

Competitiveness of Unique Venues in Multicultural Spaces in South Korea: A Grounded Theory Approach

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Abstract

This study explores the expanding phenomenon of unique venues in multicultural spaces as locations for business events, focusing on a grounded theory approach to identify factors and strategies that enhance the competitiveness of unique venues within these spaces. 23 venue managers related to the unique venue businesses in South Korean multicultural spaces were interviewed, and the collected interview results were analyzed. The analysis revealed that multicultural spaces are engaging in unique venue businesses for brand promotion and creating new revenue opportunities. Additionally, they employ interaction strategies based on their intrinsic competitiveness to enhance competitiveness among various companies. This study, based on grounded theory in South Korea, shows limitations in generalization, and future research should verify the models derived from this study through global venue perspectives and actual case studies. Meanwhile, excellent managerial capabilities of venues can strengthen professional services, the uniqueness of local and natural environments can contribute to the development of package products utilizing external environmental resources, and the excellence of internal resources can lead to the development of customer experience programs using these resources, thereby further enhancing competitiveness. As a result, it provides implications

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that marketing capabilities are improved and regional networks are expanded, ultimately leading to increased business events.

Keywords : Unique Venue, Multicultural Space, Business Event, Grounded Theory

1. Introduction

The COVID-19 pandemic has brought significant shocks and changes to the cultural and arts sector worldwide. Issues such as the closure of cultural facilities like theaters and museums, decreased audience and consumer numbers, and reduced income for artists have emerged as significant concerns. These changes have also accelerated the digital transformation in the cultural and arts sector and provided new creative opportunities (Agostino et al., 2021). There has been an increase in the provision of various cultural and artistic content through online platforms and streaming services, with performances and exhibitions being transformed into virtual reality and conferences and industrial exhibitions moving to new platforms like the metaverse (Choi & Kim, 2017). In this context, cultural enterprises are readjusting their business models and management strategies in response to the new post-COVID era (Golovei et al., 2020). In particular, offline multicultural spaces like galleries approach 'multicultural space' by combining complex functions rather than a single-purpose feature (Resch, 2016).

Multicultural spaces typically exist as a mix of social activities such as community, networking, shopping, and business events (Ghafouri & Weber, 2020). Combining various functions, such spaces increase accessibility and participation among urban dwellers. They can also serve as a space for interaction and networking between artists and residents, revitalizing urban idle

spaces and positively impacting the environment, thereby creating an urban landscape as a cultural space (Aboutorabi, 2018). The advantages of multicultural spaces are not only cultural but also an essential medium for business visitors and corporations visiting the city. Business events like meetings, exhibitions, and corporate events, which used to be held in conventional meeting facilities such as convention centers or hotels, are now seeking more emotionally unique experiences offline due to the development of online meeting solutions like Zoom.

For example, Samsung Electronics held its TV launch show not in an exhibition hall in Paris but in the Louvre Museum, making the TV appear as a piece of artwork to people. Reflecting this trend, 'unique venues' refers to non-typical business event facilities. This can also be seen with the London Unique Venues Association, which utilizes such distinctive spaces as facilities for business events. Table 1 below is an example of the types of venues that are part of the London Unique Venues Association (Nolan, 2017).

〈Table 1〉 Types of Venues Eligible for Membership in the London Unique Venues Association

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|--|
| <ol style="list-style-type: none"> 1. Art Gallery, museum, art collection 2. Historic houses, castles, palaces, iconic building 3. Attraction 4. Performing arts, theatre, recording or film studio or set 5. Religious buildings and grounds 6. Society, college, academic institution, political or military HQ 7. Retail 8. Home of sport |
|--|

Nolan, 2017

The table above shows that the unique venue business is gaining attention as a space that can provide a distinct sentiment and create memorable experiences (Antchak & Adams, 2020). Cultural facilities such as museums and art galleries are increasingly recognized as multi-functional cultural spaces. Initially, the unique venue business serves as an additional source of revenue for cultural-commercial facilities. Cultural institutions like museums and galleries have distinct peak and off-peak seasons. Unique venues can generate additional revenue during these off-peak seasons (Resch, 2011). Since most business events are held during the spring and fall seasons, unique venues can be a significant source of revenue during the cultural facilities' off-peak periods.

Moreover, commercial facilities can also generate extra revenue by hosting corporate events and conferences after business hours. The necessity for additional revenue stems from the fact that, aside from a few commercial facilities, most

cultural institutions primarily rely on government or local authority funding. However, in the 21st century, many local authorities demand that cultural facilities generate their own operating revenues (Romolini et al., 2020). Consequently, attracting business events for revenue generation is becoming a vital aspect of the unique venue business, accelerating its expansion. Beyond revenue generation, the unique venue business also aids in facility promotion and branding (Rogers & Davidson, 2015).

Participants in business events are often opinion leaders, so their visit to the venue and city naturally increases awareness and interest in the facility. Positive experiences at unique venues can lead to repeat visits, creating a beneficial cycle for the business. However, existing research on the marketing of multicultural spaces has not addressed the utilization of business events for activation. Previous studies have mainly focused on urban space design through multicultural spaces (Ghafouri & Weber, 2020) or how multi-use spaces integrate with residential environments (Korthals Altes, 2019).

Research on unique venues has mostly been about the concept of unique venues, their sense of place, and selection factors. For convention venues, it is said that personal psychological and emotional aspects, such as the local tradition, spirit, and meaning of the place, influence participants' happiness and intention to revisit more than physical and active locational factors (Choi & Jang, 2022). Furthermore, unique

venues have three main attributes: the characteristics of the venue, the memory of the customers, and the functionality of the venue (Antchak & Adams, 2020).

The characteristics of a venue include its history and interior design, which contribute to the venue's appeal. Customers' memory is defined by the authenticity and uniqueness of their experiences at the venue. The venue's functionality refers to the space's practical availability and utility (Antchak & Adams, 2020). Ultimately, the satisfaction and happiness of event participants depend on how much of a unique experience is provided based on the local or venue's unique history. Additionally, the appeal of spaces like performance venues is also related to the experiential attributes of the visitors. Performance venues can be measured along with personality, reputation, and trends (Ouellet et al., 2008).

In essence, research on why offline multicultural spaces choose and expand unique venue businesses for hosting additional business events and strategies for enhancing competitive advantage to strengthen customer preference factors for venues has been lacking. Therefore, this study aims to analyze the phenomenon of various South Korean multicultural spaces expanding into unique venue businesses and to derive a theory for enhancing competitiveness based on the characteristics of the space.

2. Theoretical background

2.1. Multicultural Spaces and Unique Venues

Multicultural spaces offer at least two or three distinct functions to generate revenue (Narvaez & Penn, 2016). This term is used for places like museums, art galleries, performance halls, and libraries that provide cultural experiences without travel inconvenience. Such spaces can also include natural elements like gardens or forests combined with cultural aspects (Azizib & Aminic, 2022). These multi-functional cultural, commercial facilities offer unique experiences only accessible through physical visitation, making space as a service a key aspect. The service these spaces provide is essential for revenue generation through space activation. They offer the advantage of experiencing the city's unique features and sentiments.

Especially post-COVID, offline spaces have become crucial in offering experiences that cannot be replicated online. This emphasizes the importance of customer experience at all touchpoints, relationship building, various paid and free value-added services, and communication through multiple channels (Jaura & Sharma, 2023). Consequently, the relationship between businesses and customers has shifted from a funnel-shaped interaction focused on marketing and sales to a flywheel model fostering continuous engagement through interest, participation, and enjoyment (Jaura & Sharma, 2023).

These experiences are crucial for tourists and attendees of

business events like conventions and exhibitions. Typically held in convention centers or hotels, the preference for hosting business events offering remarkable experiences has increased following the pandemic and the advancement of remote conferencing technologies (Jung et al., 2024). Unlike conventional convention centers or hotels, unique venues were not initially designed for hosting business events but provided memorable experiences through their unique ambiance (Antchak & Adams, 2020). They may be historically, culturally, or architecturally significant places capable of hosting meetings or events beyond their original purpose (Leask & Hood, 2001).

While convention centers and hotels are typical event spaces designed for conventions or banquets, places like museums, galleries, performance halls, or palaces are non-typical and unique venues. Therefore, unique venues are defined as event spaces with distinctive content or structural features that provide memorable experiences for attendees (Berridge, 2007). The importance of participants sharing their event experiences and the role of unique venues in shaping these experiences have been emphasized (Ziakas & Boukas, 2014).

The impact of unique venues on attendee satisfaction has been widely discussed. They offer elements not found in traditional spaces (Getz & Page, 2016). Understanding event attendees' motivations, preferences, and expectations is crucial, and meeting these expectations with appropriate venues can significantly enhance satisfaction. For example, young and

dynamic startup event participants might prefer business events at vibrant automobile racing tracks over conventional conference center meeting rooms (Bonti, 2014). The experience provided by the venue itself is essential, but the networking experience among attendees is equally important. Unique venues facilitate social interaction, personal growth, and networking opportunities in an inspiring setting, contributing to creative experiences (Leask & Hood, 2001).

The variety of unique venues is extensive, including historical places and heritage spaces. Getz (2008) noted the increasing trend of conferences, weddings, and exhibitions in such venues, contributing to the special experiences for attendees (Getz, 2008). Ziakas (2014) also mentioned that these spaces enhance regional cultural exchange and connectivity among people (Ziakas & Boukas, 2014). Museums and art galleries are significant unique venues. They are becoming increasingly popular and approachable, offering creative and intellectual stimulation to event attendees, thereby providing unforgettable event experiences (Borowiecki & Navarrete, 2017). Industrial facilities and warehouses are gaining attention as unique venues. These spaces are emerging in the context of urban regeneration and environmental sustainability (Kuzior et al., 2021).

Particularly, abandoned factories or warehouses, with their raw and original feel, have advantages in accommodating various types of events due to their primal and flexible

characteristics (Kim et al., 2021). Outdoor spaces and natural environments are also important venues. Parks, gardens, and forests offer eco-friendly settings and unique, unforgettable experiences for event participants when interacting with nature (Laing & Frost, 2010). Therefore, unique venues are not standalone entities but are considered unique when multicultural spaces are used for business events.

From the perspective of event organizers, they differ from typical convention centers or hotels by providing a unique emotional experience. When multicultural spaces are used for conventions or exhibitions, they are utilized under the concept of unique venues, necessitating facilities such as meeting rooms, auditoriums, or exhibition halls. The target audience includes business professionals like corporate executives, employees, and clients, who attend for a business purpose. Operating these multicultural spaces as an additional business venture involves managing these unique venues. This content is summarized in the table below.

〈Table 2〉 The Differences Between Multicultural Spaces and Unique Venues

	Multicultural Spaces	Unique Venues
Purpose	Provide diverse cultural and commercial experiences; serve as a tourism and local engagement hub.	Host business events and other gatherings, offering unique experiences that traditional venues cannot.
Facility Composition	A combination of galleries, museums, performance halls, and historical sites, possibly integrated with natural elements like parks or gardens.	Non-typical spaces include palaces, museums, converted factories, outdoor spaces, and historical sites equipped for events.

Target Group	Tourists, local community members, and cultural enthusiasts.	Business professionals, corporate executives, employees, and clients attend with a business purpose.
Operating Model	Operate as cultural and community centers offering a range of activities and events, often supported by local government or private organizations.	Managed as part of a broader business strategy, focusing on creating memorable event experiences that foster networking and engagement.

Consequently, while multicultural spaces support cultural and artistic activities, unique venues are primarily operated for business events such as corporate meetings and exhibitions. Unique venues prioritize facilities necessary for business events, targeting corporate and business-purpose attendees.

2.2. Business Events

Business events are professional gatherings companies or organizations organize to achieve business-related objectives. Face-to-face interaction and trade and knowledge exchange communication are crucial aspects of business events (Davidson, 2018). These events include academic conferences, exhibitions, corporate events, and seminars, providing participants with information, exchange opportunities, networking, and collaboration in business activities. Consequently, business events vary in form depending on their purpose and scale. They can range from single-day events to large-scale conferences lasting a week or more, comprising multiple programs and sessions.

In relation to this, the interpretation of the 'E' in the MICE (Meetings, Incentives, Conventions, and Exhibitions) industry

encapsulates these meanings. Notably, a recent trend is to rename the MICE industry as the business events industry. MICE, an acronym, can be unfamiliar and challenging to understand for those outside the industry. In fact, many global convention and exhibition associations are redefining MICE as a business event. This reclassification reflects the usage of terms by related associations in various countries. The terminology these associations use has been compiled in Table 3.

〈Table 3〉 Association and Country-Specific Terminology Status

Classification	Association and Country (Based on Tourism Authority)
Business Events	PCMA, GoUSA, Visit Singapore & Singapore Exhibition & Convention Bureau, Tourism Australia, VisitScotland, About France & France Convention Bureau, Visit Britain

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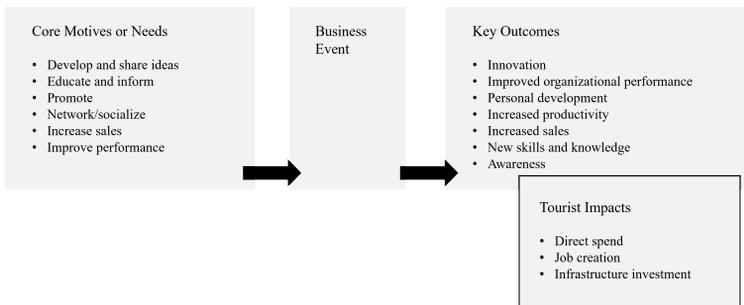
Additionally, Getz (2016) included types of events related to MICE within the ‘Business’ category, which are classified as follows in Table 4.

〈Table 4〉 Getz's Classification of Business Events

Classification	Contents
Business	Meetings: Convention Corporate marketing events Fairs/exhibitions Markets Incentives Private events

Getz & Page, 2016

Business events, taking various forms, offer numerous benefits to participants. Unlike general tourism, business events are conducted under a clear business purpose. Events focused on discussing business ideas, exhibiting products and technologies, and providing education and networking opportunities for industry professionals all aim to achieve specific objectives. Moreover, business events positively impact the spaces and regions where they are held. The direct spending by attendees who stay for several days, along with local job creation and investment in facilities and tourism for hosting business events, eventually lead to economic and cultural ripple effects in the space and region (Davidson, 2018). From the perspective of the organizing company, these events can also enhance corporate image and brand (Moor, 2003). Customers and stakeholders attending the event can recognize the company's expertise, innovation, and leadership, leading to a positive impression. Davidson (2018) defined the benefits of business events as illustrated in Figure 1.



〈Figure 1〉 The Effects of Business Events (Davidson, 2018)

Davidson (2018) identifies that business events are not only for idea development, sharing, education, and networking but also serve as platforms for innovation, resulting in significant outcomes such as enhanced organizational productivity and sales promotion. This innovation often manifests as introducing experimental business event formats that push traditional boundaries, providing a new way to experience and leverage these gatherings for breakthroughs in various industries. Additionally, these events contribute to positive economic effects, including increased local tourism spending, job creation, and infrastructure investment.

3. Method

3.1. Grounded Theory

Since multicultural spaces each possess unique competitive strengths, there has been limited prior research on how operators can enhance their distinct competitive advantage through the unique venue business. Therefore, it was necessary to generate new theories through actual interviews with operators and staff of multicultural spaces, for which this study employed the qualitative research method of grounded theory. Grounded theory is a research methodology in social sciences that systematically collects and analyzes data to derive findings and concepts that explain phenomena (Strauss & Corbin, 1998). This

focuses on inductively generating a framework directly from the research phenomenon rather than deducing it from pre-existing propositions. In other words, grounded theory aims to develop theories based on actual experiences and data from interview participants, not from researchers' assumptions or hypotheses. Thus, grounded theory is applicable when there is little known about the outcomes of a research topic or when there is no theory to explain the behavior or outcomes of a specific group.

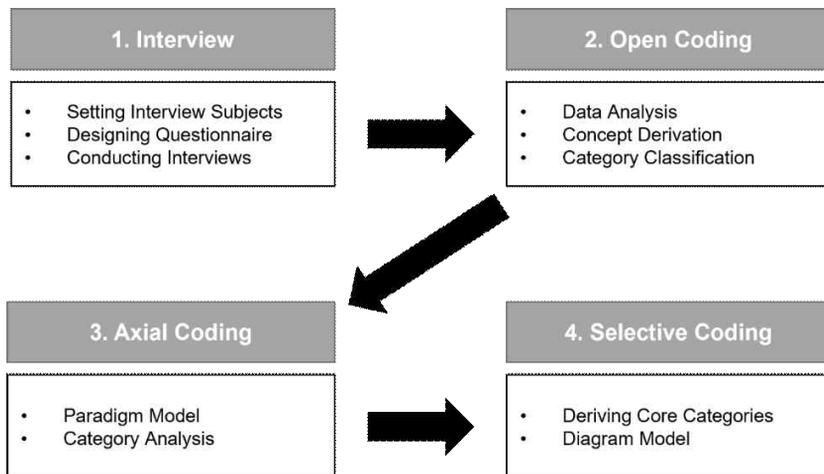
The core principles of grounded theory include data collection, comparison, and theoretical sampling (Eppich et al., 2019). Data collection involves continuously gathering until a level sufficient for theory development is reached. In the comparison stage, similarities and differences between data are identified, and categorization and conceptualization processes are undertaken. Theoretical sampling involves selecting participants and data sources based on a new theoretical framework (Charmaz, 2014). In this study, purposive sampling was utilized to extract samples with experiences relevant to the research. Purposive sampling is a method where researchers select participants based on specific criteria or objectives, focusing on individuals or groups that can provide information aligned with the research questions or goals (Campbell et al., 2020).

The research process of grounded theory includes the following steps: initial data collection and analysis, including interviews, observations, and documents. Data analysis involves open coding, axial coding, and selective coding processes (Chetty,

2020). Open coding involves breaking down the data into individual units and labeling them with descriptive codes. Axial coding includes exploring relationships between codes and identifying key categories. Selective coding involves choosing core categories and developing a theoretical framework around them (Ke et al., 2023).

3.2. Research Procedure

In this study, the grounded theory approach was utilized to establish the research procedure as illustrated in Figure 2.



〈Figure 2〉 Research Procedure

In Phase 1, interviews were conducted with 23 unique venue operators in the most active local governments in South Korea, including Gyeonggi Province, Busan City, and Jeju Province, in

developing unique venue projects. The 23 unique venues selected for this study were all officially designated by local governments and were recommended as the most successfully operated venues, which is why they were chosen as research subjects. The interview period was over three months, from September to November 2022, targeting practitioners of unique venues officially selected by each local government. The interviews, lasting between one and one and a half hours, were conducted in a one-on-one format through direct visits to the venues. The necessary data were collected through recording and note-taking.

Gyeonggi Province, the largest province in Korea with a population of 13 million, is currently fostering 17 venues, such as museums, art galleries, and performance halls, designated as unique venues by the Gyeonggi Tourism Corporation. Busan City, the largest maritime city in southeastern Korea, is strategically developing its maritime trade and tourism industries. The Busan Tourism Corporation actively supports 20 of the region's multicultural spaces selected as unique venues. Additionally, Jeju Island, the largest island in Korea, operates 13 venues, including museums, folk villages, and performance halls, which are designated as unique venues by the Jeju Tourism Corporation. From the 50 unique venues officially selected by Gyeonggi Province, Busan City, and Jeju Province, 23 unique venue executives and practitioners were interviewed based on recommendations from each local government.

In Phase 2, the open coding phase, the contents of the interviews from Phase 1 were analyzed to derive concepts and categorize similar contents. As a result, similar ideas and categories were derived. The interviews of all 23 participants were organized to classify common attributes and group similar concepts. For the derivation of the paradigm model, primary concepts were derived and then categorized into subcategories based on causal conditions, contextual conditions, central phenomena, intervening conditions, action/interaction strategies, and consequences (Huang & Yoon, 2023). The categorization was conducted to analyze the phenomenon of the expansion of unique venue businesses in multicultural spaces, and this analytical procedure was repeated until theoretical saturation was reached, where no new information emerged (Strauss and Corbin 1998).

In Phase 3, axial coding, the aim is to integrate the categories derived in Phase 2 through the grounded theory paradigm model (Chetty, 2020). Axial coding involves identifying the interrelationships between the categories that emerged from the open coding results and presenting them in a paradigm model (Walker & Myrick, 2006). The paradigm model connects interaction strategies under causal, contextual, and intervening conditions to the central phenomenon and derives results (Strauss & Corbin, 1998). The phenomenon of the expansion of unique venue businesses in multicultural spaces was analyzed and modeled using the paradigm model.

The final Phase 4, selective coding, integrates the categories of the paradigm model derived through axial coding, and the phenomenon is organized and modeled through core categories and a storyline and diagram (Strauss & Corbin, 1998). This modeling allows the final derivation of core categories and the entire process to be illustrated.

3.3. Interview Participants

A total of 23 practitioners from 23 venues were recommended through the local government's Tourism Corporation and the CVB (Convention and Visitors Bureau), all responsible for attracting actual business events and meetings to each venue. These venues have all been designated as unique local venues for at least two years and have experience attracting or conducting business events. The interviews were conducted from September 26 to November 7, 2022. Meetings were scheduled in advance through pre-interview meeting requests, and each venue was visited in person for at least one hour for the interview.

The interviewees were primarily practitioners with a minimum of five years of operational experience, and all interviews were recorded through transcripts and minutes. The interviewees were all practitioners responsible for attracting and managing corporate events, exhibitions, and other events. Regionally, there were 6 venues in Gyeonggi Province, 13 in Jeju Island, and 4 in Busan. By facility type, there were 6 resort

hotels, 1 art museum, 1 museum, 5 mixed cultural-commercial facilities, 1 sports experience space, 4 outdoor gardens, 1 automobile experience space, 3 natural spaces, and 1 traditional cultural experience space. The 6 venues Gyeonggi Province recommended are in Goyang, Paju, Yangpyeong, Gapyeong, and Gwangmyeong, each offering diverse experiences such as automobile experiences, complex resorts, ecological tourism parks, and caves.

The 13 venues on Jeju Island include complex resorts, natural forests, parks, folk villages, and hotels. Lotte Hotel, though slightly deviating from the definition of a mixed cultural space, was included in the interviewees due to its venue facilities reflecting Jeju's local sentiment and experience programs offering various Jeju cultures within Jungmun Complex. In Busan, 4 venues were interviewed, including an art museum, bakery cafe, maritime exhibition space, and cultural warehouse. The list of interview participants is attached to the appendix.

3.4. Interview Process

This study utilized a semi-structured questionnaire prepared in advance to accommodate the interview participants' opinions and understand the venues' competitiveness (Zhou et al., 2023). The questions were developed in an open-ended format, not as multiple-choice options, allowing participants to express their opinions, experiences, and feelings freely. After selecting the interview subjects, a questionnaire was developed. The content of the questions was chosen to cover 13 items across 5 different

categories, with each item designed to elicit specific responses through sub-questions. The questions were structured to explore the venue's business direction and core competitiveness, the capacity to attract business events, customer preference factors, successful cases of business events, and directions for future improvements. The business direction of the venue was investigated to understand the function of the facility itself and the direction of business expansion. Furthermore, core competitiveness and customer preference factors were questioned to determine whether the venue managers' views matched or differed from customer preferences. The capability to attract business events was assessed to confirm whether the organization had an adequate system to activate the venue. Lastly, questions about successful cases and future improvement directions were included to examine through successful business event cases how the venue might strengthen or improve its offerings moving forward.

4. Results

4.1. Concept and Category Derivation

The responses of 23 interviewees were analyzed based on the interview questions mentioned above using the open coding method. Open coding is conceptualizing and categorizing the original data (Cho et al., 2011). As we organized all the responses

given by the interviewees, we identified the meaning of these contents and sorted out the similarities among them to classify common attributes. The categorized contents were then organized into common concepts. Additionally, each concept was organized into subcategories based on similar contents, and similar properties were finally grouped together to categorize them. Through this open coding process, 92 concepts and 40 subcategories were derived, and after the abstraction process, 18 categories were identified. The specific analysis results are as follows in Table 5.

〈Table 5〉 The Expansion Phenomenon of Unique Venue Business in South-Korean Multicultural Spaces: Concepts and Categories

Paradigm	Concepts	Sub Categories	Categories
Causal Conditions	Creation of Brand Value as a Luxury Space	Enhancing Venue Brand Value	Contribution to Venue Brand Promotion
	Promotion of the Venue's Own Beauty		
	Promotion of the Beauty of Local Nature	Regional Promotion	
	Promotion of the Beauty of Local Resources		
	Expansion of the Visitor Base	Expansion of Customers	
	Expansion of New Customer Segments		
	Continuous and Broad Promotion of the Venue		
	Venue Activation as a New Business	Space Activation	New Revenue Generation Opportunities
	Off-Season Revenue Generation Opportunities Excluding Peak Seasons		
	Recognition as a Basic Revenue Model	Basic Revenue Model Management	
	New Business Opportunities Linked with Existing Business	New Revenue Model	
	Securing Customer Segments with Higher Spending		
	Exploration of New Revenue Sources		
	Exploration of New Business Opportunities		
Discovery of New Revenue Models			

	New Business for Revenue Generation		
	Discovery of Dignified Customer Segments Beyond General Visitors		
	New Business Development Linked with Surrounding Venues		
	Securing Additional Sales		
Contextual Conditions	Venue and City Branding Desire of CEOs	Founder's Strong Will	Will of the Business Entity
	Limitation to Existing Customer Base	Need for Exploration of New Business Opportunities	Discovery of New Business Opportunities
	Need for Off-Peak Space Utilization		
	Need for Exploration of New Business Opportunities		
	Discovery of New Business Potential through Consistent Corporate Event Inquiries	Need for Business Capability Strengthening due to Continuous Customer Influx	
	Increased Customer Understanding and Engagement with New Industries	Need for Business Expansion and Market Preemption	Response to Competitive Market Environment
	Need to Preempt the Local Business Event Market		
	Need for Active Business Opportunity Discovery Post-COVID	Aggressive Business Response Needed Post-COVID	
Need for Customer Creation Linked with Surrounding Environment	Potential for Connectivity with Surrounding Infrastructure	Discovery of Regional Linkage Possibilities	
Central Phenomenon	Custom Space Reconstruction for Clients	Space Redesign and Reconstruction	Internal Organization and Space Maintenance
	Need for Increased Space Utilization	Space Redesign and Reconstruction	

	Establishment of an In-House MICE Organization	Establishment of Internal Organization	Expansion of Business Events	
	Production of Success Story Content	Sharing of Success Stories		
	Education in Event Hosting Know-How			
	Increase in Educational Events	Increase in Business Events		
	Increase in Corporate Events			
	Expansion of High-Value Customers	Increase in New Customers		
	Increase in International Customers			
	Addition of New Business	Expansion into New Businesses		
	Marketing Linked with Local Venues	Regional Linked Marketing		
	Increase in Recommendations by Local Governments			
	Development of New Revenue Products	Development of In-House Planned Events		Development of Self-Planned Business
	Expansion of In-House Planned Events			
	Development of In-House Experience Programs			
Intervening Conditions	Uniqueness of In-House Resources	Unique Owned Resources	Excellence of Internal Owned Resources (Resource)	
	Ownership of In-House Experience Content			
	Architectural Beauty of the Venue	Architectural Beauty of the Venue		
	In-House MICE Attraction Capability	Excellence of Internal Organizational Capabilities	Excellence of Business Entity's Management Ability (Subject)	
	Founder's Space Creation Story	Founder's Story		

	Beauty of the Surrounding Natural Environment	Excellence of Surrounding Natural Environment	Unique Regional and Natural Environment (Environment)
	Accessibility and Natural Environment of Surrounding Area		
	Connectivity of Regional Infrastructure	Uniqueness of Regional Content	
	Uniqueness of Local Resources		
Action/Interaction Strategies	Enhancement of Customer Experience Programs	Planning of Customer Experience Programs	Development of Customer Experience Programs Utilizing Internal Resources
	Planning of Cultural Events that Allow the Experience of Internal Resources		
	External Collaboration to Maximize Internal Content Experience		
	Planning of Cave Resource Experience + Performance Programs		
	Planning of Venue Content Experience Programs		
	Marketing Programs for Venue Content Experience		
	Planning of Customer Experience Programs Utilizing Venue Content		
	Planning of In-House Venue Experience Programs		
	Planning of Rental + Experience Products Utilizing Content	Overhaul of Internal Marketing System	Strengthening of Organizational Professional Services
	Internal System Maintenance for Venue Rental Activation		
	Maximization of Internal Human Resource Capabilities	Strengthening of Internal Human Resource Capabilities	
	Strengthening In-House MICE Organizational Capability		
	Strengthening of In-House Staff Capability		
	Capability Strengthening for Utilization of Natural Resources		

	Capability Strengthening for In-House Experience Program Development		
	Production and Dissemination of Venue Content	Professional Management of Venue's Own Content	
	Professional Management of Venue Content	Systematic Management of In-House Content	
	Planning of Joint Products for Venue and Local Experiences	Development of Joint Programs for Venue and Region	Development of Package Products Utilizing External Environmental Resources
	Planning of Package Products Combining Venue and Region	Development of Package Products Utilizing Regional Resources	
	Planning of Products for Experiencing Natural Resources		
	Development of Joint Programs Combined with Local Venues		
Consequences	Development of Customer Experience Programs	Enhancement of Customer Experience Programs	Strengthening of Marketing Capabilities
	Strengthening of Marketing Content		
	Necessity Raised for Internal Training	Strengthening of Internal Capabilities	
	Strengthening of In-House Organizational Capability		
	Possibility of Planning In-House Marketing Programs		
	Strengthening of Venue Brand Promotion	Strengthening of Venue Branding	
	Increase in Business Events	Increase in Business Events	Increase in Business Events
	Building of Regional Networks	Strengthening of Regional Linkages	Strengthening of Regional Networks

The table summary highlights the phenomenon of South Korean multicultural spaces operating as unique venue businesses, detailing the causes, contextual and intervening conditions, and activation strategies involved. These strategies and practices are categorized into three main areas: brand value creation, new revenue model development, and customer experience enhancement.

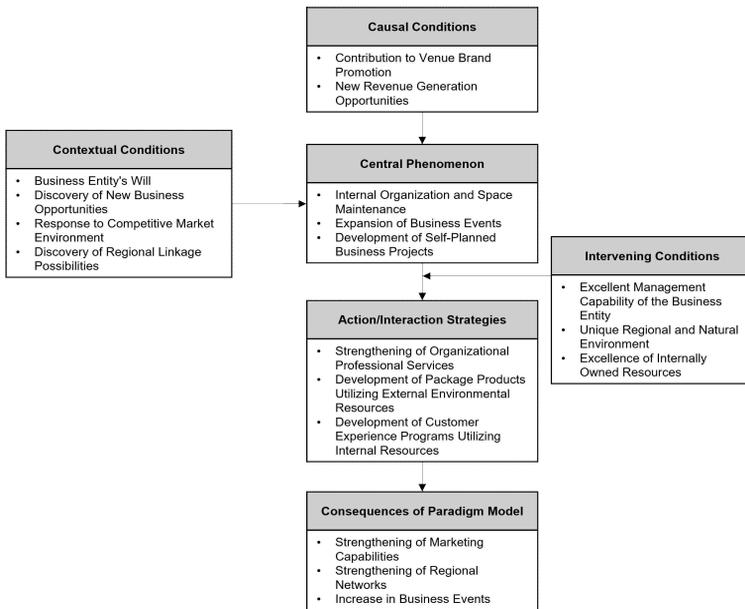
First, multicultural spaces and unique venues leverage their architectural elegance, the aesthetic appeal of their artifacts, and the allure of their experiential content to promote their distinctive beauty. Additionally, they highlight the beauty of local nature and resources to attract more visitors. This strategic promotion not only expands their visitor base but also contributes to the extensive and continuous branding of the venue, integrating aesthetic perception into their broader marketing strategy. Visitors to venues often seek more than just a single experience; they develop desires for local culinary delights and cultural activities during their stay. By integrating these venue activities with local offerings and engaging in joint marketing efforts, both the venue and the surrounding region can be simultaneously revitalized. This synergy not only enhances the visitor experience but also plays a critical role in promoting the region and strengthening the venue's brand marketing. Second, venues explore new business opportunities linked to existing businesses to generate revenue even during off-peak seasons, focusing on expanding customer segments

and discovering new revenue sources. The determined effort of CEOs to develop new business models for generating additional revenue during off-peak seasons, such as in museums or art galleries, is essential in this process. This involves enhancing organizational capabilities and fostering collaborations aimed at strengthening venue and city branding. CEOs' commitment to these initiatives is crucial for realizing sustained growth and stability in revenue streams outside the main tourist seasons. Third, venues plan customer experience programs and market venue content experience programs by establishing an in-house MICE organization, producing success story content, and educating on event hosting know-how.

This enhances the customer experience and develops experience programs utilizing the venue's unique resources. These strategies and practices aim to strengthen regional connectivity, expand high-value customer segments, and attract international customers, promoting growth and development in various aspects. The content outlined in the table provides essential insights into the future strategies and directions that multicultural spaces should adopt to expand their unique venue operations. This strategic approach aims to generate new revenue streams, enhance brand value, and offer innovative experiences to visitors, setting a clear path for the future development of these venues.

4.2. Paradigm Model Derivation

Based on the interview content, the results of open coding were further analyzed through the axial coding process to derive a paradigm model. Axial coding refers to presenting the categories derived from the results of open coding in a visual paradigm model by understanding the interrelationships among each category (Cho et al., 2011). The paradigm model helps to understand the overall structure, including causal relationships between categories and the environment in which the phenomenon occurs. This paradigm model comprises causal conditions, contextual conditions, central phenomena, intervening conditions, action/interaction strategies, and outcomes. The analysis of the phenomenon of the expansion of unique venue business in South Korean multicultural spaces using the paradigm model is as follows in Figure 3.



〈Figure 3〉 Paradigm Model of the Expansion Phenomenon of Unique Venue Business in South Korean Multicultural Spaces

The above paradigm model discusses strategies and practices for South Korean multicultural spaces and unique venue businesses, covering contextual conditions such as the will of the business entity, discovery of new business opportunities, response to competitive market environments, and discovery of regional linkage possibilities. These strategies originate from causal conditions like contributing to venue brand promotion and finding new revenue generation opportunities, aiming towards central phenomena including internal organization and space maintenance, expansion of business events, and the development of self-planned business projects. Action/interaction strategies

include strengthening organizational and professional services, developing package products utilizing external environmental resources, and developing customer experience programs using internal resources. These strategies proceed under intervening conditions like excellent management capability of the business entity, unique regional and natural environments, and the excellence of internally owned resources.

As a result, these strategies and practices lead to outcomes such as strengthening marketing capabilities, strengthening regional networks, and increasing business events. This model provides a comprehensive understanding of strategic approaches and practices in the field, offering valuable guidelines for future business model development and application.

4.2.1. Causal Conditions

The analysis through the above paradigm model specifically focused on the overall causes, conditions, and results. First, the analysis focused on the Causal Condition. A causal condition refers to factors or circumstances that lead to the development or occurrence of the central phenomenon being studied. It essentially identifies the reasons or triggers behind the central phenomenon, laying the groundwork for understanding how and why a certain process or event unfolds within the research context (Sbaraini et al., 2011).

According to the analysis of the interviewees in this study, the expansion of the unique venue business can be primarily

attributed to ‘contribution to venue brand promotion’ and ‘new opportunities for revenue generation.’ Firstly, under the category of ‘contribution to venue brand promotion,’ it was found that the unique venue business contributes to ‘enhancing the venue brand value,’ aids in ‘promoting the region’ where the venue is located, and can ‘expand a new customer base.’ The unique venue business is crucial in broadly promoting the venue’s distinct characteristics. Here, “distinct characteristics” refer to the venue’s unique features; for example, museums engage visitors with historical story experiences through interactive virtual tours exploring the intricate details of South Korea’s rich past, such as the Chosun dynasty. Art galleries enhance artistic sensibility by presenting curated exhibitions that allow visitors to deeply perceive and interact with various art forms, such as impressionism or modernism, fostering a profound understanding of artistic movements. Gardens contribute to emotional stability by creating serene environments that engage human senses like sight, smell, and touch, offering a therapeutic escape from the urban landscape through meticulously designed landscapes that feature floral scents and calming water features. These aspects attract traditional tourists and business event customers, making the venue more prominent. Additionally, visitors attracted to the region by its unique features become new tourists and play a crucial role in disseminating their experiences, bridging the gap between preconceived notions and actual experiences. This dissemination

helps correct misconceptions and enriches the global understanding of the region's cultural and natural heritage, promoting further interest and visitation.

On the other hand, under the category of expanding new revenue generation opportunities, the unique venue business contributes as a new revenue model by increasing the utilization rate of existing facilities. Most multicultural spaces have peak and off-peak seasons, and it was widely opined that attracting business events during the off-peak season, when cultural and artistic activities are less active, helps activate the space. In the case of resort hotels, business events were intended from the time of space design, so the management and expansion of this business significantly contribute to revenue generation. Furthermore, the unique venue business, exemplified by the Korean Furniture Museum, plays a crucial role as a new revenue model by not only renting out space for corporate and MICE events, which attract customers who spend significantly more on goods and F&B than general tourists, but also by designing supplementary exhibitions and side events that reflect the museum's aesthetic and historical essence. This strategy helps maximize the venue's utilization, particularly during weekdays when visitor traffic is generally lower, thus ensuring steady revenue generation. By activating the space with tailored events that cater to corporate needs and private functions like weddings on weekends, the museum leverages its unique attributes to create substantial business opportunities, far exceeding traditional tourism's financial

impacts and fostering innovative business ventures' development.

4.2.2. Contextual Conditions

The contextual conditions describing the situation or environment in which the central phenomenon occurs were analyzed mainly as 'will of the business entity,' 'discovery of new business opportunities,' 'response to the competitive market environment,' and 'discovery of regional linkage possibilities.' From the perspective of the 'will of the business entity', it was found that venue founders or CEOs have a strong desire to expand from existing businesses, i.e., the 'strong will of the founders', and a strong motivation to promote the region and nature through the venue, forming the backdrop for the expansion of the unique venue business. Additionally, the need for 'exploration of new business' due to the limitations of existing businesses and the 'strengthening of business capabilities' with the continuous expansion of corporate customers emerged as subcategories under 'discovery of new business opportunities.' In the 'response to the competitive market environment' category, the 'need for aggressive business response' became important in the intensified competition for tourist attraction post-COVID, and the content of 'business expansion and market preemption' wanting to capture the business event market appeared as a subcategory. Furthermore, the unique venue business is increasingly recognized as a pivotal strategy for adapting to market changes, especially with the decline in

general tourist visits due to COVID. By harnessing the ‘possibility of infrastructure linkage’ with similar regional facilities, these venues enhance their competitiveness and discover new possibilities for regional linkage. For example, in the Jungmun area, amidst hotels with extensive capacities, only select venues engage in MICE activities, aiming to capture a significant share of Jeju's MICE market. Moreover, even as some venues like the one mentioned by Interviewee 5 face physical constraints that limit their capacity to host large events, there is a clear opportunity to intensify efforts in attracting business events. Such proactive engagement not only expands revenue but also activates the venue more effectively, leveraging unique MICE facilities to respond to the evolving business event demands and enhance their market presence.

4.2.3. Central Phenomenon

The central phenomenon observed in cultural business spaces engaging in unique venue operations were ‘internal organization and space refurbishment,’ ‘expansion of business events,’ and ‘development of self-planned projects.’ As the demand for attracting MICE (Meetings, Incentives, Conferences, Exhibitions) and similar business events increased, the need for dedicated efforts led to the creation of specialized MICE teams within venues. These teams are responsible for direct marketing to and engaging with event organizers and corporate event planners, aiming to host exhibitions, conventions, and business events.

Additionally, hiring staff with experience in event hosting and equipping them with comprehensive rental manuals and reservation systems became essential strategies for effectively securing events. This approach involves direct sales activities targeted at those organizing or responsible for corporate events, ensuring a professional and structured event-hosting process. This also included participation in local government venue marketing training. Furthermore, as event organizers and participants increasingly sought unique experiences in offline spaces, business events expanded into multicultural spaces. For example, Sanghyowon Garden in Jeju Island, a unique venue, utilized its outdoor garden to host memorable evening dinner events during sunset, earning high praise from attendees for providing an unforgettable experience. This trend highlights the shift towards creating distinctive, memorable events in versatile cultural settings. Additionally, in response to diverse needs and demands from clients hosting corporate events, venues have expanded offerings by developing exclusive merchandise, crafting innovative food menus, and creating tailored experiential programs for MICE participants. For instance, Interviewee 11 said that one of the conventional meeting rooms, traditionally equipped with conference tables and chairs, underwent a significant transformation to foster creativity and comfort. He responded to feedback from business event attendees who desired a space where they could relax and enjoy the scenic views of Jeju Island. It created a more engaging and relaxed

environment by replacing traditional seating with beanbags and swings and installing large windows for panoramic ocean views. This innovative redesign was highly appreciated by corporate managers, increasing bookings and establishing the venue's reputation as a hub for innovation and creativity. Furthermore, venue managers actively promote the venue's capabilities and atmosphere to capitalize on the positive experiences and outcomes of these events. After every corporate event or multinational company workshop, interviewee 18 said they document the occasion through photos and videos, create engaging blog posts, and produce informational panels. These promotional efforts are designed to showcase the unique vibe and potential of events that can be hosted at their venue, enhancing marketing strategy and attracting more event organizers. This proactive approach to sharing success stories significantly aids in conveying a venue's transformative experiences, thereby drawing in a broader audience and generating further interest in unique event spaces.

4.2.4. Intervening Conditions

Intervening conditions are factors that either facilitate or inhibit strategies within a given situation, thus affecting the action/interaction strategies. The intervening conditions identified in this research are 'excellent management capabilities of the project entity,' 'unique local and natural environment,' and 'superior internal resources.' Under the 'excellent management

capabilities of the project entity,' subcategories like the 'founder's story' reflect the venue's founding philosophy, imparting profound lessons to visitors. The 'excellence of internal organizational capabilities' highlights that operational expertise and detailed manuals on regulatory requirements, rental timings, equipment import procedures, and catering guidelines can serve as a benchmark for event organizers considering venue rental. These comprehensive guides facilitate smooth event management and inspire visitors by showcasing best practices in venue operations. The 'unique local and natural environment' motivates longer city stays through the beauty of the surrounding nature and local uniqueness. 'Superior internal resources', such as unique art pieces and culinary experiences, engage visitors with activities like art viewing and local cooking classes. These experiences foster a sense of intimacy with the region and offer a therapeutic and awe-inspiring encounter with the venue's architectural splendor, enriching their overall visit and highlighting the unique aspects of the venue.

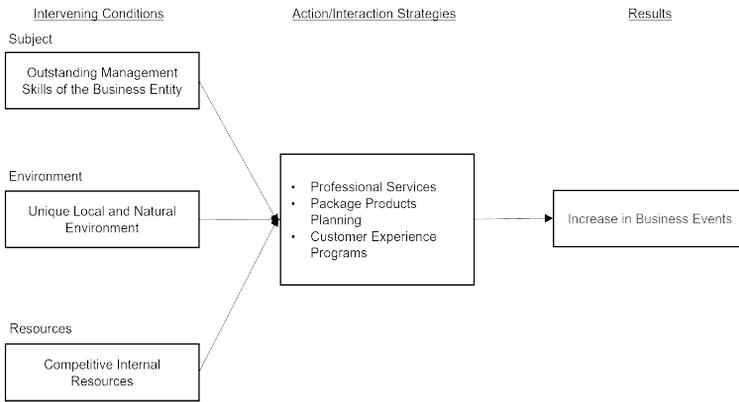
"I take pride in promoting the beauty of Korean gardens as a private diplomat for over 30 years. Through introducing the beauty of Korean gardens to numerous VIPs, our director and I naturally received recommendations and introductions, leading to various international and corporate events. We are also compiling the stories of our garden creations into a book." (Interviewee 9, Founder's Story)

“I believe the mystique of Hallasan Mountain, especially during the early morning mist that creates a sense of being in a meditative space, is our unique strength. This transcendental experience, where the mist seems to elevate visitors beyond the ordinary, offers a unique and unfamiliar experience that can inspire new ideas and creativity among participants at business events. Such emotional and perceptual engagements make this location highly appealing to travel agencies and corporations looking to host events in an inspiring natural setting.” (Interviewee 18, Unique Local and Natural Environment)

“Our zero-gravity racing experience and digital technology-integrated team-building content offer inspiration that can't be found elsewhere. While many spaces focus on themes like healing or relaxation, our emphasis on 'challenge' differentiates us, attracting dynamic corporate workshops and creative events.” (Interviewee 11, Superior Internal Resources)

4.2.5. Action/Interaction Strategies

Action/interaction strategies understand the causal conditions leading to a phenomenon and can enhance it or manage and cope with any resulting issues (Cho & Lee, 2011).



〈Figure 4〉 The Relationship Between Mediating Conditions and Action/Interaction

Figure 4 above provides the basis for this strategy. It focuses on three main areas: ‘Outstanding management skills of business entity,’ ‘Unique local and natural environment,’ and ‘Competitive internal resources.’ A business entity is a case in which a management philosophy or management know-how secured by a management entity is a strength and corresponds to a Subject. In addition, when the local infrastructure or natural environment around the venue enables participants to engage in activities like industrial park tours or regional tourism before and after the event, it provides a significant competitive advantage as an environment conducive to both business and leisure. When resources such as internal buildings, food, and exhibition contents are excellent, it means that the Resource is competitive. These conditions can strengthen venue competitiveness by spreading professional services, planning venue-combined

products using the environment, and developing customer experience programs using resources, which consequently contribute to the increase in business events. First of all, in terms of strengthening professional services, if a venue has the operational know-how of operating a large area, it can be applied to other venue consignment operation projects to expand the business. In the case of package product planning that combines the environment with the venue, if there are certain industrial complexes around the venue, business event participants can be motivated to participate more in venue events by visiting corporate factories or business infrastructure after attending the forum. In terms of the customer experience program, if a venue's architecture is so renowned that it has garnered architectural accolades, offering an architectural docent tour can greatly enhance the visitor experience. This tour involves a guide explaining the excellence of the design, the history behind the building, and the architect's philosophy, enriching the understanding of the building's unique qualities. In addition, if the food is distinctive, utilizing local ingredients or featuring unique recipes that cannot be found elsewhere, it is feasible to offer an experience program where business event participants can cook their own meals. Consequently, this framework emphasizes the importance of strengthening the attraction and execution of business events by taking advantage of the venue's internal and external strengths.

"To more effectively promote the beauty of our forest, we have developed a forest interpretation program that explains the history of the forest we cultivated ourselves, the stories behind it, and the significance of the trees within it. We have interpreters who can speak foreign languages, training for the diverse international visitors we receive." (Interviewee 13, Enhancement of Organizational Professional Services)

"A feature of our venue is the ability to integrate complex links with surrounding leisure facilities. We plan products that provide enjoyable experiences to business event customers by bundling accommodation, shopping, and MICE rentals. It's a program that allows enjoyment of our venue and the region's content." (Interviewee 2, Development of Package Products Utilizing External Environmental Resources)

"The strength of our car studio lies in the car test drives and exhibition experience content, so we created an experience program called 'Into the Car' to provide effective experiential opportunities to our customers. From car test drives to exhibit tours, various automotive cultural experiences are available." (Interviewee 1, Development of Customer Experience Programs Using Internal Resources)

4.2.6. Consequences of Paradigm Model

As a consequence of implementing intervening conditions and action/interaction strategies to facilitate the expansion of unique venue business in complex cultural spaces, categories such as 'Enhanced Marketing Capabilities,' 'Increase in Business

Events,’ and ‘Strengthened Regional Networks’ have been identified. ‘Enhanced Marketing Capabilities’ led to subcategories such as ‘Strengthened Customer Experience Programs,’ ‘Strengthened Internal Capabilities,’ and ‘Enhanced Venue Branding,’ while ‘Increase in Business Events’ was analyzed as a single subcategory. ‘Strengthened Regional Networks’ also derived the subcategory ‘Strengthened Regional Collaboration.’ In the case of strengthened customer experience programs, venue practitioners provided unique emotional experiences, such as making local foods for business event participants and offering art and yoga experiences. Furthermore, strengthening internal capabilities involves providing knowledge management expertise through initiatives such as organizing internal forums using proprietary operational know-how. Enhanced venue branding includes continuous brand marketing to opinion leaders through leveraging business events. The increase in business events is evident as the ultimate result of the unique venue business. Strengthened regional networks are demonstrated through positive impacts such as increased urban stays of business event participants through collaboration between venues and local tourist attractions or industrial complexes.

“We may need venue industry trends consulting and staff re-education. Above all, because we are not well versed in MICE, there is a consistent issue with the need for basic rental manuals and marketing capability enhancement. We would like the local CVB to take the lead and support this

area.” (Interviewee 14, Enhanced Marketing Capabilities)

“As we have meticulously managed our garden over the decades and shared its story through media and books, explaining our gardening philosophy and the beliefs that guide our horticultural practices, we have seen a steady increase in visits from corporate and national event organizers. Intrigued by our garden’s history and ethos, these visitors host their events here to experience and learn from our unique approach. Now seems to be the time when more specialized support is necessary.” (Interviewee 9, Increase in Business Events)

“Since we are located near the convention center and Haeundae Centum City, we are participating in continuous network events through the formation of a local MICE consortium, and indeed, we keep getting event inquiries through such collaborations.” (Interviewee 21, Strengthened Regional Networks)

4.3. Deriving Core Categories and Diagram Model

As the final step of coding, selective coding refers to explaining the central phenomenon defined as the core category and integrating the core category with other categories (Strauss & Corbin, 1998). This study presents a diagram through selective coding to conceptualize the central phenomenon. Diagrams are suitable for visually representing the relationships between concepts and explaining conceptual causal

relationships (Cho & Lee, 2011).

4.3.1. Core Category

The core category that explains the phenomenon of the expansion of unique venue business in cultural business spaces can be defined as the continuous expansion of business events and the development of self-planned projects to provide unique experiences to event participants, as shown below in Figure 5.



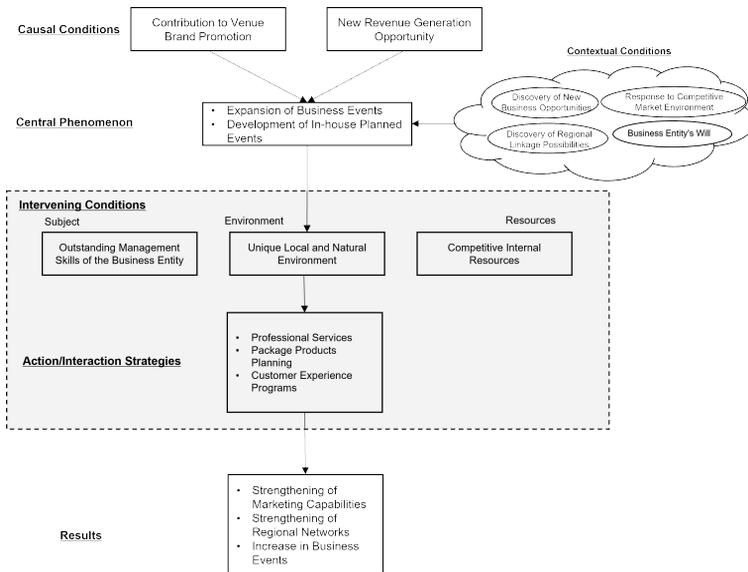
〈Figure 5〉 Core Categories of Unique Venue Business Expansion Phenomenon

The expansion of business events refers to the increasing number of business gatherings, such as corporate meetings and forums, aimed at experiencing the ambiance of mixed-use cultural spaces. Additionally, the Development of in-house planned events means that venues go beyond just hosting events to directly organizing conferences, exhibitions, and the like. For example, an art museum might plan an international conference related to cultural content or collaborate with a convention center to design and manage side events for such conferences. As a result, there's a growing trend of hosting corporate

meetings and other events to provide unforgettable experiences to high-value clients through enhancements in spatial layouts, the development of food & beverage menus, and the utilization of content in customer engagement programs.

4.3.2. Diagram

The diagram conceptualized through core categories of the central phenomenon is as follows: Figure 6. The presented diagram relates to the expansion of unique venue businesses in South Korea's multicultural spaces, illustrating the causes, the facilitating environment and conditions, and the action strategies for reinforcement and their results (see Table 6).



〈Figure 6〉 Diagram of the Unique Venue Business Expansion Phenomenon

The diagram summarizes the phenomenon of expanding a unique venue business within multifaceted cultural spaces, underpinned by the fundamental need for such a business, the market and competitive environment that drives this business, and the necessity of securing financial revenue. Against this backdrop, multifaceted cultural spaces must analyze their competitiveness from managerial, environmental, and resource perspectives and implement appropriate action strategies. This ultimately enhances the venue's marketing capabilities and strengthens regional networks, leading to an increase in business events.

〈Table 6〉 Action Strategies for Reinforcement

Section	Action Strategy
Causal Conditions	South Korea's multicultural spaces are developing unique venue businesses to discover new revenue-generation opportunities and promote venue branding.
Central Phenomenon	Due to the reasons found in the causal conditions, there is an increase in business events and a rise in in-house events and customer programs.
Contextual Conditions	As the number of diverse cultural spaces in the region grows, there is an increasing need to discover new businesses through regional collaboration, etc. The willingness of managers to expand into these new businesses influences the contextual conditions for the expansion of unique venue businesses in multifaceted cultural spaces.
Intervening Conditions	Multifaceted cultural spaces can boost their competitiveness by capitalizing on the exceptional management skills of their leaders. These leaders expertly integrate and commercialize the venue's unique local and natural environments along with its internal resources to offer distinct experiences to business event visitors.
Action/Interaction Strategies	Competitive advantages identified in the intervening conditions can be utilized to establish action strategies for enhancing competitiveness by developing professional services, package product planning, and offering customer experience programs.
Results	Adopting these strategies allows multifaceted cultural spaces in South Korea to enhance their appeal for business events significantly. These venues can offer distinct experiences deeply intertwined with South

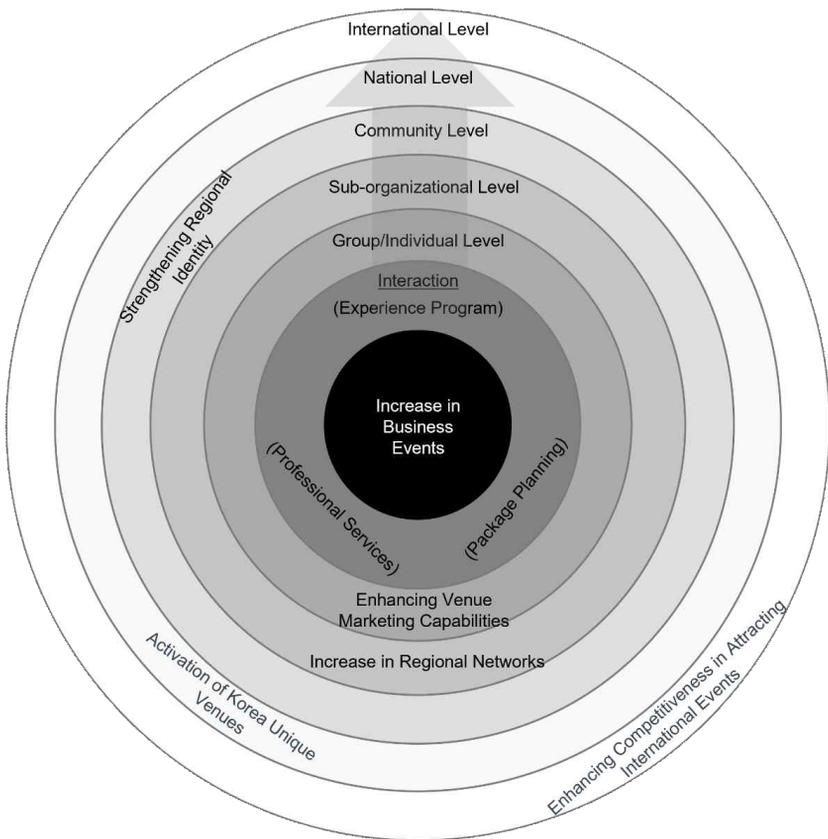
	<p>Korean traditions and modernity by leveraging the unique local cultural and natural elements. This unique approach strengthens their marketing capabilities and fosters regional cooperation, positioning these spaces as leaders in hosting business events in Korea. Such innovative integration of local uniqueness into venue management underlines a business transformation strategy that can serve as a model for venue management worldwide.</p>
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Consequently, the above diagram and table provide a comprehensive understanding of how entities related to business events interact and what results can be derived from these interactions. Various elements that are essential in discovering new business opportunities for multifaceted cultural spaces, especially in a competitive market environment, include developing unique business events based on the unique emotional and experiential elements these venues offer. These opportunities arise from the need to enhance revenue models and increase the branding value of the venue. Such elements are interconnected in this diagram, illustrating how these cultural spaces can leverage their unique attributes to attract business events, which in turn enhances their market positioning and revenue generation capabilities.

4.3.3. Multidimensional impact of increased business events

The multidimensional matrix is an analysis process that can explain the interrelationships among phenomena, conditions, and results by drawing paths (Walker & Myrick, 2006). It can mainly be explained from the micro-level central phenomenon to the macro-level international stage through interaction (Cho

& Lee, 2011). This study visualized how multicultural spaces expand business events from the group level to the macro-level international stage. The multidimensional impact related to the phenomenon of the expansion of the unique venue business in multicultural spaces is as follows: Figure 7.



〈Figure 7〉 Matrix of the Multidimensional Impact on the Phenomenon of Unique Venue Business Expansion

As demonstrated in the matrix, the increase in business events is facilitated through enhanced venue professional services, the development of regional package products, and communication within customer experience programs. Particularly, the levels of interaction related to the increase in business events can be described in stages. The group/individual level shows how individuals or groups participate in business events and how these events affect their behavior, attitudes, and networking. The interaction at this level significantly impacts the participants' experience and satisfaction, closely relating to the venue's marketing capabilities.

Sub-organizational level depicts how the increase in business events is managed within an organization. Insights into how the organization's structure and regional networks play a role in event management and progression are provided. Community-level interaction illustrates the profound connection between events and the local communities, emphasizing how these events leverage the unique regional identity, historical heritage, and natural surroundings. This interaction allows international events to offer distinctive cultural experiences and access to unique local resources but also ensures that the events contribute positively to the community by enhancing local engagement and showcasing the area's unique charm to a global audience. Community engagement and integration of events within the community become critical elements. At the national level, business events' national perception and utilization

and their impact on the nation's economy and culture are outlined at this level. Government policies, national infrastructure, and domestic networks play vital roles. Specifically, the Korea Tourism Organization selects fifty representative unique venues across Korea to promote and market nationally. The international level is the stage for marketing toward international business events, including the role in international cooperation and competition. International networking and global marketing strategies are crucial components.

Consequently, this matrix provides a comprehensive understanding of how the increase in business events interacts at various levels and how these interactions effectively enhance venue marketing capabilities and facilitate the expansion of regional networks. Specifically, it details the mechanisms through which collaborative events with local businesses, thematic cultural exhibitions, and international conferences elevate the venue's profile and connect it with the broader regional and global business communities. Through a strategic combination of local cultural elements and international business practices, these venues deliver unique, authentic experiences that appeal globally, thus strengthening their international reputation and operational success. These interactions and outcomes are essential parts of the successful planning and execution of business events.

5. Conclusion

This study investigates the expansion of unique venue businesses in South Korea's multicultural areas and their potential to enhance regional engagement. It outlines explicitly targeted strategies to improve visibility within the business events and MICE market sector. By leveraging local specialty content and strategic approaches in unique venue operations, these spaces can significantly boost their accessibility and presence in the specialized events market. Utilizing a grounded theory methodology, this study interviewed 23 venue managers to uncover how leveraging the intrinsic functionalities of spaces such as museums, art galleries, and theaters for business events could cultivate new revenue avenues and allure a broader client base.

The need for venue operators to proactively revitalize their spaces arises from the escalating competition among cultural venues and increasing external business challenges, which spur the development of innovative business models focused on new revenue generation and branding differentiation. It reveals that the pursuit of venue activation, not only for traditional business but also for attracting business events like MICE and developing proprietary events, is a central phenomenon fueled by managers' determination to enhance venue utilization. This endeavor has led to identifying competitive strengths in venues from a management subject, environmental, and resource-based

perspective. For example, the decision by Gucci to host an exhibition at the Korean Furniture Museum exemplifies why Korea, as a hub in Asia, is an attractive location for business events. This preference is due to Korea's blend of traditional and contemporary elements, advanced infrastructure and technology, expert event planning, and a business-friendly environment. These factors collectively facilitate the increase in business events by enhancing venue professional services, developing tailored regional package products, and fostering effective communication within customer experience programs. This means that the increase in business events is facilitated by enhancing venue professional services, developing regional package products, and communicating within customer experience programs.

The findings urge venue operators to leverage their spaces' distinctive attributes to cater to business event organizers' varied needs. Improving professional services, rooted in each venue's operational philosophy and expertise, unveils the potential for broadening the scope of business events via educational initiatives or internal forums. Such strategies serve not only to differentiate these venues in a competitive market but also significantly enrich the business event experience. Additionally, crafting venue packages that incorporate the surrounding natural or industrial settings can extend the stay of event participants, thereby stimulating regional investments and tourism. Utilizing unique architectural elements, exhibitions,

and local gastronomy to create immersive experiences ensures participants leave with lasting memories. The progression of business events from individual and group experiences to broader regional, national, and international engagements illustrates how personal experiences resonate and spread, forming the foundation of a region's unique identity. This regional identity evolves into a national culture, which becomes a pivotal factor in attracting international events. Thus, the levels of interaction that drive the expansion of business events can be delineated across stages such as group/individual, sub-organizational, community, national, and international levels, each showcasing the transformative impact of cultural and social dynamics on event proliferation. Each level emphasizes participants' experience, how the increase in business events is managed within an organization, the connection of events to local communities, the impact on the national economy and culture, and the role in international cooperation and competition. This leads to increased community engagement, improved national perception, and strengthened international networking.

Consequently, this research enhances unique venue businesses' competitiveness and marketing prowess in South Korea's intricate cultural landscapes. It provides concrete guidance for venue operators, such as expanding knowledge when competitiveness lies in internal management philosophy or operational expertise, adopting a packaged strategy combining venue and environmental

factors for competitiveness rooted in the surrounding environment, and creating experiential programs to showcase internal resources. It advocates for strategies to forge deeper community ties and elevate brand recognition and loyalty through unique experiential offerings.

Nevertheless, acknowledging this study's limitations is paramount. The geographical confinement to South Korea may curtail the applicability of its findings in other settings. Furthermore, the qualitative nature of grounded theory methodology inherently restricts the broad generalization of results. Future research should thus embrace venue operators from a global spectrum to conduct a comprehensive analysis and corroborate the study's models through empirical case studies, ensuring a robust validation of the strategies impacting business performance across diverse cultural and geographical contexts. Finally, consumers value the quality and price of the services provided and the experiences that come with them. Unique venues, such as museums or art galleries, can leverage their distinctive content resources beyond mere viewing purposes by integrating them into business event experiences. For instance, exclusive exhibition tours, encounters with artists, or storytelling tours based on the venue's unique history can provide memorable experiences for participants. This research provides valuable insights into enhancing unique venue businesses' competitiveness and marketing prowess. In the future, it's imperative to address the outlined limitations and

consider implementing experiential offerings to elevate brand recognition and loyalty among consumers further.

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Appendix

■ Interview Participants List

No.	Venues	Region	Name	Title	Work years	Venue Type	Interview Date
1	Hyundai Motor Studio	Gyeonggi	Lee**	Manager	10-15	Motor Studio	Sep.26
2	One Mount Goyang	Gyeonggi	Kim**	Director	10-15	Complex Resort	Oct.6
3	DMZ Eco Tourism Support Center	Gyeonggi	Park**	Manager	5-10	Tourism Center	Sep.27
4	Gwangmyeong Cave	Gyeonggi	Yang**	Director	15-20	Cave	Nov.3
5	Midas Hotel & Resort	Gyeonggi	Lim**	Manager	10-15	Resort Hotel	Oct.11
6	The Hill House Yangpyeong	Gyeonggi	Choi**	General Director	15-20	Resort Hotel	Oct.4
7	Drama 2015	Jeju	Kim**	CEO	20-25	Complex Resort	Oct.19
8	Hallym Park	Jeju	Lee**	General Director	20-25	Outdoor Garden	Oct.19
9	The Secret Garden	Jeju	Seong**	CEO	25-30	Outdoor Garden	Oct.20

10	Bonte Museum	Jeju	No**	Director	5-10	Museum	Oct.20
11	9.81 park	Jeju	Lee**	CEO	20-25	Sports Complex	Oct.21
12	SK PINX	Jeju	Ko**	Manager	10-15	Resort Hotel	Oct.21
13	Hwansang Forest	Jeju	Lee**	Vice President	10-15	Forest	Oct.26
14	Camellia Hill	Jeju	Yang**	CEO	15-20	Outdoor Garden	Oct.26
15	Hotel Haevichi	Jeju	Won**	Manager	20-25	Resort Hotel	Oct.27
16	Jeju Folk Village	Jeju	Kim**	Assistant Manager	5-10	Traditional Experience Center	Oct.27
17	Hotel Lotte	Jeju	Kang**	Manager	10-15	Resort Hotel	Oct.28
18	Sanghyowon Botanical Garden	Jeju	Oh**	Director	20-25	Outdoor Garden	Oct.28
19	Hotel CS	Jeju	Lee**	Manager	5-10	Resort Hotel	Oct.28
20	Café NOTICE	Busan	Ahn**	CEO	5-10	Complex Resort	Nov.7
21	Museum One	Busan	Shin**	Manager	5-10	Museum	Nov.7
22	P-ARK	Busan	Cho**	Manager	5-10	Complex Resort	Nov.7
23	Café the Cotton Diary	Busan	Oh**	대표	10-15	Complex Resort	Nov.7

한국 복합문화공간의 유니크 메뉴 경쟁력 : 근거이론 접근

이형주* / Alexandra Broillet ** / 김보영***

본 연구는 복합문화공간이 비즈니스 이벤트 장소로서 유니크 메뉴 사업을 확대하는 현상을 근거이론 접근법을 중심으로 고찰하여 복합문화공간의 유니크 메뉴 경쟁력 강화 요인과 전략을 제시하는데 그 목적이 있다. 이를 위해 한국 복합문화공간의 유니크 메뉴 사업 관계자 23명을 일대일 방식으로 인터뷰하고 수집된 결과를 분석하였다. 분석 결과 복합문화공간은 브랜드 홍보와 새로운 수익 창출 기회의 목적으로 유니크 메뉴 사업을 진행하고 있다. 또한 자체적 경쟁력을 기반으로 다양한 비즈니스 이벤트 유치 경쟁력을 강화할 수 있는 상호작용 전략을 구사한다. 즉 메뉴 경쟁력이 경영철학이나 운영 노하우 등 경영 주체일 경우 전문 서비스를 강화하고, 메뉴 주변의 자연 및 산업/관광 인프라 등 환경이 경쟁력일 경우 환경 인프라를 활용한 패키지 상품 개발, 그리고 건축물이나 전시 콘텐츠 등 메뉴의 보유 자원이 우수할 경우 보유 자원을 활용한 고객 체험 프로그램 개발로 유니크 메뉴 경쟁력을 강화할 수 있다. 이는 결과적으로 내부 마케팅 역량 강화 및 지역 네트워크 확대와 비즈니스 이벤트의 증가를 가져온다.

주제어 : 유니크 메뉴, 복합문화공간, 비즈니스 이벤트, 근거이론

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