leading agencies will face off on the same stage. We will ruthlessly deconstruct the rules of the game to determine whether toxic bidding can be transformed into a fair partnership — one where the client evaluates the true value of the product, not just the final number on the estimate.

Topics for Discussion

01

Intellectual Volunteering: Is unpaid concept development during the pitch phase an inevitable investment in the client, or simply legalized idea theft?

02

Value vs. Price: How to stop sacrificing the quality of business events for the sake of extreme cost-cutting, and shift the procurement focus from the lowest bid to actual effectiveness.

03

Price Wars: Underbidding as a survival strategy — who truly pays for these “savings” by the end of the project?

04

The Breaking Point: Severe deferred payment terms — where does partnership end and free client financing by the agency begin?

05

Blind Briefs and Soulless Algorithms: How to combat vague technical specifications and improve the efficiency of faceless electronic procurement platforms.

up to
78 pax

Hall 1 / Track “MICE Pulse”

Pitching Session

13:15 - 14:00

The Ultimate Stress Test: The Battle of Ideas for the Client's Budget

Corporate clients are tired of presentations that sell them abstract ideas and visual effects. Under strict budget optimization, budget holders need more than just pretty pictures — they need clear math: how to cut costs without compromising quality, and how to generate a tangible return on investment. It is time to evaluate organizers not by their creative flair, but by their ability to protect their clients' money.

This is not a traditional creative pitch, but a real-time financial duel. On stage is a jury of real-world clients (Commercial and HR Directors from major corporations). Facing them are bold agencies defending exclusively their business models and optimization tools. The audience transforms into influential investors: each attendee receives a virtual currency (“MICEcoins”) and votes with their “capital” for the economic model that proves to be the most convincing and viable.

Topics for Discussion

01

The Anatomy of Optimization:

How to legitimately reduce the client's logistics budget while simultaneously increasing the organizer's own commission.

02

Hidden Assets:

Showcasing new services for monetizing sponsors and partners that can cut costs as early as the event planning stage.

03

Transparent Value: Arguments and legitimate financial frameworks that compel the client to sign the contract without trying to drive down the price.

04

The Investors' Verdict: Interactive audience voting and honest, unfiltered feedback from real corporate budget holders.

up to
48 pax

Hall 3 /Track “MICE LAB”

Debates

13:15 – 13:45

AI as the Director: A Meaning Generator or an Idea Compiler?

Today, artificial intelligence does more than just write boilerplate copy or generate images for presentations. It has set its sights on the sacred ground of the meetings industry: event directing and scriptwriting. For years, human creators have relied on their broad industry exposure, professional intuition, and cultural code. Machines, on the other hand, offer a completely different, pragmatic approach: a script that is mathematically calculated based on the analysis of psychotypes, big data, and the neuro-reactions of a specific audience. What is more effective: the spark of human genius or the cold, unerring calculation of an algorithm?

This is not a philosophical discussion about the distant future; it is a clash of polar opposite approaches that are already competing today for client budgets and profits in the event industry.

Topics for Discussion

01

Intuition vs. Algorithms: Can technical data analysis truly replace creative exposure and a director's instinct?

02

The Neurobiology of Experience: How software utilizes attendees' psychological profiles and behavioral models to "program" the desired emotional responses from the audience.

03

The Synthetic Script: Where lies the fine line between using AI as a rapid assistant and handing over full creative control of an event?

04

The New Economics of Creativity: Will artificial intelligence become a legitimate, mainstream method for radically slashing the budgets spent on expensive creative directors and scriptwriting teams?

05

Originality vs. Predictability: Will delegating creativity to neural networks lead to an assembly-line production of ideas, where all business events end up looking exactly the same?

up to
78 pax

Hall 1 / Track “MICE LAB”

Case Session

14:45 – 15:15

The Data Economy: Turning Event Analytics into Profit

Topics for Discussion

Every business event generates terabytes of data: from the time a delegate spends at a specific booth or a specialized session, to their search history within the event app and their physical movement patterns across the venue. Yet, the majority of organizers still limit themselves to collecting basic attendance statistics, missing out on a key commercial asset. In the digital economy, the competitive edge belongs to companies capable of uncovering hidden patterns through deep analysis. Failing to capture and monetize the audience's digital footprint represents a direct loss of profit and a strategic error when planning future projects.

This session provides a practical deep dive into transforming massive datasets into a new, independent revenue stream. Using real-world case studies, experts will demonstrate ways to transform commercial strategies and monetize behavioral analytics. Attendees will explore financial models for a new generation of events, where sponsors purchase not just square meters of exhibition space, but guaranteed and transparent access to their target audience's attention.

01

Sales Algorithms: Leveraging analytics to forecast client demand and automatically build a database of high-prospect target leads.

02

A Paradigm Shift in Partnerships: Moving away from selling faceless “floor space” to exhibitors and sponsors, in favor of selling digitized attention and predictable commercial ROI.

03

The Engagement Index: Mechanics for collecting and evaluating individual attendee data — how to accurately measure true engagement with the event agenda as opposed to mere physical presence.

04

The Architecture of Savings: The crucial role of collected analytics in preemptive budget optimization and safeguarding future projects from misallocated spending.

up to
48 pax

Hall 3 / Track “MICE DNA”

Case Session

14:45 - 15:15

The Loyalty Gene: How the Meetings Industry Competes for Top Talent

The talent shortage is becoming one of the primary challenges for the meetings industry. Today, companies compete for top talent not only among themselves but also with corporations, the tech sector, and the creative industries. Irregular hours, massive responsibility, and perpetual stress make the profession highly demanding, forcing specialists to seek alternative career trajectories. The main challenge for business leaders is figuring out how to retain their teams when a simple salary increase is no longer enough, and traditional motivational methods have stopped working.

How do you cultivate that very “loyalty gene” within a company? In this highly practical session, we will ditch dry HR theory and dissect real-world practices. Leaders of top companies will showcase their successful (and failed) retention strategies. We will have an honest conversation about why people leave, how corporate culture is replacing the traditional benefits package, and how to handle the growing army of independent professionals who no longer want to work in-house.

Topics for Discussion

01

Cross-Sector Competition: How the meetings industry can win the war for top managerial talent against tech companies and the corporate sector.

02

The Freelance Economy: Are independent contractors an additional resource for an agile team, or a threat to traditional agencies?

03

Employer Branding: How a strong corporate culture and a flawless employer reputation serve as the ultimate drivers for staff retention.

04

Actionable Motivation: Practical tools for engaging and rewarding employees without endlessly inflating the payroll.

05

Burnout Prevention: How to structure internal processes so that managers don’t flee the profession after their very first tough project.