

**THE ROLE OF “MICE” TOURISM IN PROMOTING SUSTAINABLE
DEVELOPMENT IN AFRICA: A CASE STUDY OF KENYA**

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DECLARATION

I declare that this research project is my original work and has not been presented for another academic award in any other university.

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This research project has been submitted for examination with my approval as the University Supervisor

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DEDICATION

This Research project is dedicated to my family for their invaluable support as I undertook this study.

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I would like to thank my supervisor Prof. Maria Nzomo for tireless guidance as I undertook this study. I also acknowledge the support of the faculty in the Institute of Diplomacy and International Studies for the support services provided. I also thank my course mates for their continued support. Be blessed by the Almighty God abundantly.

LISTS OF ABBREVIATIONS AND ACRONYMS

GDP:	Gross Domestic Product
GoK:	Government of Kenya
ICCA:	International Congress Convention Association
ICCA:	<i>International Congress and Convention Association</i>
KICC:	Kenyatta International Conference Center
MDGs:	Millennium Development Goals
MICE:	Meetings, Incentives, Conferences, and Events/ Exhibitions
SDGs:	the Sustainable Development Goals
SPSS:	Statistical Package for Social Scientists
UFI:	Global-Association of the Exhibition Industry Union of International Associations (UIA)
USA:	United States of America

ABSTRACT

The study sought to assess the role of “MICE” tourism in promoting sustainable development in Africa. Specifically the study seeks to establish the role of MICE tourism on the sustainable development in Africa, the contribution of MICE tourism on the development in Kenya and finally to determine the role of MICE tourism in sustainable development in Kenya. The study was based on the modernization theory. It adopted the descriptive research design. The target population of the study was the officials from ministry of tourism and ministry of finance and planning, officials from ministry of foreign affairs, officials from council of governors, official from Kenya tourism board and official from Kenya tour operators association giving a sample size of 104. Purposive sampling was used to select the respondents. Both primary and secondary data was used. Primary data was collected using a semi-structured questionnaire while the secondary data was obtained through document analysis from publications, reports, public and personal records. Descriptive and content analysis was performed on data collected. On the first objective of the study, it is evident that MICE tourism contributed to sustainable development in numerous ways. To begin with MICE Tourism played key roles in bringing in revenue into the country. This contributed immensely to the growth of the country. MICE tourism also contributed to economic growth through job creation and development of infrastructure among other benefits. Furthermore MICE tourism enhanced the development of other economic sectors since some of the visitors to the country decided to stay behind and engage in other forms of business. Expertise was also left behind by tourists and this was cascaded to other development areas. Lastly, it is evident that MICE tourism enhanced the performance of the country through ways such as increase in Foreign Direct Investments and opening opportunities for international cooperation in the tourism sector. The combined of these and other benefits contributed to economic development in the country. On the second objective of the study, the findings show that numerous factors contributed to the success or failure of MICE tourism to enhance sustainable development. To begin with, the ability of a country to leverage on the gains of MICE tourism was dependent on its available accommodation facilities. This could go on to affect the ability of the country to benefit from the contribution of MICE tourism to sustainable development. Another notable challenge encountered in employing MICE tourism in the country was occasional insecurity and negative publicity about the country in foreign media. In this regard, Kenya was often faced with negative publicity from international media which denied the country the ability to benefit from this form of tourism; a thing that could affect development. This was aggravated by the fact the country did not have strong mechanisms for countering negative publicity. Other challenges were lack of money to advertise the country well, lack of political will, poor infrastructure, lack of strong cooperation between government and private actors and poor infrastructure. Competition from other destinations among others was highlighted as a notable challenge. On the last objective of the study, it was evident that numerous strategies could be used to enhance the use of mice tourism as a means for promoting sustainable development in Kenya. In this regard, one of the strategies suggested was putting up good and standard facilities. MICE tourism could also be enhanced through rigorous advertisement, promotion and tourist information bureaus. It was also established that MICE tourism could be enhanced through tailor made packages for visitors. When used, the ability of the government to benefit from the gains of tourism to enhance sustainable development could be enhanced.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
LISTS OF ABBREVIATIONS AND ACRONYMS	v
ABSTRACT	vi
TABLE OF CONTENTS	vii
LIST OF TABLES	xi
LIST OF FIGURES	xii
CHAPTER ONE	1
INTRODUCTION AND BACKGROUND TO THE STUDY	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.3 Statement of the Problem.....	5
1.4 Objectives	6
1.5 Research Questions	7
1.6 Justification of the Study	7
1.6.1 Academic Justification.....	7
1.6.2 Policy Justification.....	7
1.6.3 General Practitioners.....	8
1.7.0 Literature Review.....	8
1.7.1 MICE Tourism and Sustainable Development with the SGDs and Vision 2030 Frameworks.....	8
1.7.2 Role and Impact of Mice Tourism in Promoting Sustainable Development	11
1.7.3 Contribution and Challenges Encountered in Employing MICE Tourism to Sustainable Development.....	13
1.7.4 Strategies Put in Place to Enhance the Capacity of MICE Tourism to Promote Sustainable Development.....	15
1.7.5 Knowledge Gap	16
1.8 Theoretical Framework.....	17
1.9. Conceptual Framework.....	18
1.10 Hypothesis.....	19
1.11 Research Methodology	19
1.11.2 Target Population.....	20

1.11.3 Sampling Method.....	20
1.11.4 Sampling Technique	21
1.11.5 Data Collection	21
1.11.6 Data Analysis	22
1.12 Chapter Outline.....	22
CHAPTER TWO	24
ROLE AND IMPACT OF MICE TOURISM IN PROMOTING SUSTAINABLE DEVELOPMENT IN AFRICA	24
2.0 Introduction.....	24
2.1 Presentation of the Study Findings	24
2.1.1 Contribution of MICE Tourism to Sustainable Development	24
2.1.2 Added Benefits of MICE Tourism.....	25
2.1.3 Enhanced Enhances Expansion and Provision of Facilities and Infrastructure ..	26
2.1.4 MICE Tourism Leads to Highly Beneficial Innovations.....	27
2.1.5 MICE Tourisms Leads to Development of Human Resources.....	28
2.1.6 MICE Tourism Enhances Capacity Building in Technological Know-How.....	29
2.1.7 MICE Tourism and Efficient Utilization of Assets and Income Generation Capacity of the Cost Country.....	30
2.1.8 Contribution of MICE tourism in the Realization of SDGs	31
2.1.9 MICE Tourism Creates Additional Business Opportunities.....	32
2.2 Findings from Interviews.....	33
2.3 Conclusion	34
CHAPTER THREE	38
CONTRIBUTION AND CHALLENGES ENCOUNTERED IN EMPLOYING MICE TOURISM TO SUSTAINABLE DEVELOPMENT IN KENYA	38
3.0 Introduction.....	38
3.1 Presentation of the Study Findings	38
3.1.1 Influence of Multicultural Expectations of Business People to MICE Tourism	38
3.1.2 Effect of Parking Space, Poor Security and Safety Measures	39
Figure 3.2 Effects of Parking Space, Poor Security and Safety Measures	40
3.1.3 Influences of Shortage of Accommodation Facilities in Most Parts of Kenya...	40
3.1.4 Influences of Narrow Product Diversity on the Capacity of Kenya to Reap the Benefits of MICE Tourism	41

3.1.5 Influences of Insecurity Challenges on the Ability of Kenya to Fully Benefit MICE Tourism	42
3.1.6 Influences of Poor Marketing and Untapped Regional and Domestic Tourism Potential	43
3.1.7 Challenges Associated with Inadequate Skilled Human Resources	44
3.1.8 Challenges Associated with Lack of Research and Development	45
3.1.9 Challenges Posed by Inadequate Infrastructure Support and Environmental Issues in Some Parts of Kenya.....	46
3.1.10 Effect of Political Instability Especially after Elections on MICE Tourism	47
3.2 Findings from Interviews	48
3.3 Conclusion	49
CHAPTER FOUR.....	53
STRATEGIES THAT COULD ENHANCE THE USE OF MICE TOURISM TO PROMOTE SUSTAINABLE DEVELOPMENT IN KENYA	53
4.0 Introduction.....	53
4.1 Presentation of the Study Findings	53
4.1.1 Investment in Good Equipment and Facilities.....	53
4.1.2 Enhancing MICE Tourism through Advertisement in Various Media.....	54
4.1.3 Enhancing MICE Tourism through Promotional Activities	55
4.1.4 Enhancing MICE Tourism through Communication about the Quality of Venues in Kenya	56
4.1.5 Responsiveness to the Tastes and Preferences of the Consumers	57
4.1.6 Enhancing Direct Reach of Service Providers by Event Planners.....	58
4.1.7 Collaboration and Partnership in the Mobilization of Participants for MICE Events.....	59
4.1.8 Use of Convention and Visitors Bureaus (CVBs)	60
4.2 Findings from Interviews	61
4.3 Conclusion	63
CHAPTER FIVE	66
SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS	66
5.1 Introduction.....	66
5.2 Summary of Findings.....	66

5.2.1 Role and Impact of MICE Tourism in Promoting Sustainable Development in Africa	66
5.2.2 Contribution and Challenges Encountered in Employing MICE Tourism to Sustainable Development in Kenya	69
5.2.3 Strategies That Could Enhance the Use of MICE Tourism to Promote Sustainable Development in Kenya	71
5.3 Conclusion	74
5.4 Recommendations	75
REFERENCES.....	76
APPENDIX I: QUESTIONNAIRE	80
APPENDIX II: INTERVIEW GUIDE	83

LIST OF TABLES

Table 1.1: Population of the Study	20
Table 1.2: Sample Size	21

LIST OF FIGURES

Figure 1.1 Impact of MICE Tourism on Economic Development	19
Figure 2.1 Contribution of MICE Tourism to Sustainable Development.....	25
Figure 2.2 Added Benefits of MICE Tourism	26
Figure 2.3 Enhanced Enhances Expansion and Provision of Facilities and Infrastructure.....	27
Figure 2.4 MICE Tourism Leads to Highly Beneficial Innovations	28
Figure 2.5 MICE Tourism Enhances Capacity Building in Technological Know-How	30
Figure 2.6 MICE Tourism and Efficient Utilization of Assets and Income Generation Capacity of the Cost Country.....	31
Figure 2.7 Contribution of MICE tourism in the Realization of SDGs	32
Figure 2.8 MICE Tourism Creates Additional Business Opportunities	33
Figure 3.1 Influences of Multicultural Expectations of Business People to MICE Tourism.....	39
Figure 3.2 Effects of Parking Space, Poor Security and Safety Measures	40
Figure 3.3 Influences of Shortage of Accommodation Facilities in Most Parts of Kenya	41
Figure 3.4 Influences of Narrow Product Diversity.....	42
Figure 3.5 Influences of Insecurity Challenges on the Ability of Kenya to Fully Benefit MICE Tourism	43
Figure 3.6 Influences of Poor Marketing and Untapped Regional and Domestic Tourism Potential.....	44
Figure 3.7 Challenges Posed by Inadequate Skilled Human Resources.....	45
Figure 3.8 Challenges Associated with Lack of research and Development.....	46
Figure 3.9 Challenges Posed by Inadequate Infrastructure Support and Environmental Issues in Some Parts of Kenya.....	47
Figure 3.9 Challenges Posed by Inadequate Infrastructure Support and Environmental Issues in Some Parts of Kenya.....	48
Figure 4.1 Investments in Good Equipment and Facilities.....	54
Figure 4.2 Enhancing MICE Tourism through Advertisement in Various Media	55
Figure 4.3 Enhancing MICE Tourism through Promotional Activities.....	56
Figure 4.4 Enhancing MICE Tourism through Communication about the Quality of Venues in Kenya.....	57

Figure 4.5 Responsiveness to the Tastes and Preferences of the Consumers	58
Figure 4.6 Enhancing Direct Reach of Service Providers by Event	59
Figure 4.7 Collaboration and Partnership in the Mobilization of Participants for MICE Events.....	60
Figure 4.8 Convention and Visitors Bureaus (CVBs)	61

CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

This chapter introduces the study and it particularly entails the background of the study, statement of the research problem, objectives of the study, research questions, literature review, theoretical framework, justification and research methodology.

1.2 Background of the Study

The world over, MICE which stands for Meetings, Incentives, Conferences, and Events/ Exhibitions, is increasingly taking centre stage in tourism, travel, leisure and hospitality industry. This is particularly so since it is expected to yield immense benefits which can contribute to sustainable developed in any country. The MICE industry has been active in Europe and America for more than a century now. This was in numerous albeit under studied formats. According to Abdullah, MICE tourism emerged in 1895 with the creation of the “Detroit Convention and Businessmen’s League” which was aimed at promoting the city in Michigan in USA. Regrettably, MICE it took more than half a century for MICE tourism to be recognized as a separate economic activity of its own. As a result, there is scarcity of historical literature on MICE tourism as opposed to other forms of tourism.¹

The word MICE started taking root in academic discourse from 1980s. This came as a result of global recognition of its potential to impact local economies whenever the sector existed.²In 1982, Fred Lawson published a paper on “the trends influencing the business tourism.” Herein, MICE were seen as vital force in the growth and sustainability of the tourism sector since it was flourishing and expanding tremendously.³Towards, the end of the 80s, the International Association of Convention and Visitors Bureaus (IACVB), reported that convention activity in cities

¹ Abdullah, H 2011, ‘An investigation into the current state of international conference tourism in Saudi Arabia and an assessment of its future development possibilities’, Ph.D. thesis, University of Exeter, UK.

² Lawson, F. (2000). Congress, Convention & Exhibition Facilities: Planning, Design and Management. Architectural Press.

³ Lawson, F. (1982).Trends in business tourism management. Butterworth & Co. (Publishers) Ltd.

in the “United States of America was expanding exponentially.”⁴

Evidently, MICE tourism has now become a central part of business travel and destination. It usually takes place “when large groups of individuals come together for a particular purpose that may include leisure, entertainment or any other reason.”⁵ These delegates often bring in a lot of revenue for the host country since they spend a lot of money in hospitality sector.⁶ This can go on to enhance sustainable development in the host country as conceptualized in this current study.

Empirical evidence shows that MICE tourism occupies a significant market segment of the global tourist industry.⁷ In this regard, the International Meeting Statistics of the Union of International Associations (UIA), points out that in 2016, there were 458,453 international meetings held worldwide.⁸ As a result, MICE are considered as “key areas of growth for tourism industries around the globe, with high yield and higher than average daily expenditure per visitors.”⁹ Owing to this realization, the last decade has seen substantial development in convention and meeting industries with countries investing highly in the expansion and provision of facilities and infrastructure as a means to attract this lucrative share of the tourism market.¹⁰

The industry is characterized by “high growth potential, high added-values, and highly beneficial innovations; large output, large opportunities for employment, and large industry associations; advantage over other industries in human resources,

⁴ Braun, B., & Rungeling, B. (1992). The relative economic impact of convention and tourist visitors on a regional economy: a case study. *International Journal of Hospitality Management* Vol. 11, No. 1, 65-71.

⁵ Waithira, M.N. (2014) "Factors Influencing the Consumption Of Meetings, Incentives, Conferences, And Exhibitions (Mice) Products In Kenya: A Case of Kenyatta International Conference Center (KICC)." PhD diss., United States International University Africa.

⁶ Ibid

⁷ Astroff, M.T. & Abbey, J.R. (2006). *Convention Management and Service*, 7th ed.; Educational Institute American Hotel & Lodging Association: Orlando, FL, USA.

⁸ UIA (2012). *International Meeting Statistics for the Year 2011*-Press Release; UIA: Paris, France.

⁹ Ibid.

¹⁰ Dwyer, L. & Forsyth, P. (1996). *MICE Tourism in Australia: A Framework for Impacts*. In *Proceedings of the Australian Tourism and Hospitality Research Conference*; Coffs Harbour: BTR, Canberra, Australia.

technological know-how, and the efficient utilization of assets.”¹¹ This buttresses its income generation capacity.

In the last decade for example, revenue from MICE activities the world clocked over US\$ 230 billion.¹² This emanated from monies spend in a wide rand of MICE activities such as international exhibitions, sports activities, individual product launches, international conventions and corporate meetings among others. Interestingly MICE activities have been found to have ripple effects with revenue from these activities often supporting other business sectors.¹³

Conversely, statistics from ICCA (International-Congress-Convention-Association) “there are 400,000 exhibitions and conferences and exhibitions are held globally each year. These amount to \$280 billion in revenue” Conversely, UFI (Global-Association –of-the-Exhibition-Industry) notes that “the revenue for MICE industry is around \$1.16 trillion (including US\$400 billion for conferences and US\$760 billion for exhibitions).” As such, MICE creates enormous economic benefits to host nations.¹⁴

According to the World Travel & Tourism Council, the travel and tourism industry globally is worth some US\$7 trillion. This includes domestic and international travel, for leisure and business, the investment in the sector, spending by tourists and tourist businesses, and so on. It is a measurement of the total industry, which is the most diverse of all. Of that US\$7 trillion, it is estimated that the global MICE industry is worth around US\$650 billion to US\$700 billion, a sizeable figure. But it is also estimated that Africa accounts for no more than around 2 per cent of that figure, or around US\$13 billion.¹⁵

Indeed, the developed nations account for most of MICE Activities. MICE tourism

¹¹ Jin, J., Min, W., & Yoo, J. (2016) "The impact of tourism advertising on corporate attitudes and tourism intentions: Country and corporation interactions in the halo effect and public diplomacy." *Tourism Culture & Communication* 16, 3, 109-121.

¹² Lawson, F. (2000). Congress, Convention & Exhibition Facilities: Planning, Design and Management. Architectural Press.

¹³ Ford, R., & Peeper, W. (2007). The past as prologue: Predicting the future of the convention and visitor bureau industry on the basis of its history. *Tourism Management* No. 28, 1104-1114.

¹⁴ Abulibdeh, Ammar, and EsmatZaidan. (2017) "Empirical analysis of the cross-cultural information searching and travel behavior of business travelers: A case study of MICE travellers to Qatar in the Middle East." *Applied Geography* 85, 152-162.

¹⁵ Sharpley, R. (2009). *Tourism development and the environment: Beyond sustainability?* Routledge.

has developed well in the USA, Canada, England, Spain, France and Germany. According to Zhou, most international MICE are enjoyed by few Western countries such as USA which accounts for over 25% of such activities. Other countries such as Canada and Western European countries account for large percentages of such tourism. This leaves a big gap between Asian and Western Countries.¹⁶In Asian countries such as Thailand, a lot of effort is currently being done to enhance MICE tourism activities. Regrettably though, the country faces immense challenges from economic giants such as China and Japan that enjoy immense proportions of the MICE activities in that continent.¹⁷

By controlling 2% of the total MICE tourism industry, Africa is yet to fully exploit the benefits of MICE Tourism. Although factual data on MICE statistics is still lacking, it is estimated that in 2015, a total of 12076 association meetings were identified by the ICCA to have taken place worldwide. Of the 2015 figure, 375 meetings, just 3.2 per cent of the total, were held in Africa. And of the 2015 figure, almost one third were held in one country, South Africa. Out of the 12,076 international association meetings, Kenya was ranked 71, Tanzania was 76 and Rwanda was at 78 while Uganda did not appear on the rankings in terms of hosting meetings and conferences. In Africa, the most popular country in hosting meetings is South Africa, followed by Egypt, Tunisia and Morocco respectively. Kenya is ranked at the fourth position. In city ranking, Nairobi is placed at the 5th position after cities like Cape Town, Durban, Cairo and Johannesburg.¹⁸ This shows that although Kenya is a competitive position, it still has to etch a small percentage from the 2% market share of the MICE industry that Africa enjoys.

In Kenya, tourism sector is the third highest contributor to the country's GDP (Gross Domestic Product); it is also a pillar to the country's Vision 2030 (GoK, 2012). The government of Kenya has embarked on an initiative to promote the tourism sector in a

¹⁶ Zhou, N.C. (2010). The Meetings Incentives Conferences and Events Industry in Hang Zhou, China: Residents' Perceptions of Policies. PhD Thesis. University of Waikato, Hamilton, New Zealand.

¹⁷ Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. *Sustainability*, 9, 1151.

¹⁸ Page, Stephen J., Hartwell, H., Johns, N., Fyall, A., Ladkin, A., & Hemingway, A. (2017) "Case study: Wellness, tourism and small business development in a UK coastal resort: Public engagement in practice." *Tourism Management*, 60, 466-477.

bid to alleviate poverty and creating a source of economic growth. In order to have a sustainable economic growth, it is important for the government to enact and distinguish the role of MICE industry.

Currently, all the countries in the world are gearing towards developing strong MICE industry as way of reviving economic developments. In the US economy, MICE industry creates 1.7 million jobs to the locals, provides \$263 billion in annual spending and gives \$25.6 billion as tax revenue at local levels and federal states. Singapore's economy heavily relies on MICE industry as its single dollar earned adds a \$12 returns to the national's gross domestic product.¹⁹

Apart from financial gains, the MICE industry is also a notable "driver of economic, social and cultural development worldwide. In this regard, MICE activities play pivotal roles in creating added value for tourism; creates jobs in the tourism and hospitality sectors, increases bilateral trade through international collaboration of professional and business networks, attracts investments by promoting host cities as potential destinations for foreign direct investments, enhances infrastructure and services development and knowledge sharing as well as enhancement of innovation and creativity."²⁰

As seen in the preceding discourse, MICE tourism activities have the capacity to positively impact the economy of the host country. By extension, this can go on to contribute to sustainable development. This study assesses this conceptualized relationship in the Kenya.

1.3 Statement of the Problem

Kenya, being a member of the United Nations, has adopted the SDGs agenda. Furthermore, the country has put in its own roadmap for development dubbed the Agenda 2030. To this end, and as promised by Vision 2030 as well as the SDGs, the country has an elaborate framework for integrating Economic, Social and Political

¹⁹ Yang, L. & ZhengGu, G. (2011). "Determining the Optimal Capacity for the MICE Industry in Las Vegas. University of Nevada - Las Vegas.

²⁰ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

pillars towards the realization of sustainable development.²¹ Regrettably the county, as is the case with many other African countries is faced with lack of development. This can be evidenced by a review of Kenya implementation of sustainable development as enshrined in Vision 2030 by the ministry of devolution. The associated report shows that Kenya is yet to achieve sustainable development. To this end, “45.2% of the population are below poverty level and the county still characterized with inequalities among the citizens.”²²

Although tourism is identified in Vision 2030 as a key economic pillar that could promote sustainable development, its potential is yet to be fully utilized.²³ Conversely, the Kenya tourism strategy highlights the importance of MICE in contributing to sustainable development. However, the gains from MICE tourism are meagre. This is evidenced by the fact that Kenya has to compete with other Africa destinations for the roughly 2% market share of the MICE industry that Africa enjoys.²⁴ This means that the country, as with other African countries, is yet to fully benefit from MICE tourism. Furthermore, the actual role and gains of MICE in promoting such development the role of MICE in the country is still unexplored. This can be exemplified by the lack of documented studies that have investigated this conceptualized relationship in the Kenyan market. In this light, this study is conducted to answer the question on what is the contribution of MICE tourism on sustainable development in Africa with a special focus on Kenya.

1.4 Objectives

This study set to investigate the role of “MICE” tourism in promoting sustainable development in Africa: a case study of Kenya. Specifically, the study sought to:

1.4.1 To investigate the role and impact of Mice tourism in promoting sustainable development in Africa

1.4.2 To document the contribution and challenges encountered in employing MICE tourism to sustainable development in Kenya

²¹ Implementation of the Agenda 2030 for Sustainable Development in Kenya, Government of Kenya, 2017.

²² Ibid

²³ Oxford Business Group, 2016

²⁴ Page, Stephen J., Hartwell, H., Johns, N., Fyall, A., Ladkin, A., & Hemingway, A. (2017) "Case study: Wellness, tourism and small business development in a UK coastal resort: Public engagement in practice." *Tourism Management*, 60, 466-477.

1.4.3 To assess the strategies that need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya

1.5 Research Questions

The study sought to answer the following research questions:

1.5.1 What is the role and impact of Mice tourism in promoting sustainable development in Africa?

1.5.2 What has been the contribution and challenges encountered in employing mice tourism to sustainable development in Kenya?

1.5.3 What strategies need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya?

1.6 Justification of the Study

1.6.1 Academic Justification

To the field of Academia, this study would add knowledge and contribute to the debates on the impact of “MICE” tourism in promoting sustainable development in Africa. This would be done by filling the gaps in other studies on MICE tourism that have not attempted to link it with sustainable development. This would also be done by thoroughly evaluating the opportunities, challenges and strategies employed within the process of leveraging the economic benefits available in MICE tourism. This study would also help other scholars and students of different fields who may want to expound and access more information on MICE tourism and its effect on Africa’s development. The findings of this study shall also contribute to theory building on the nexus between MICE tourism and sustainable development.

1.6.2 Policy Justification

The knowledge generated through findings of this study could contribute to policy making action in many ways. To this end, the findings obtained shall provide valuable information that could guide officials from the Ministry of Tourism to formulate policies aimed at enhancing MICE tourism in the country. The study could also be of great help to environmental policy experts who can use the study findings to influence environmental policies in line with Rio declaration on sustainable environmental development. Through the findings of this study recommendation would be suggested

that can improve the economic policies for the national government and county governments.

1.6.3 General Practitioners

The findings of this research could be of immense practical significance to the Government and other organisations involved in planning, organising, developing, and marketing the MICE industry. In this regard, these practitioners would gain information on how to best approach these activities in a more inclusive and collaborative manner.

1.7.0 Literature Review

This section presents literature review. This is done in line with the study constructs. To this end, review of relevant studies undertaken in line with each study objective is presented.

1.7.1 MICE Tourism and Sustainable Development with the SGDs and Vision 2030 Frameworks

Study upon study show that, MICE is increasingly taking centre stage in tourism, travel, as well as leisure and hospitality industry. This is particularly so since it is expected to yield immense benefits which can contribute to sustainable developed in any country. As such, MICE tourism is now a central part of business travel and destination. It usually takes place “when large groups of individuals come together for a particular purpose that may include leisure, entertainment or any other reason.”²⁵ These delegates often bring in a lot of revenue for the host country since they spend a lot of money in hospitality sector.²⁶ This can go on to enhance sustainable development in the host country as conceptualized in this current study.

There is undeniable evidence that MICE tourism occupies a significant market segment of the global tourist industry.²⁷ This has prompted countries to undertake substantial development in convention and meeting industries. This has been

²⁵ Waithira, M.N. (2014) "Factors Influencing the Consumption Of Meetings, Incentives, Conferences, And Exhibitions (Mice) Products In Kenya: A Case of Kenyatta International Conference Center (KICC)." PhD diss., United States International University Africa.

²⁶ Ibid.

²⁷ Astroff, M.T. & Abbey, J.R. (2006). Convention Management and Service, 7th ed.; Educational Institute American Hotel & Lodging Association: Orlando, FL, USA.

evidenced in countries investing highly in the expansion and provision of facilities and infrastructure as a means to attract this lucrative share of the tourism market.²⁸ This has gone to greatly augment global returns from MICE tourism.

The desire to enhance MICE tourism has been advanced by the fact that the industry is characterized by “high growth potential, high added-values, and highly beneficial innovations; large output, large opportunities for employment, and large industry associations; advantage over other industries in human resources, technological know-how, and the efficient utilization of assets.”²⁹ This enhances its income generation capacity, which can actively contribute to the realization of the United Nations SDGs.

MICE tourism can play a pivotal role towards the realization of SDGs. The adoption of the Millennium Development Goals (MDGs) in 2000 marked the first stage where global framework for promoting development framework was created. MDG’s were established target for the period 2000-2015, with the overriding theme of cutting the population of the world poorest by half by 2015. Following the elapse of MDGs goals in 2015, the Sustainable Development Goals (SDGs) were established with the foundation built upon the foundation of the MDGs combined with the post-2015 development agenda.³⁰

The “SDGs adopted by the UN General Assembly in 2015 represent a new global consensus to end poverty, protect the planet, and to ensure prosperity for all.” The SDGs address the need economic development that factors in environmental management and sustainability in all areas.³¹ In 2015, 17 SDGs were adapted as part of the goals to promote post sustainable agenda. The overall goal of the SDGs is to achieve sustainable development across the dimension of environmental, social and

²⁸ Dwyer, L. & Forsyth, P. (1996). MICE Tourism in Australia: A Framework for Impacts. In Proceedings of the Australian Tourism and Hospitality Research Conference; Coffs Harbour: BTR, Canberra, Australia.

²⁹ Jin, J., Min, W., & Yoo, J. (2016) "The impact of tourism advertising on corporate attitudes and tourism intentions: Country and corporation interactions in the halo effect and public diplomacy." *Tourism Culture & Communication* 16, 3, 109-121.

³⁰ Biermann, F., Norichika, K., & Kim, R. (2017). "Global governance by goal-setting: the novel approach of the UN Sustainable Development Goals." *Current Opinion in Environmental Sustainability*, 26, 26-31.

³¹ Pradhan, P., Luís Costa, L., Rybski, D., Lucht, W., & Kropp, J. (2017). "A systematic study of sustainable development goal (SDG) interactions." *Earth's Future* 5, 11, 1169-1179.

economic aspects.³² This current study argues that MICE tourism can significantly contribute to the realization of the economic development pillar of SDGs.

The “SDGs apply to all countries and many countries have already begun to disseminate data. For example, most of the G-20 economies have begun to publish SDG information for their countries or have work programs in place to disseminate regular updates. Several global databases help track progress.” In addition, the global statistical community has mapped out a work program to assure that indicators are well defined and comparable across countries³³

SDG’s are measured through various goals and indicators, with the established indicators and goal focusing on the need for sustainable economic growth as opposed to just economic growth. Specifically, goal 8 focuses on economic growth and employment in sustainable way coupled with environmental management. Goal 12, also focuses on promoting sustainable economic development by advocating sustainable consumption and production. It therefore calls for the development of sustainable consumption and production plans that are integrated into national and sectorial plans, Further the UN SDG’s champion inclusive development as a way of promoting sustainable economic development. Unlike MDG’s that solely promoted development, SDGs promotes development that recognizes the rights of the citizens to improved standard of living. It also promotes development that focuses on the marginalized communities and promotes development that recognizes rights of women and girls while addressing gender disparities.³⁴ Since MICE tourism avails benefits to various sectors in the host country, it could contribute to sustainable development in Kenya through the realization of Vision 2030.

Vision 2030 Agenda for creating a sustainable development targets to address key challenges affecting people, prosperity and the planet in the 21st century. It works towards satisfying current generations demand without impairing the next generation’s potential towards attaining their goals. Vision 2030 is made up of three

³²Ibid

³³ Gupta, J. & Vegelin. C. (2016). "Sustainable development goals and inclusive development." *International environmental agreements: Politics, law and economics* 16 (3), 433-448.

³⁴ Pouw, N., & Gupta, J. (2017). "Inclusive development: a multi-disciplinary approach." *Current Opinion in Environmental Sustainability*, 24, 104-108.

key pillars; namely social, economic and environmental pillars that are main ingredient towards attaining sustainable development.³⁵ This current study conceptualizes that MICE tourism can contribute to the sustainable development as a result of the associated economic benefits.

The main purpose of capitalism is to maximise profits. However, the issue of optimal rate of economic growth is overlooked. Sustainable development seeks to balance allocation of finite resources and sustained economic growth. However, sustainable developed is often overlooked. Based on Brundtland Commission, sustainable development enables the current generation to meet its needs without tampering with capability of future generations to meet their own social and economic needs, and simultaneously maintaining the environment.³⁶

In order to have a sustainable economic growth, Economic development policies must enhance rather than degrade the environment. As such, natural resources must not be by depleted and air, water and land pollution must be minimised. Furthermore, the policies must evaluate the effects of their activities on the well -being the people, for instance, coal burning which causes serious health issues.³⁷ Since MICE tourism does affect the does not have negative effects on the environment, it is possible to significantly contribute to sustainable development.

1.7.2 Role and Impact of Mice Tourism in Promoting Sustainable Development

Buathong undertook a study undertaken in Thailand on “the perceived attributes of event sustainability in the MICE industry in Thailand.” The study was based on “mixed research methods” with data being collected from primary sources- government, academic and tourism practitioners- as well as desk review of existing literature. The findings obtained show that MICE tourism had led to sustainable development in the country. This was through increased revenue as well as development of the hospitality sector, which led to job creation. In this regard, business opportunities had been created in numerous parts of Bangkok, the main

³⁵ Trček, U., & Koderman, M. (2018).”The Role of Tourism in Sustainable Development of Mountainous Border Region- The Case of Bovec Municipality, Slovenia.” In *Nature, Tourism and Ethnicity as Drivers of (De) Marginalization*, 93-107. Springer, Cham.

³⁶Ibid.

³⁷ Tianyuan, L.I. (2017).”The Marketing Innovation of MICE Tourism: Tianjin as an Example.” *Tourism and Hospitality Prospects* 1 (1), 42-50.

centre for MICE activities.³⁸ However, the study by Buathong may not relate to this current study since it does not focus on an African country or Kenya for that matter. Another study was undertaken in Serbia by Yarichkova. Titled, “*CVBs as vehicles for MICE-destination development: the business model of Serbia Convention Bureau*,” the study was based on desk review of publications from the convention and Visitor Bureau. The findings obtained show that MICE had enhanced the development of tourism in many ways. To this end, Serbia had managed to move from a “bottom ranked tourist destination” to be a competitive destination in Central Europe. This led to enhanced sustainable development in the country due to increases in revenue streams from the tourism sector which had positive impacts on the other sectors of the Serbian economy.³⁹ This current study sets to test the veracity of these findings in Kenya which is in another continent.

Altareri carried out a study on “development of multicultural mice tourism in the Middle East.” Focused on Saudi Arabia, the study used quantitative methods with a questionnaire being used to collect data from MICE conventions in the country. To this, 493 respondents were reached from a sample of 800 participants. The findings obtained show that MICE tourism contributed to economic growth in the country. This went on to contribute to the development of infrastructure, which fuelled the growth of other sectors in the Saudi Economy.⁴⁰ In addition, additional business opportunities were opened in the country, which further spurred the growth of economy as conceptualized in the current study.

Zhou undertook a study in China on the MICE industry in Hang Zhou. Data was collected from a sample of just over 400 using questionnaires and analysed using “discriminant analysis, t-tests and ANOVA, factor, cluster, regression and path analysis.”⁴¹ The findings obtained show that MICE had positive impact on Hang

³⁸ Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. *Sustainability*, 9, 1151.

³⁹ Yarichkova, M. (2012). *CVBs as vehicles for MICE-destination development: the business model of Serbia Convention Bureau*. Master Thesis. University of Girona.

⁴⁰ Altareri, K.A. (2016). Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia. PhD Thesis. Victoria University, New Zealand.

⁴¹ Zhou, N.C. (2010). The Meetings Incentives Conferences and Events Industry in Hang Zhou, China: Residents' Perceptions of Policies. PhD Thesis. University of Waikato, Hamilton, New Zealand.

Zhou generally as well as on individual people. It created opportunities for trade, employment and education among others. This went on to contribute to sustainable economic development as argued by this current study. Regrettably though, it also contributed to negative impact such as traffic congestion among others. Since the former study was not focused on Kenya or an African country for that matter, it is important to undertake this current study for correlation purposes.

Gurkina carried out a study on “travel experience in hotels for MICE industry Finland.” The study used a qualitative approach with data being collected in 2012 from “an EIBTM (Global Meeting and Events Exhibitor) in Barcelona between the 27th and the 29th of November 2012.” The findings obtained show that the MICE industry attracted a lot of revenue to the local market due to earnings by local businesses in the host country.⁴² This could translate to sustainable development as conceptualized in this current study.

1.7.3 Contribution and Challenges Encountered in Employing MICE Tourism to Sustainable Development

Waithira investigated “factors influencing the consumption of MICE products in Kenya.” The study focused on the Kenyatta International Conference Center (KICC) and adopted the descriptive research design. Herein, a sample of 40 respondents was selected from a total of 399 from local consumers of MICE tourism at the KICC. Data was collected using questionnaires and analysed using quantitative methods. The findings obtained show that MICE tourism was faced with challenges such as inability to respond to the multicultural expectations of business people, lack of facilities to accommodate multiple international events , lack of parking space, as well as poor security and safety measures.⁴³ Although the former study was focused on Kenya, it does not look at the nexus between these challenges and sustainable economic growth in the country. This creates a gap that this current study sets to bridge.

⁴²Gurkina, A. (2013).Travel experience in hotels for MICE industry. Bachelor’s Thesis. Haaga-HElia University, Finland.

⁴³ Waithira, M.N. (2014) "Factors Influencing the Consumption Of Meetings, Incentives, Conferences, And Exhibitions (Mice) Products In Kenya: A Case of Kenyatta International Conference Center (KICC)." PhD diss., United States International University Africa.

The government of Kenya carried out a SWOT analysis in the challenges inhibiting full realization of the potential of “MICE as a product line of the Tourism industry.” The findings obtained show that MICE activities face numerous challenges such as “shortage of accommodation facilities in most parts of Kenya, narrow product diversity, inadequate hotel as well as bed capacity, insecurity, untapped regional and domestic tourism, inadequate skilled human resources, lack of research and development, inadequate infrastructure support and environmental issues.”⁴⁴ The level to which these challenges could thwart the capacity of MICE tourism to contribute to sustainable development was not systematically studied as proposed by this current study.

Conversely, Zutt in a report World Bank titled “Kenya’s Tourism: Polishing the Jewel” also points out that tourism in Kenya is challenged by fluctuations in the number of international arrivals. Such fluctuations are as a result of macro-events such as “political instability as well as global financial crises.”⁴⁵ However, the study by Zutt was not focused specifically on MICE tourism and its relationship with sustainable development. As such, the findings obtained may not expressly relate to this current study which focuses on this hypothesized relationship.

Hudson carried out a study titled, “tourism and hospitality marketing: a global perspective.” The study was based on desk review of literature on the study subject. The findings obtained show that lack of the requisite resources to effectively advertise tourist destinations affected the number of visitors a country could expect to receive.⁴⁶ In the MICE industry, poor advertisement denied countries immense opportunities for sustainable economic growth as argued by this current study since most consumers of this form of tourism were professionals with capacity to spend huge amounts of money as compared to leisure tourists.

Smagina in a study undertaken in Russia investigated “the internationalization of the MICE industry: Its influences on the actors in the tourism business activity.” The

⁴⁴Government of Kenya, (2012). Strategic Plan, 2008-2012. Kenya: Ministry of Tourism

⁴⁵Zutt, J. (2010). Kenya’s Tourism: Polishing The Jewel. Retrieved April 12, 2013 from http://siteresources.worldbank.org/KENYAEXTN/Resources/Tourism_ReportESW_Kenya_Final_May_2010.pdf

⁴⁶ Hudson, S. (2008). Tourism and Hospitality Marketing. A Global perspective. New Delhi: Sage Publications Ltd.

study was based on “systematic review of literature on the national and regional components of the tourist services market.” The findings obtained show that there are various challenges facing MICE tourism in the country, this include disjointed marketing efforts, lack of political will and poor capacity of some service providers to host large events. ⁴⁷ These challenges can thwart the capacity of countries to reap benefits of MICE tourism. This could go on to hinder sustainable development as conceptualized in this current study.

1.7.4 Strategies Put in Place to Enhance the Capacity of MICE Tourism to Promote Sustainable Development

The study by Waithira that studied the “factors influencing the consumption of MICE products in Kenya” shows that some of the strategies used to promote MICE tourism were packages that could appeal to consumers. In this regard, MICE venues invested in good equipment and facilities, advertisement in various media, promotional activities, communication about the quality of the venue, responsiveness to the tastes and preferences of the consumers and direct reach of service providers among others. ⁴⁸ This current study sets to investigate the level to which these strategies enhanced the performance of MICE tourism and by extension sustainable development in the country. This is vital since the former study was not focused this conceptualized relationship.

The study by Smagina in Russia, as already cited, shows that some of the ways in which MICE tourism could be enhanced through numerous strategies such as collaboration and partnership in the mobilization of participants for MICE events by numerous stakeholders such as the government, businesses in the hospitality sector as well as political will among others. Seeing that the former study was focused on Russia, this current study investigates this relationship in Kenya. ⁴⁹

⁴⁷ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

⁴⁸ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

⁴⁹ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

Marques and Santos carried out a study titled "Developing business tourism beyond major urban centres: the perspectives of local stakeholders." The study was based on secondary data from a PhD study undertaken "on business tourism in the Central Region of Portugal." The study period May 2010 and July 2011 with questionnaires being issued at three different times within this period.

The findings obtained show that one of the key ways in which MICE tourism could be enhanced was through Convention and Visitors Bureaus (CVBs). This was particularly so since these bureaus undertook "promotion and management of a country for business tourism destination." The bureaus also enhanced cooperation between public and private sectors in advancing tourism in the country. They also played pivotal roles in enhancing "integrative and cooperative destination management processes as well as development of motivation towards achievement of common tourism promotion objectives."⁵⁰ The end result was more revenue and enhanced sustainable development as conceptualized in this current study.

1.7.5 Knowledge Gap

The literature reviewed shows that MICE tourism is increasingly taking centre stage in tourism, travel, as well as leisure and hospitality industry. In this regard, it can result contribute to sustainable development through increase in revenue to the host country Dwyer and colleagues and;⁵¹ creation of large opportunities for employment as argued by Jin and colleagues⁵² among others. This can go on to actively contribute to the realization of the United Nations SDGs.⁵³ Furthermore numerous studies has attempted to investigate the strategies put in place to mitigate challenges facing MICE

⁵⁰ Marques, J., & Santos, N. (2016). "Developing business tourism beyond major urban centres: the perspectives of local stakeholders," *Tourism and Hospitality Management*, University of Rijeka, Faculty of Tourism and Hospitality Management, 22(1), pages 1-15

⁵¹ Dwyer, L., & Forsyth, P. (1996). *MICE Tourism in Australia: A Framework for Impacts*. In *Proceedings of the Australian Tourism and Hospitality Research Conference*; Coffs Harbour: BTR, Canberra, Australia.

⁵² Jin, J., Min, W., & Yoo, J. (2016)"The impact of tourism advertising on corporate attitudes and tourism intentions: Country and corporation interactions in the halo effect and public diplomacy." *Tourism Culture & Communication* 16, 3, 109-121.

⁵³ Biermann, F., Norichika, K., & Kim, R. (2017)."Global governance by goal-setting: the novel approach of the UN Sustainable Development Goals." *Current Opinion in Environmental Sustainability*, 26, 26-31.

tourism so as to reap maximum benefits from it.⁵⁴ However, most of the documented studies have not focused on Africa or Kenya for that matter. Evidently, the studies undertaken in Kenya do not attempt to investigate the nexus between these MICE and sustainable development growth in the country. This creates a gap that this current study sets to bridge.

1.8 Theoretical Framework

This study is founded on the modernisation theory. The modernisation theory is also called Rostow's theory of growth and development. It outlines the various stages that are involved in developing projects until they become generally acceptable for the purpose they are meant for. The evolutionist perspective of development forms the theoretical foundation of the modernisation paradigm, chronologically the first development paradigm.⁵⁵

Accordingly, modernisation is an endogenous process which realises the potential for development in all societies. Modernization is an important process due to its systematic and transformative nature that builds change into the system. One of the principal applications of modernization theory has been in economic field and public policy⁵⁶. The economic theory of modernization anchors on five stages of development as follows: the traditional society (pre-industrial), preconditions for take-off, the take-off process, the drive maturity and high mass consumption.

The tenet of modernization theory or Rostow's theory of growth and development is that there is a natural inertia that needs to be overcome before self-sustained development can take place. They include built up transport, investment enhanced organization and production in agriculture and increase in imports particularly capital. These three factors are seen as the preconditions for take-off. Once these preconditions for take-off have been met and take-off started, the economy is deemed to

⁵⁴ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

⁵⁵ Przeworski, A., & Limongi, F. (1997). "Modernization: Theories and facts." *World politics* 49 (2), 155-183.

⁵⁶ Tagarirofa, J., & Chazovachii, B. (2014). Exploring the Politics of Local Participation in Rural Development Projects: Small Dam Rehabilitation in Zimbabwe. *Russian Journal of Agricultural and Socio-Economic Sciences*, 2(14). 74-88.

be on a route of self-sustained consistent growth and it will lead to mass consumption. In order to maintain the self-sustained consistent growth, good human relations and marketing strategies must be maintained.⁵⁷

Interestingly, though criticised on a number of grounds, particularly the use of ‘traditional’ and ‘modern’ as ambiguous ideal-type classifications with Western ethnocentric overtones, the modernisation paradigm continues to underpin the rationale for tourism-induced development⁵⁸. That is, the perceived developmental contribution of tourism through, for example, foreign exchange earnings, the multiplier concept and backward linkages throughout the economy, are firmly embedded in modernisation theory. Development is assumed to occur as a result of the economic benefits that diffuse from the tourism sector. Thus tourism’s role in development continues to be justified for the most part on the narrower basis of economic growth.

The application of this theory shows the sequential process for tourism impacts on development. That is, tourism represents an economic growth pole from which economic benefits ‘trickle down’ or diffuses throughout the economy through the promotion of backward linkages. The standard stated in this development process aids in the provision of infrastructure to the people, and social amenities to the sites and the environs, and provide the tourists coming and interacting communities with good roads, communication network, banks, hospitals and other strategies to sustain and maintain the site. It also guides in protecting and preserving such sites. All these eventually create jobs for people and leads to other economic and environmental effects. This theory provides the framework to understand the role of tourism on sustainable development in Africa.⁵⁹

1.9. Conceptual Framework

This study conceptualizes that MICE tourism has positive impact on sustainable development in Africa (the dependent variable). In this regard effort is made to promote it. Although it faces this form of tourism faces numerous challenges, various

⁵⁷ Mowforth, M., & Munt, I. (2015). *Tourism and sustainability: Development, globalisation and new tourism in the third world*. Routledge.

⁵⁸ Scheyvens, R. (2002). *Tourism for development: Empowering communities*. Pearson Education.

⁵⁹ Sharpley, R., & Telfer, D. (2015). *Tourism and development in the developing world*. Routledge.

strategies are put in place to mitigate such challenges. This relationship is presented in Figure 1.1.

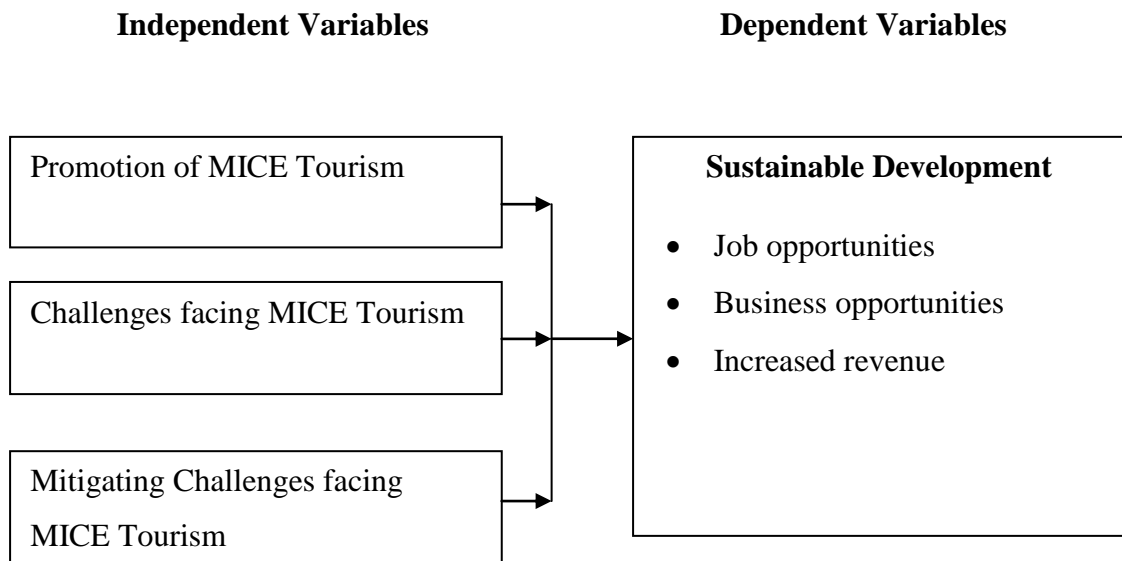


Figure 1.1 Impact of MICE Tourism on Economic Development

Source: Researcher (2018)

1.10 Hypothesis

Based on the conceptual framework, this study is premised on the assumption;

1.10.1 MICE tourism has contributed significantly to sustainable development in Africa.

1.11 Research Methodology

This section provides the methodology to be used in the research. It includes the research design, location of the study, the sample size, target population, the sampling procedures, data collection procedures and data analysis and presentation. The researcher intends to use both primary and secondary data.

A research design is a plan structure and strategy of investigation concerned with obtaining answers to research in collecting, analysing and interpreting observed

facts.⁶⁰ This study adopted the descriptive survey design. In this design, the researcher collects data through interviewing or administering questionnaires to sample of individuals. The design has an interesting attribute in that it studies the relationship between variables is described and generalizations principles or theory that has universal validity developed. In, analysing the variables outline in this study, this was been identified as a suitable design. The design was also cross-sectional because it is a point in time study.

1.11.2 Target Population

The population is the entire set of individuals (or objects) having some common characteristics as defined by the sampling criteria established for the study (Burns & Grove 1998; Polit & Hungler 1999). In this study, the population of informants from whom a sample was selected to participate was 520 officials. These were drawn from ministry of tourism and ministry of finance and planning, officials from ministry of foreign affairs, officials from council of governors, official from Kenya tourism board and official from Kenya tour operators association.

Table 1.1: Population of the Study

Institution/Ministry	Target Population
Ministry of tourism	70
Ministry of Finance and Planning	120
Ministry of foreign affairs and international trade	40
Council of Governors	8
Kenya Tourism Board	32
Kenya Tour Operator association	250
Total	520

1.11.3 Sampling Method

The sample is a subset of the population selected to participate in a research study. It defines the selected groups of elements, that is, individuals, groups and organisations.

⁶⁰ Kothari, C. & Garg, G. (2014). *Research methodology Methods and Techniques*. New Age International (P) Ltd. - New Delhi.

The sample is chosen from the study population that is commonly referred to as the “target population or accessible population”. In this study, the sample consisted of official from ministry of tourism, ministry of finance, Kenya tourism board, Kenya tour operators association and council of governors. The study sample size was calculated based on Mugenda and Mugenda formula that sampling size should be between 10-30% of the target population. The study sample size is 104 based on 20% of target population. The sample size was divided as follows.

Table1. 1: Sample Size

Institution/Ministry	Sample
Ministry of tourism	14
Ministry of Finance and Planning	24
Ministry of foreign affairs and international trade	8
Council of Governors	2
Kenya Tourism Board	7
Kenya Tour Operator association	49
Total	104

1.11.4 Sampling Technique

The study used simple proportionate sampling to divide the sample size amongst the various categories. Thereafter, purposive sampling was used to select respondents across the represented categories. Purposive sampling was used to allow the researcher to select key informants with information that would meet study objectives. Before carrying out purposive sampling the researcher was first determine the selection criteria essential in choosing the people to participate in the study. Purposive sampling was used as it allowed the researcher to select participants who are knowledgeable on subject matter. This would be through creating a list of possible attributes essential for participants in the study.

1.11.5 Data Collection

The study used both primary and secondary sources of data collection. On primary data collection, semi-structured questionnaire were used while for secondary data collection, document analysis was used. In this study, a self-administered structured

questionnaire was administered. Polit and Beck define “questionnaire as an instrument for gathering self-report information from respondents through self-administration of questions in a paper-and-pencil format.”⁶¹ The utilisation of semi-structured questionnaires enhances the objectivity and support collection of data in shortest time and lowest cost to achieve objectives. The questionnaire for this present study contained pre-developed closed and open ended items. This was collected from 90 of the study sample who constitute middle level employees (see Table 1.2). Key informant guide were also used to collect data from 14 key informants who included directors and heads of departments from the institutions and ministries targeted. Secondary data collection was sourced from publications, reports, published and unpublished thesis, public and personal records were used in the study.

1.11.6 Data Analysis

Polit and Hungler refer to data analysis as the systematic organisation and synthesis of research data, and the testing of research objectives using those data. This research study was descriptive in nature and therefore descriptive statistics were used in the study. Descriptive statistics would be used for close ended question. Descriptive statistics enabled the researcher to reduce, summarise and describe quantitative data obtained from empirical evidence. The study used mean, frequency statistics and percentage. To enhance data management, the researcher coded the respondents’ responses in preparation for data capturing, using SPSS 22.0 for Windows. Quantitate data was analysed through SPSS through descriptive statistics. Content analysis was also be used to analyse the qualitative data through thematic analysis. Data was transcribed for analysis. The data was then be subjected to content analysis to develop categories and thereafter themes that would address the research objectives.

1.12 Chapter Outline

This study comprises of five chapters that was structured as hereunder: Chapter One consists of the introduction, problem statement, research objectives, and justification of the study, literature review, theoretical and conceptual frameworks, hypothesis and

⁶¹ Polit, D. F., & Beck, C. T. (2014). *Essentials of nursing research: Appraising evidence for nursing practice* (8th edition.). Philadelphia: Wolters Kluwer Health /Lippincott Williams & Wilkins.

methodology. The second chapter covered the role and impact of MICE tourism in promoting sustainable development in Africa. On its part, the third chapter covered the contribution and challenges encountered in employing mice tourism to sustainable development in Kenya. Chapter four presented the strategies that need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya. Lastly, chapter five presented the Summary, conclusion and the recommendations of the study.

CHAPTER TWO

ROLE AND IMPACT OF MICE TOURISM IN PROMOTING SUSTAINABLE DEVELOPMENT IN AFRICA

2.0 Introduction

This chapter presents findings on the first objective of the study namely, “to investigate the role and impact of Mice tourism in promoting sustainable development in Africa.” To begin with, primary data was collected using structured questionnaires and interviews. In this regard, 90 study participants responded to the questionnaires while only 9 out of the targeted 14 interviewees did so. Data from questionnaires were analysed using descriptive statistics including, weighted means, frequency and percentages. On its part, responses from interviews were analysed thematically. Lastly, data was collected from existent secondary sources and subjected to content analysis. These findings are presented in the following sections. The chapter ends with a conclusion.

2.1 Presentation of the Study Findings

This section presents the findings obtained from the structured questionnaires. The respondents were presented with likert-type statements on a scale of 5 to 1 (5-to a very high extent; 4-to a great extent; 3- to a moderate extent; 2-to a little extent and; 1-Not at all). Weighted Means (WM) were calculated. In this regard, the closer the WM was to 5 the higher the agreeability to the statement and vice versa.

2.1.1 Contribution of MICE Tourism to Sustainable Development

The first statement presented posed to the respondents was, “MICE tourism bring revenue to host country and this contributes to sustainable development in the host country.” To this end, most of the respondents (84%) agreed to the statement to a very high extent. This was that MICE tourism was pivotal in enhancing the sustainable development in organizations. This collaborates the findings of Buathong that show that “MICE tourism had led to sustainable development in Thailand through increased revenue as well as development of the hospitality sector, which led to job creation and enhanced economic development in the country.”⁶² In this regard, the study confirms

⁶² Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. *Sustainability*, 9, 1151.

the study hypothesis that MICE tourism has contributed significantly to sustainable development in Africa. These findings are presented in Figure 2.1.

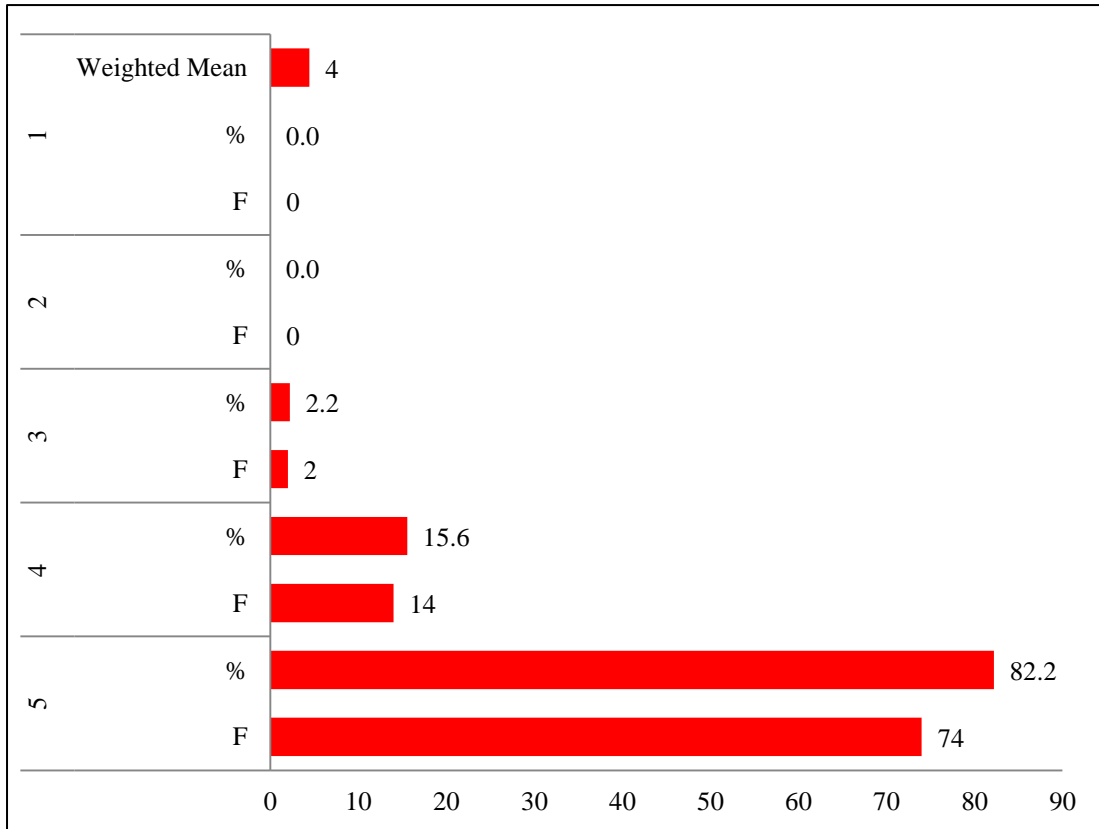


Figure 2.1 Contribution of MICE Tourism to Sustainable Development

Source: Researcher, 2018

2.1.2 Added Benefits of MICE Tourism

The study findings show that MICE tourism had added benefits to host country. This is exemplified by agreement to a very high extent (93.3%) to the statement, “delegates in MICE tourism bring in other added values (benefits) that enhance sustainable development in the host country.” Some of these benefits such as job creation and increased business opportunities as presented in the subsequent sections contribute to sustainable development in the host country. This is in line with the findings of Yarichkova who found out that “MICE had enhanced the development of tourism in many ways by moving from a “bottom ranked tourist destination” to be a competitive destination in Central Europe.” As a result, it had led to sustainable development in

the country due to increases in revenue streams from the tourism sector which contributed to the growth of other sectors of the Serbian economy.⁶³

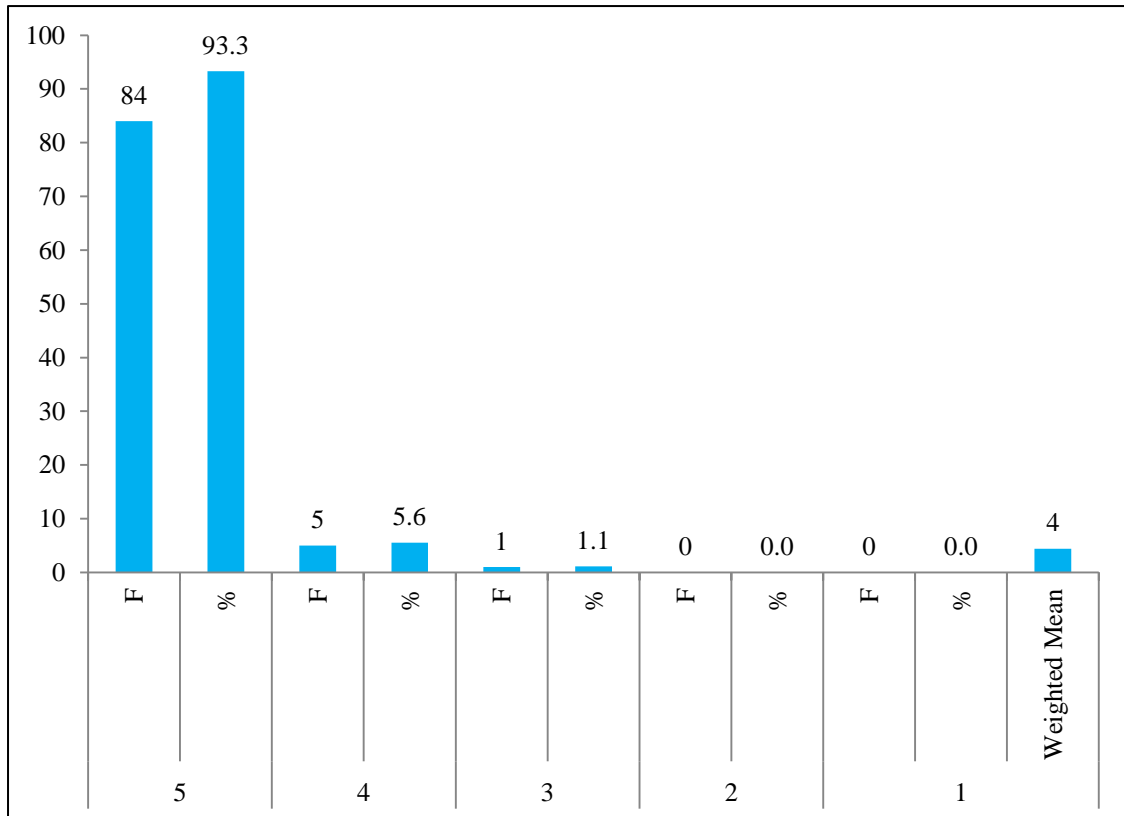


Figure 2.2 Added Benefits of MICE Tourism

Source: Researcher, 2018

2.1.3 Enhanced Expanses Expansion and Provision of Facilities and Infrastructure

The study findings also show that MICE tourism enhances expansion and provision of facilities and infrastructure which spur development in other sectors of the host country. This is evidenced by 86.7% of the study participants, who were of that opinion as shown Figure 2.3. These findings corroborate the findings of Altareri who found out that MICE tourism contributed to economic growth in the country by enhancing the development of infrastructure.⁶⁴

⁶³ Yarichkova, M. (2012). *CVBs as vehicles for MICE-destination development: the business model of Serbia Convention Bureau*. Master Thesis. University of Girona.”

⁶⁴ Altareri, K.A. (2016). *Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia*. PhD Thesis. Victoria University, New Zealand.

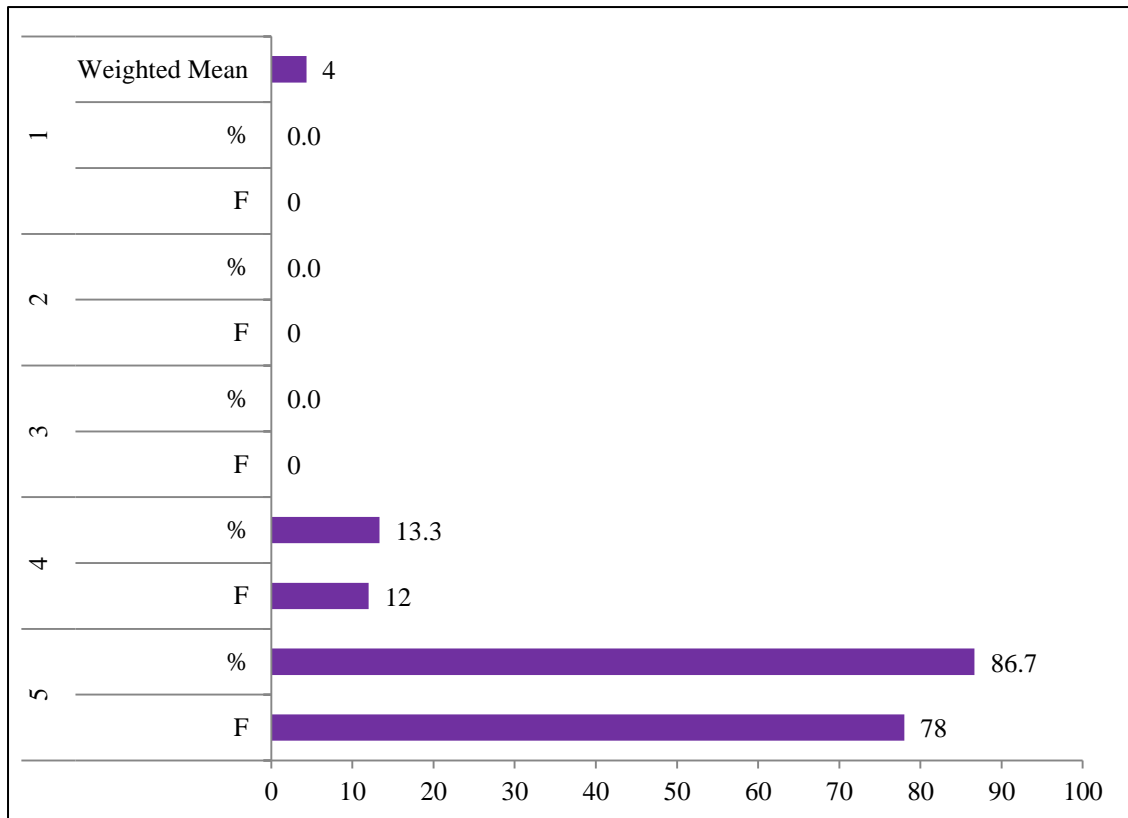


Figure 2.3 Enhanced Enhances Expansion and Provision of Facilities and Infrastructure

Source: Researcher, 2018

2.1.4 MICE Tourism Leads to Highly Beneficial Innovations

The respondents were also asked to state their level of agreement with the statement, “MICE tourism leads to highly beneficial innovations that enhance the growth of a country.” To this, the vast majority (92.2%) agreed to a very high extent as shown in Figure 2.4. This buttresses the findings of Smagina who argued that “MICE industry was a notable “driver of economic, social and cultural development worldwide that is play pivotal roles in creating added value for tourism as well as enhancement of innovation and creativity.”⁶⁵ Such innovations led to the positioning of a country to exploit the potentials of MICE tourism, which could enhance sustainable development as argued by this current study.

⁶⁵ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

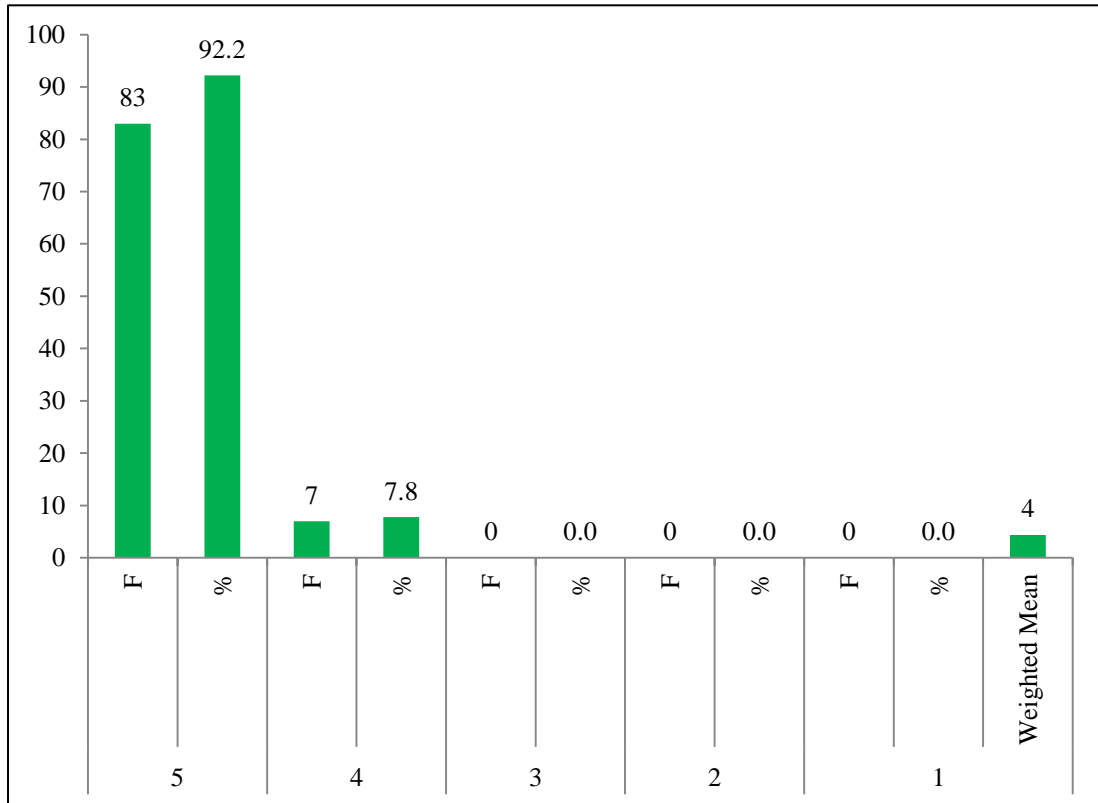


Figure 2.4 MICE Tourism Leads to Highly Beneficial Innovations

Source: Researcher, 2018

2.1.5 MICE Tourisms Leads to Development of Human Resources

The respondents were also presented with the statement, “MICE tourism has advantage to other industries since it leads to development of human resources that contribute significantly to the economic development in a country.” To this, the vast majority agreed to a very great extent (82.2%) as shown in Figure 2.5. This agrees with Jin and his colleagues who posited that MICE tourism enhanced economic growth by building the capacity of employees in the service provision sector to undertake international businesses.⁶⁶ This buttresses its income generation capacity as well as their contribution to the development of the country.

⁶⁶ Jin, J., Min, W., & Yoo. J. (2016)“The impact of tourism advertising on corporate attitudes and tourism intentions: Country and corporation interactions in the halo effect and public diplomacy.” *Tourism Culture & Communication* 16, 3, 109-121.

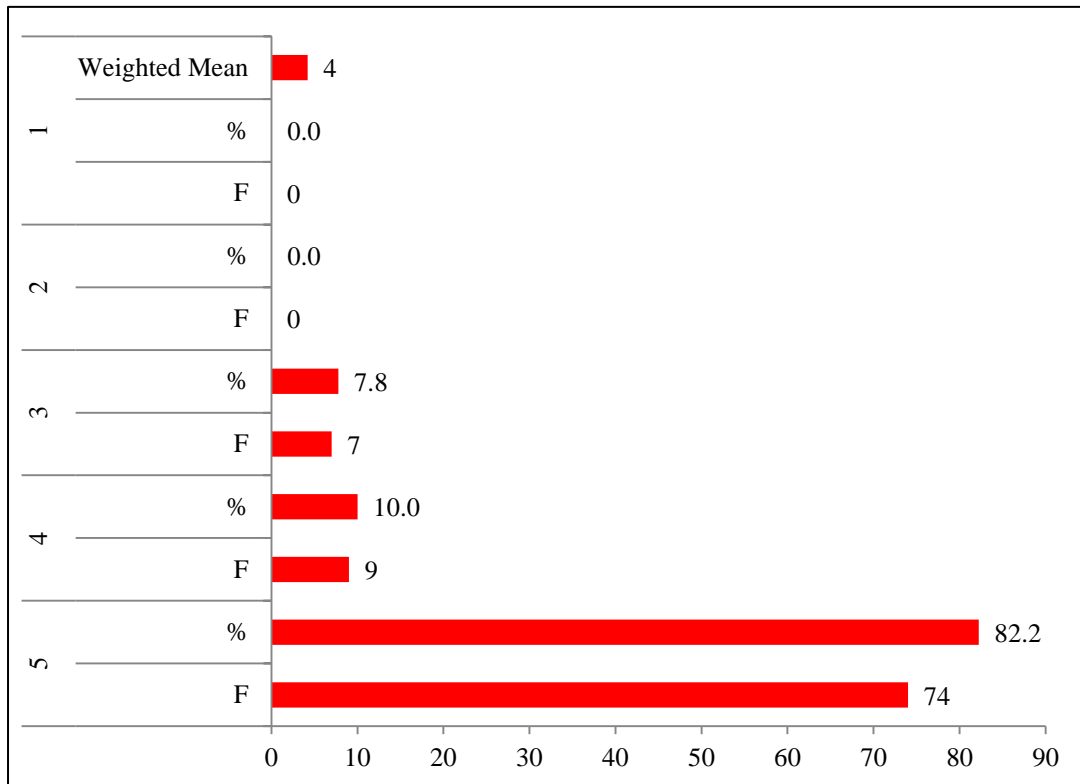


Figure 2.4 MICE Tourisms Leads to Development of Human Resources Source: Researcher, 2018

2.1.6 MICE Tourism Enhances Capacity Building in Technological Know-How

When presented with the statement, “MICE tourism enhances capacity building in technological know-how which contributes to sustainable development,” most of the respondents agreed to a very great extent (93.3%). This is vital since the experiences accrued by interacting with visitors from other nations have the propensity to enhance productivity among employees, which would translate to sustainable development in the host country. This also agrees with Jin and others who were of the same opinion.⁶⁷

⁶⁷ Ibid.

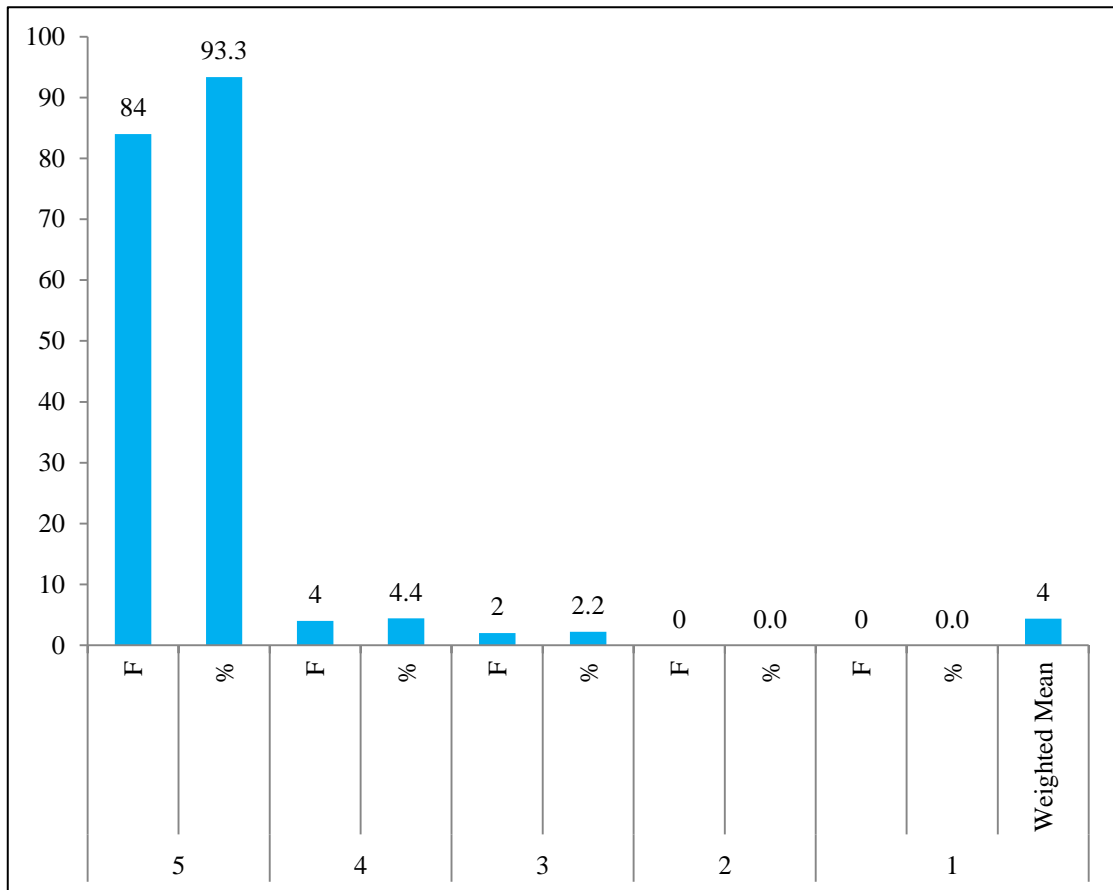


Figure 2.5 MICE Tourism Enhances Capacity Building in Technological Know-How

Researcher, 2018

2.1.7 MICE Tourism and Efficient Utilization of Assets and Income Generation Capacity of the Cost Country

The respondents were further asked to indicate their level of agreement with the statement, “MICE tourism leads to efficient utilization of assets and income generation capacity of the cost country, which further contributes to sustainable development.” The findings as presented in Figure 2.6 show that the vast majority of the respondents (85.6%) agreed to this statement to a very great extent. In this regard, it is evident that MICE tourism played key roles in enhancing the productivity of the human resources in multiple sectors in the country. This went on to contribute to sustainable development, also in line with the position of Jin and others.⁶⁸

⁶⁸ Ibid.

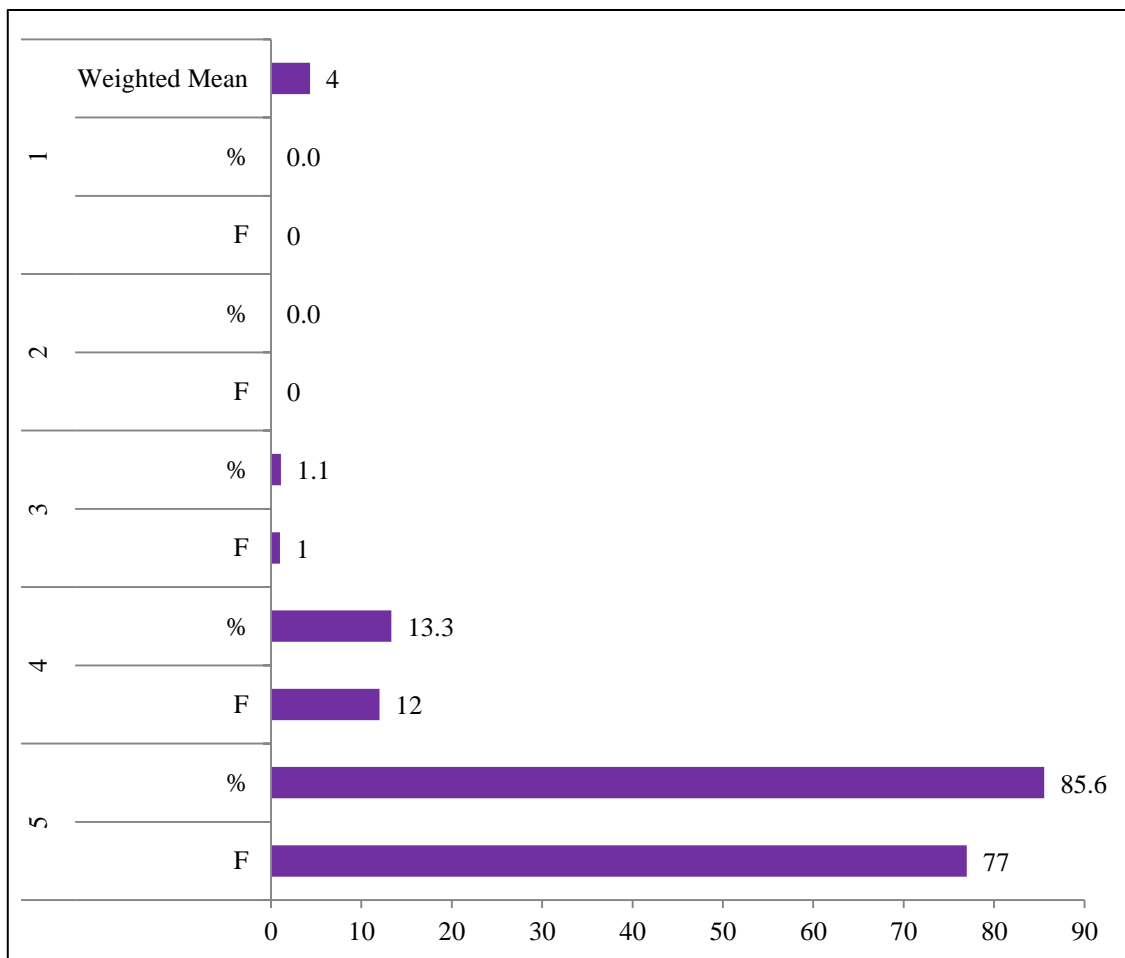


Figure 2.6 MICE Tourism and Efficient Utilization of Assets and Income Generation Capacity of the Cost Country
Researcher, 2018

2.1.8 Contribution of MICE tourism in the Realization of SDGs

Almost all of the respondents (97.8%) went on to agree to a very great extent to the statement, “MICE tourism can play a pivotal role towards the realization of SDGs which goes on to enhance economic growth.” This shows that this form of tourism could enhance sustainable development as enshrined in the SDG.⁶⁹

⁶⁹ Implementation of the Agenda 2030 for Sustainable Development in Kenya, Government of Kenya, 2017.

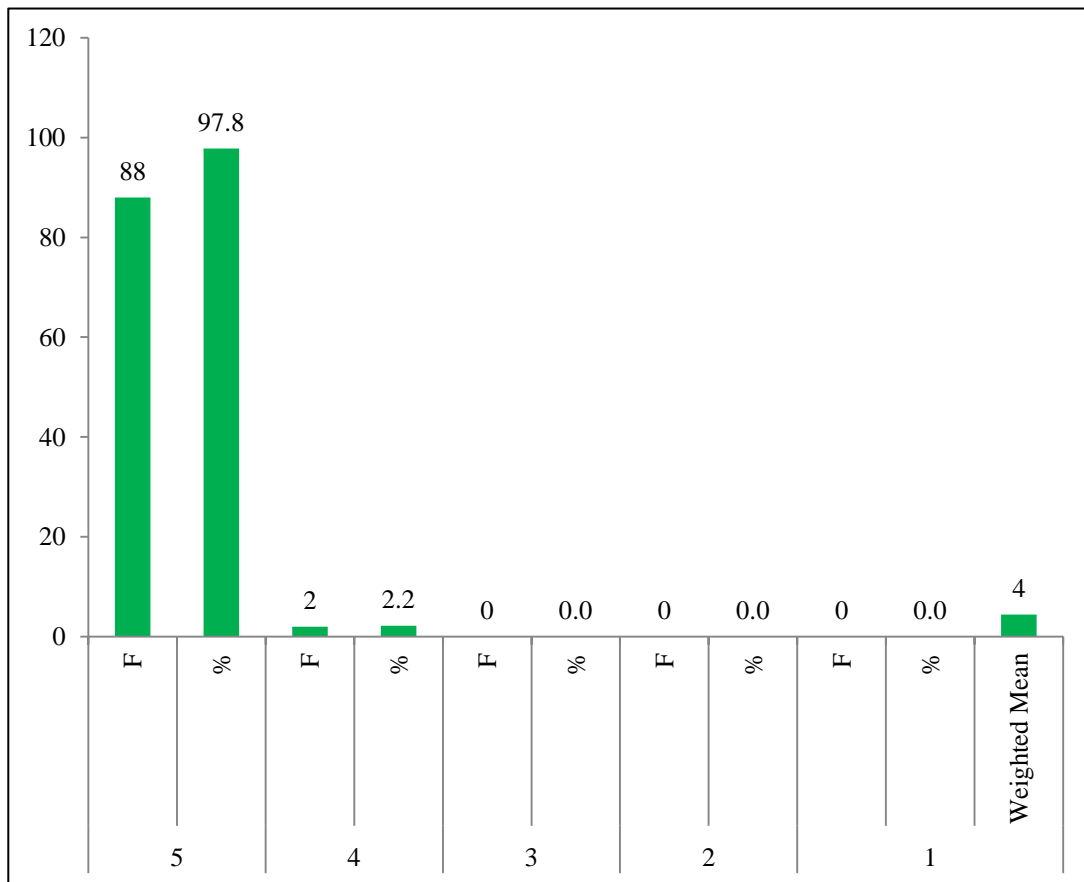
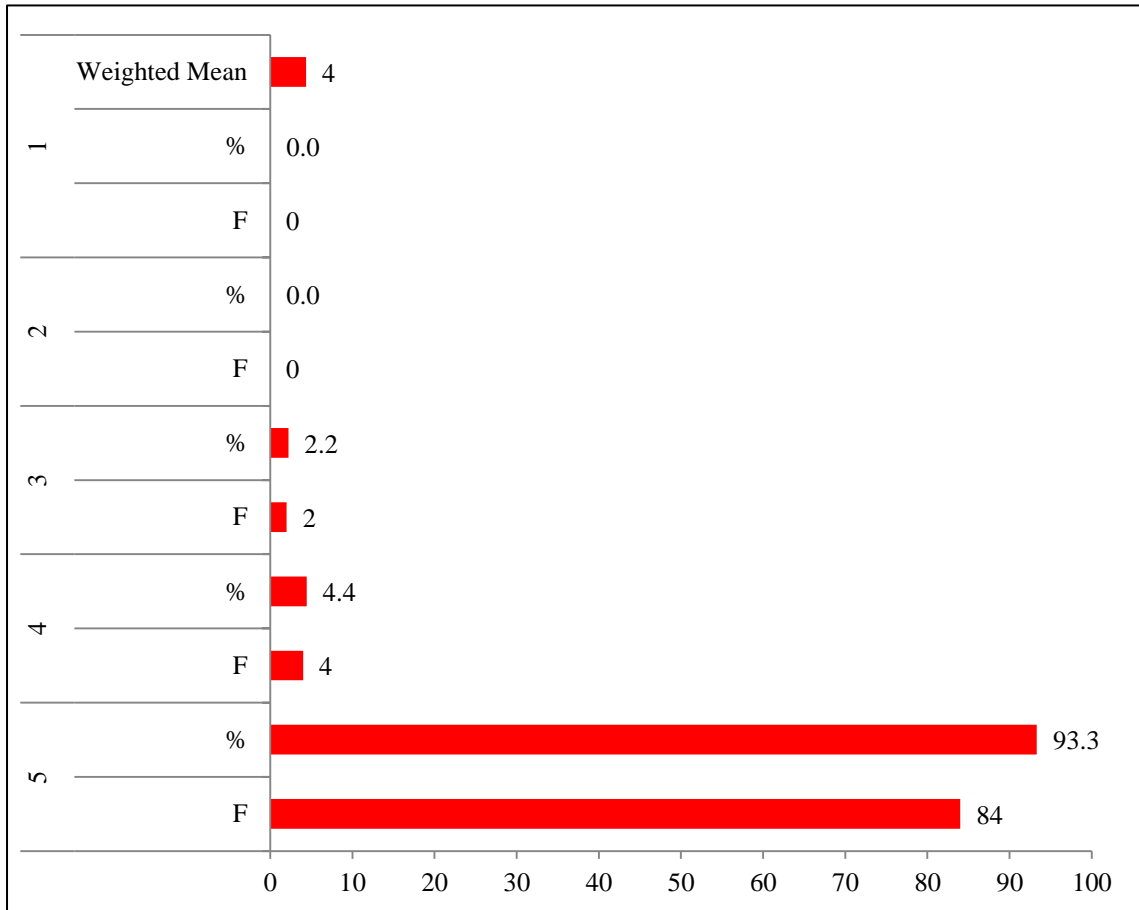


Figure 2.7 Contribution of MICE tourism in the Realization of SDGs
Researcher, 2018

2.1.9 MICE Tourism Creates Additional Business Opportunities

The findings obtained show that MICE tourism promoted the creation of extra business opportunities in the host country. This is evidence by 93.3% of the respondents who strongly agreed to the statement, “MICE tourism creates additional business opportunities in the country which further promotes the growth of economy.” These extra business opportunities availed, which could be as a result of some of the visitors deciding to stay on in the host country and engage in other forms of trade contributed to sustainable development in the country. This buttresses the study by Altareri who also found out that MICE tourism contributed to economic growth in Saudi Arabia by opening additional business opportunities which further spurred the growth of economy fuelled the growth of other sectors in the Saudi Economy.⁷⁰

⁷⁰ Altareri, K.A. (2016). Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia. PhD Thesis. Victoria University, New Zealand.



**Figure 2.8 MICE Tourism Creates Additional Business Opportunities
Researcher, 2018**

2.2 Findings from Interviews

The interviewees were presented with the question, “how does MICE tourism in promote sustainable development in Africa?” To this all of them agreed that MICE tourism contributed to sustainable development in numerous ways.

To this respondent C pointed out that

“MICE Tourism played key roles in bringing in revenue into the country. This contributed immensely to the growth of the country.”⁷¹

This agrees with Buathong who also argued that MICE tourism increased revenue.⁷²

⁷¹ Respondent C, interviewed on 20/8/18 in Nairobi, Kenya

⁷² Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. Sustainability, 9, 1151.

In the same note, Respondent F opined that:

*“MICE tourism helped the economy of the country in many ways. This included job creation, development of infrastructure among other benefits”*⁷³

These findings also agree with Buathong who posited that MICE tourism led to job creation and enhanced economic development in the country among other benefits.⁷⁴

MICE tourism also contributed to the development of other sectors in the economy. In this regard, Respondent B pointed out that:

MICE tourism enhanced the development of other economic sectors since some of the visitors to the country decided to stay behind and engage in other forms of business. Expertise was also left behind by tourists and this was cascaded to other development areas. ⁷⁵

Other findings emanating from the interviews shows that MICE tourism enhanced the performance of the country through ways such as increase in Foreign Direct Investments, opening opportunities for international cooperation in the tourism sector, as argued by Marques and Santos ⁷⁶as well as enhanced marketing of the country overseas.

2.3 Conclusion

The first objective of the study was to investigate the role and impact of Mice tourism in promoting sustainable development in Africa. Data from questionnaires were analysed using descriptive statistics including, weighted means, frequency and percentages. On its part, responses from interviews were analysed thematically. Data was collected from existent secondary sources and subjected to content analysis.

To begin with, the study findings show that MICE tourism brings revenue to host country and this contributes to sustainable development in the host country. This was

⁷³ Respondent E, interviewed on 20/8/18 in Nairobi, Kenya

⁷⁴ Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. Sustainability, 9, 1151.

⁷⁵ Respondent B, interviewed on 20/8/18 in Nairobi, Kenya

⁷⁶ Marques, J., & Santos, N. (2016). "Developing business tourism beyond major urban centres: the perspectives of local stakeholders," Tourism and Hospitality Management, University of Rijeka, Faculty of Tourism and Hospitality Management, 22(1), pages 1-15

due to the fact that MICE tourism was pivotal in enhancing the sustainable development in organizations which collaborates the findings of Buathong that show that “MICE tourism had led to sustainable development in Thailand through increased revenue as well as development of the hospitality sector, which led to job creation and enhanced economic development in the country”⁷⁷ In this regard, the study confirms the study hypothesis that MICE tourism has contributed significantly to sustainable development in Africa.

The study findings show that MICE tourism had added benefits to host country. Some of these benefits such as job creation and increased business opportunities as presented in the subsequent sections contribute to sustainable development in the host country. This is in line with the findings of Yarichkova who was of the same opinion. As a result, it had led to sustainable development in the country due to increases in revenue streams from the tourism sector which contributed to the growth of other sectors of the Serbian economy.⁷⁸

The study findings also show that MICE tourism enhances expansion and provision of facilities and infrastructure which spur development in other sectors of the host country. This corroborates the findings of Altareri who found out that MICE tourism contributed to economic growth in the country by enhancing the development of infrastructure.⁷⁹

MICE tourism also led to highly beneficial innovations that enhance the growth of a country. This buttresses the findings of Smagina who argued that “MICE industry was a notable “driver of economic, social and cultural development worldwide that is play pivotal roles in creating added value for tourism as well as enhancement of innovation

⁷⁷ Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. *Sustainability*, 9, 1151.

⁷⁸ Yarichkova, M. (2012). *CVBs as vehicles for MICE-destination development: the business model of Serbia Convention Bureau*. Master Thesis. University of Girona.

⁷⁹ Altareri, K.A. (2016). *Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia*. PhD Thesis. Victoria University, New Zealand.

and creativity.”⁸⁰ Such innovations led to the positioning of a country to exploit the potentials of MICE tourism, which could enhance sustainable development.

Conversely, MICE tourism had advantage to other industries since it leads to development of human resources that contribute significantly to the economic development in a country. This agrees with Jin and his colleagues who posited that MICE tourism enhanced economic growth by building the capacity of employees in the service provision sector to undertake international businesses.⁸¹ This buttresses its income generation capacity as well as their contribution to the development of the country.

On another note, MICE tourism enhances capacity building in technological know-how which contributes to sustainable development. This is vital since the experiences accrued by interacting with visitors from other nations have the propensity to enhance productivity among employees, which would translate to sustainable development in the host country. This also agrees with Jin and others who were of the same opinion.⁸²

MICE tourism also led to efficient utilization of assets and income generation capacity of the cost country, which further contributes to sustainable development as shown by 85.6% of the respondents who were of the same opinion. Evidently, MICE tourism played key roles in enhancing the productivity of the human resources in multiple sectors in the country. This went on to contribute to sustainable development, also in line with the position of Jin and others.⁸³

It was also made manifest that MICE tourism could play a pivotal role towards the realization of SDGs which goes on to enhance economic growth. This shows that this form of tourism could enhance sustainable development as enshrined in the SDG.⁸⁴

⁸⁰ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

⁸¹ Jin, J., Min, W., & Yoo. J. (2016) "The impact of tourism advertising on corporate attitudes and tourism intentions: Country and corporation interactions in the halo effect and public diplomacy." *Tourism Culture & Communication* 16, 3, 109-121.

⁸² Ibid.

⁸³ Ibid.

⁸⁴ Implementation of the Agenda 2030 for Sustainable Development in Kenya, Government of Kenya, 2017.

This was through promoted of the creation of extra business opportunities in the host country. These extra business opportunities availed, which could be as a result of some of the visitors deciding to stay on in the host country and engage in other forms of trade contributed to sustainable development in the country. This buttresses the study by Altareri who also found out that MICE tourism contributed to economic growth in Saudi Arabia by opening additional business opportunities which further spurred the growth of economy fuelled the growth of other sectors in the Saudi Economy.⁸⁵

⁸⁵Altareri, K.A. (2016). Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia. PhD Thesis. Victoria University, New Zealand.

CHAPTER THREE

CONTRIBUTION AND CHALLENGES ENCOUNTERED IN EMPLOYING MICE TOURISM TO SUSTAINABLE DEVELOPMENT IN KENYA

3.0 Introduction

This chapter presents findings on the second objective of the study which was “to document the contribution and challenges encountered in employing mice tourism to sustainable development in Kenya.” The chapter ends with the conclusion.

3.1 Presentation of the Study Findings

This section presents the findings obtained from likert-type statements and secondary data sources.

3.1.1 Influence of Multicultural Expectations of Business People to MICE Tourism

The first statement posed to the respondents was “the ability of to exploit MICE tourism for sustainable development is challenged by inability to respond to the multicultural expectations of business people.” To this end, most of the respondents (74.4%) agreed to a very great extent. This shows that various conflicting cultures made some employees in the tourism sector unable to respond to the needs of some visitors. This agrees with Waithira who in a study undertaken in Kenya recorded similar results.⁸⁶ This went on to affect the contribution of MICE tourism to sustainable development in the country since less revenue and other benefits were obtained.

⁸⁶ Waithira, M.N. (2014) "Factors Influencing the Consumption Of Meetings, Incentives, Conferences, And Exhibitions (Mice) Products In Kenya: A Case of Kenyatta International Conference Center (KICC)." PhD diss., United States International University Africa.

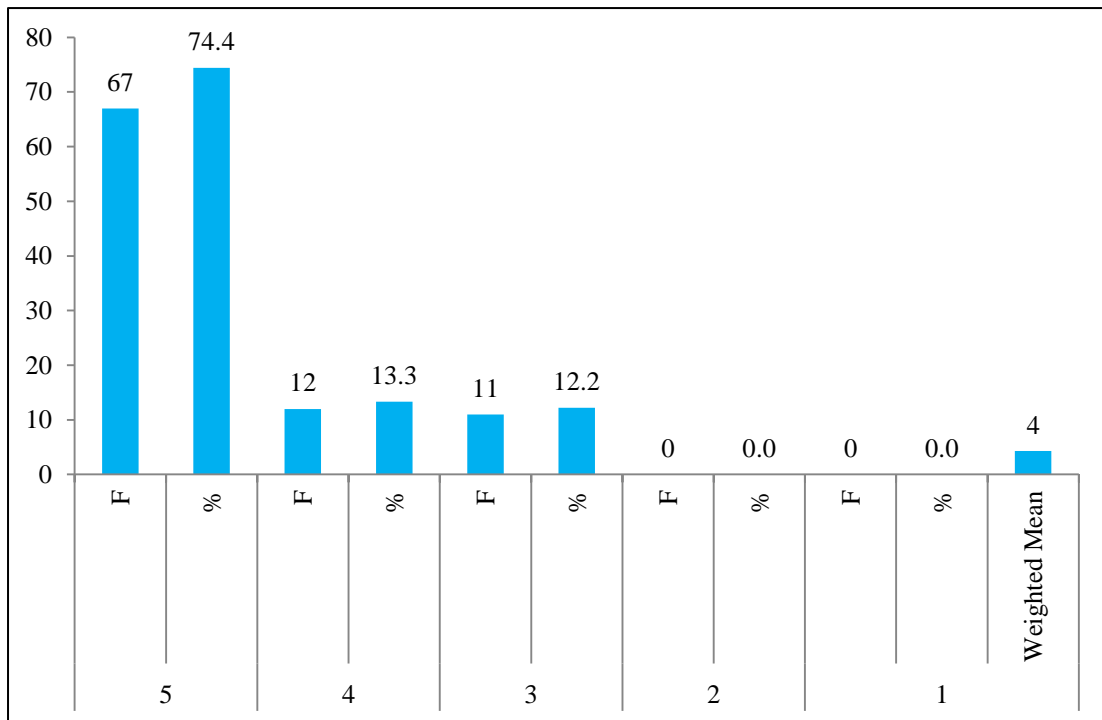
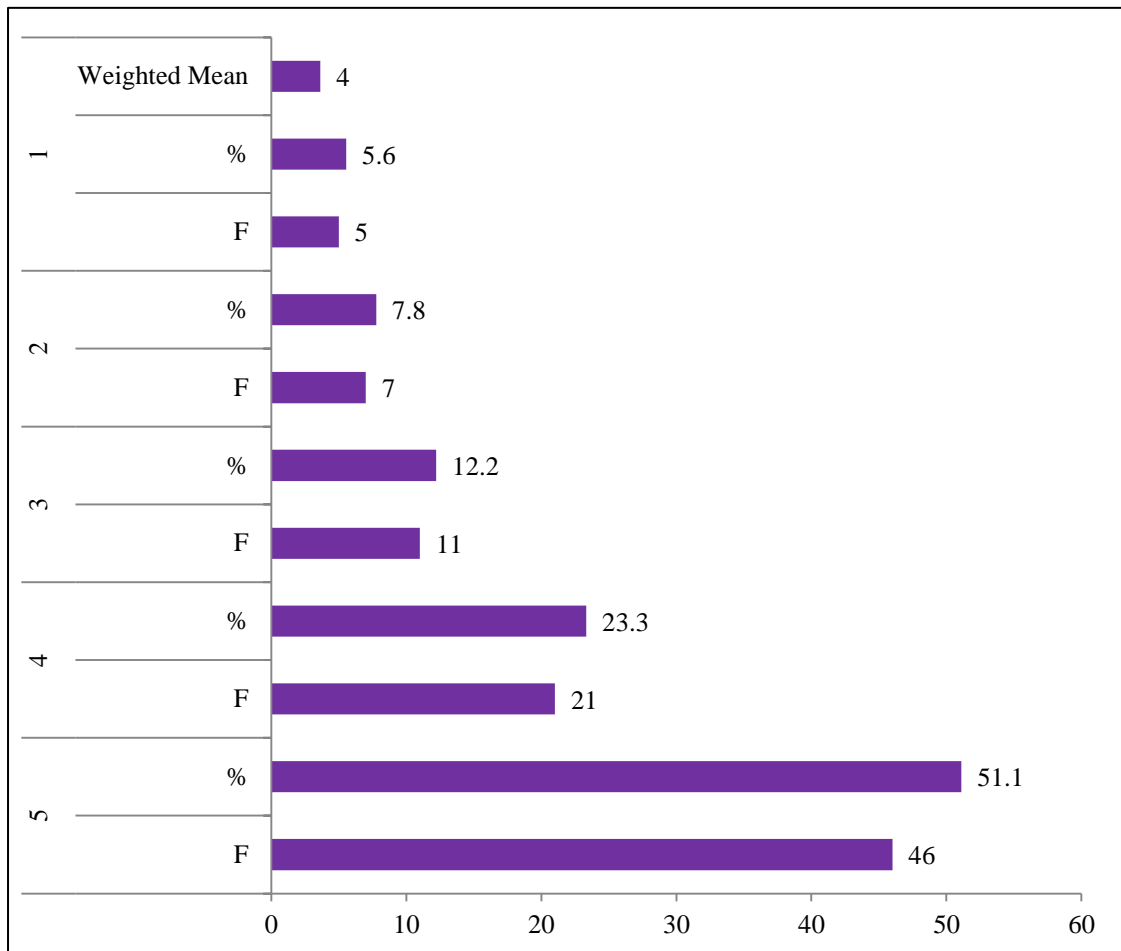


Figure 3.1 Influences of Multicultural Expectations of Business People to MICE Tourism
Researcher, 2018

3.1.2 Effect of Parking Space, Poor Security and Safety Measures

When posed with the statement, “the ability of to exploit MICE tourism for sustainable development is challenged by lack of parking space as well as poor security and safety measures,” most of the respondents (74.4%) agreed to a very great extent. This shows that poor infrastructures such as lack of ample parking space as well as insecurity challenged the gains expected from MICE tourism. This went on to the revenue accrued from this form of tourism and sustainable development by extension as argued by Waithira.⁸⁷

⁸⁷ Ibid.



**Figure 3.2 Effects of Parking Space, Poor Security and Safety Measures
Researcher, 2018**

3.1.3 Influences of Shortage of Accommodation Facilities in Most Parts of Kenya

The respondents were posed with the statement, “shortage of accommodation facilities in most parts of Kenya inhibits the capacity of the country to reap the benefits of MICE tourism.” To this, most of the respondents (94.4%) agreed to a very great extent. This shows that the capacity of MICE tourism to flourish in the country was pegged to the availability of accommodation facilities in most parts of Kenya as posited by Waithira.⁸⁸ In this regard, the available accommodation facilities affect the ability of MICE tourism to contribute to sustainable development.

⁸⁸ Ibid.

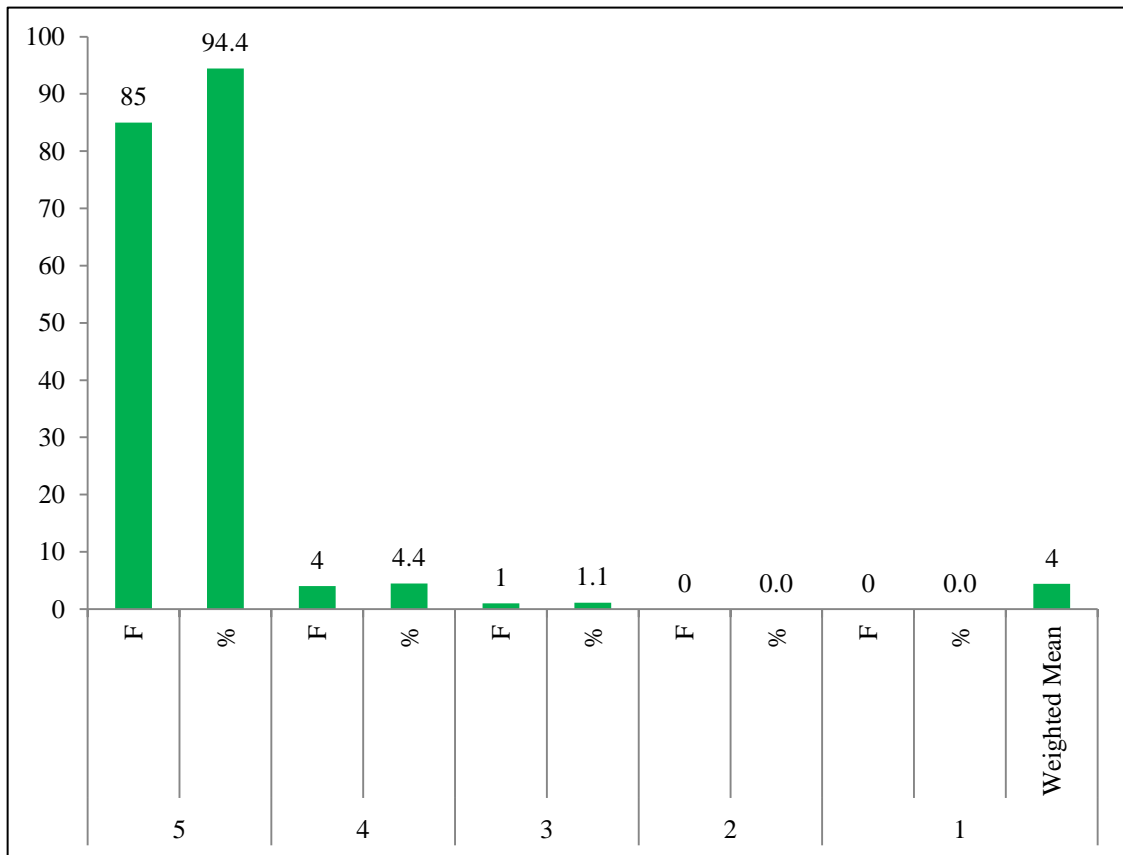


Figure 3.3 Influences of Shortage of Accommodation Facilities in Most Parts of Kenya

Researcher, 2018

3.1.4 Influences of Narrow Product Diversity on the Capacity of Kenya to Reap the Benefits of MICE Tourism

Another statement posed to the respondents was, “narrow product diversity thwarts the capacity of Kenya to reap the benefits of MICE tourism.” Herein, most of the respondents (84.4%) agreed to a very great extent to this statement. This shows that by having wide narrow product diversity, the ability of a country to enhance the MICE tourism could be enhanced. This is in line with the position of the strategic plan of Ministry of Tourism by the government of Kenya that highlights this as a key challenge facing the tourism sector in the country.⁸⁹

⁸⁹Government of Kenya, (2012). Strategic Plan, 2008-2012. Kenya: Ministry of Tourism.

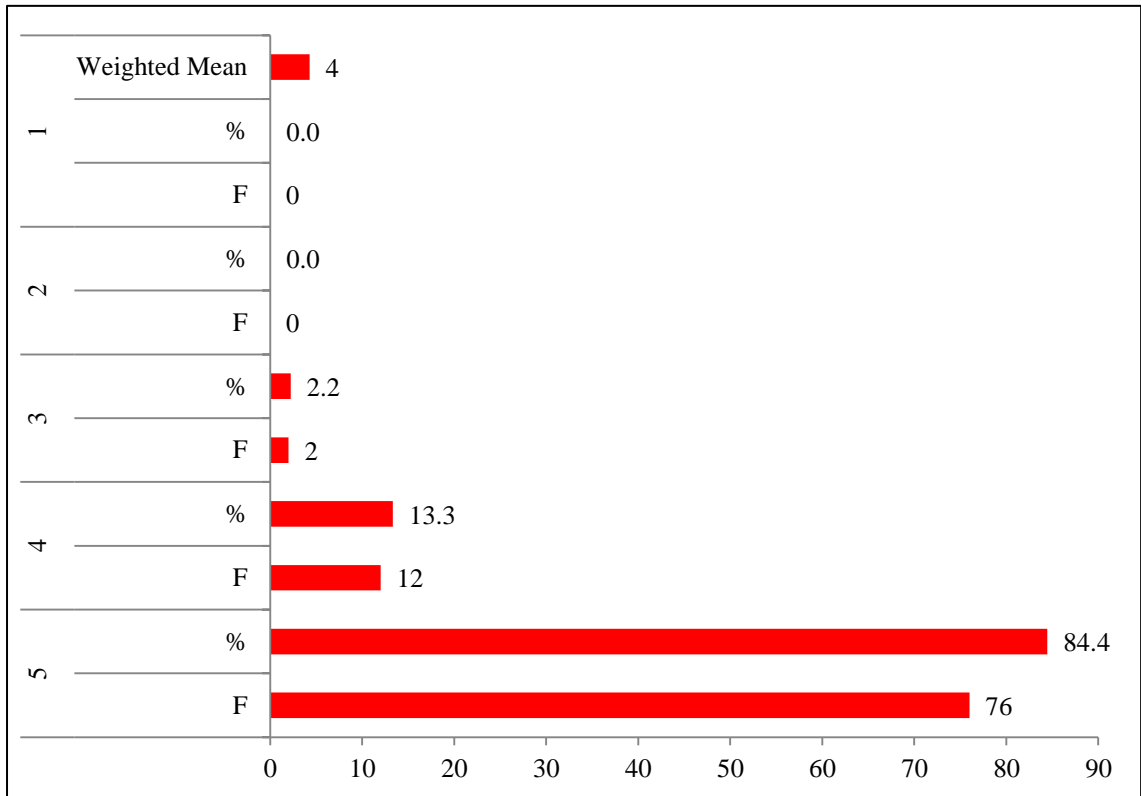


Figure 3.4 Influences of Narrow Product Diversity
Researcher, 2018

3.1.5 Influences of Insecurity Challenges on the Ability of Kenya to Fully Benefit MICE Tourism

Most of respondents (82.2%) went on to agree to a very great extent to the statement, “insecurity challenges the ability of Kenya to fully benefit from the benefits associated with MICE tourism.” The findings show that when security was enhanced, the country could enjoy more visitors from MICE tourism. These findings agree with the result of the SWOT analysis undertaken by the Ministry of Tourism in Kenya.⁹⁰ This could go on to enhance sustainable development.

⁹⁰ Ibid.

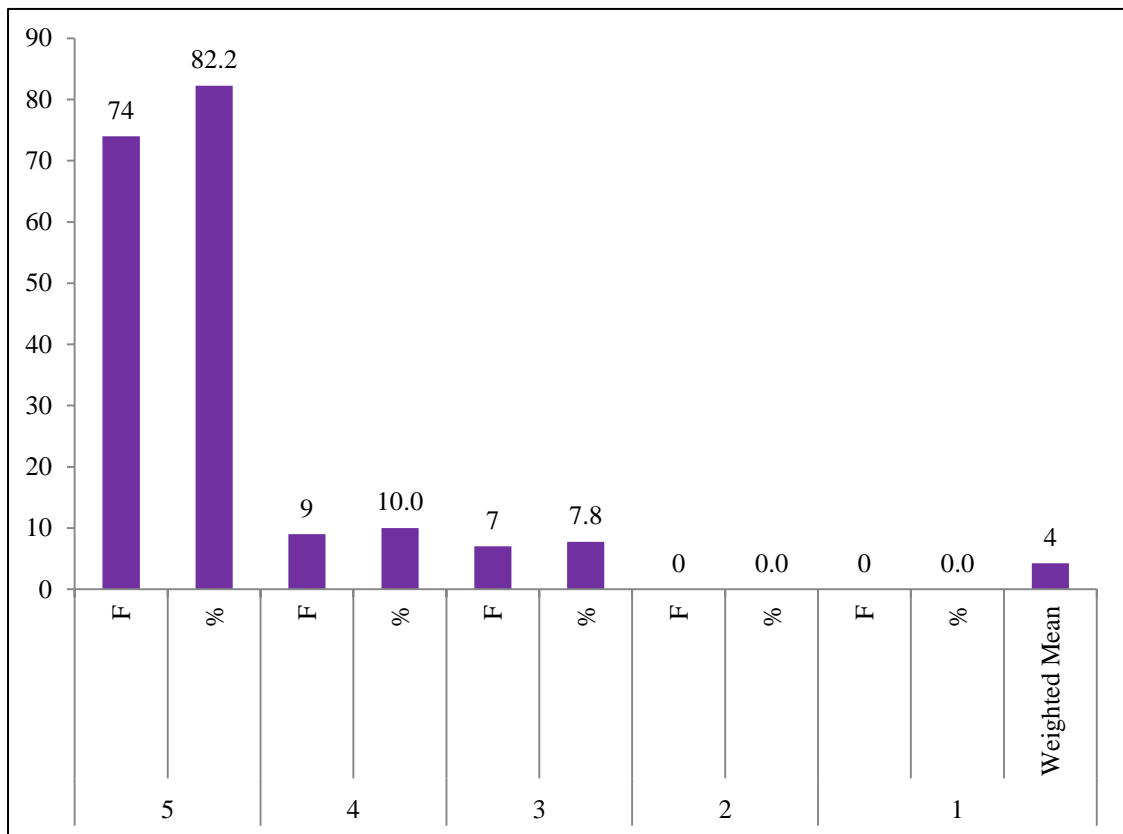


Figure 3.5 Influences of Insecurity Challenges on the Ability of Kenya to Fully Benefit MICE Tourism
Researcher, 2018

3.1.6 Influences of Poor Marketing and Untapped Regional and Domestic Tourism Potential

The respondents were also asked to indicate their level of agreement to the statement, “poor marketing as well as untapped regional and domestic tourism denies Kenya the benefits associated with MICE tourism.” In response, most of them agreed (91.1%). This shows that the ability of Kenya to augment its revenue, which could contribute to sustainable development, was thwarted by poor marketing of the country for tourism activities. This is in agreement with Hudson who also sees marketing as key challenge facing the realization of the tourism potential of a country.⁹¹

⁹¹ Hudson, S. (2008). *Tourism and Hospitality Marketing. A Global perspective*. New Delhi: Sage Publications Ltd.

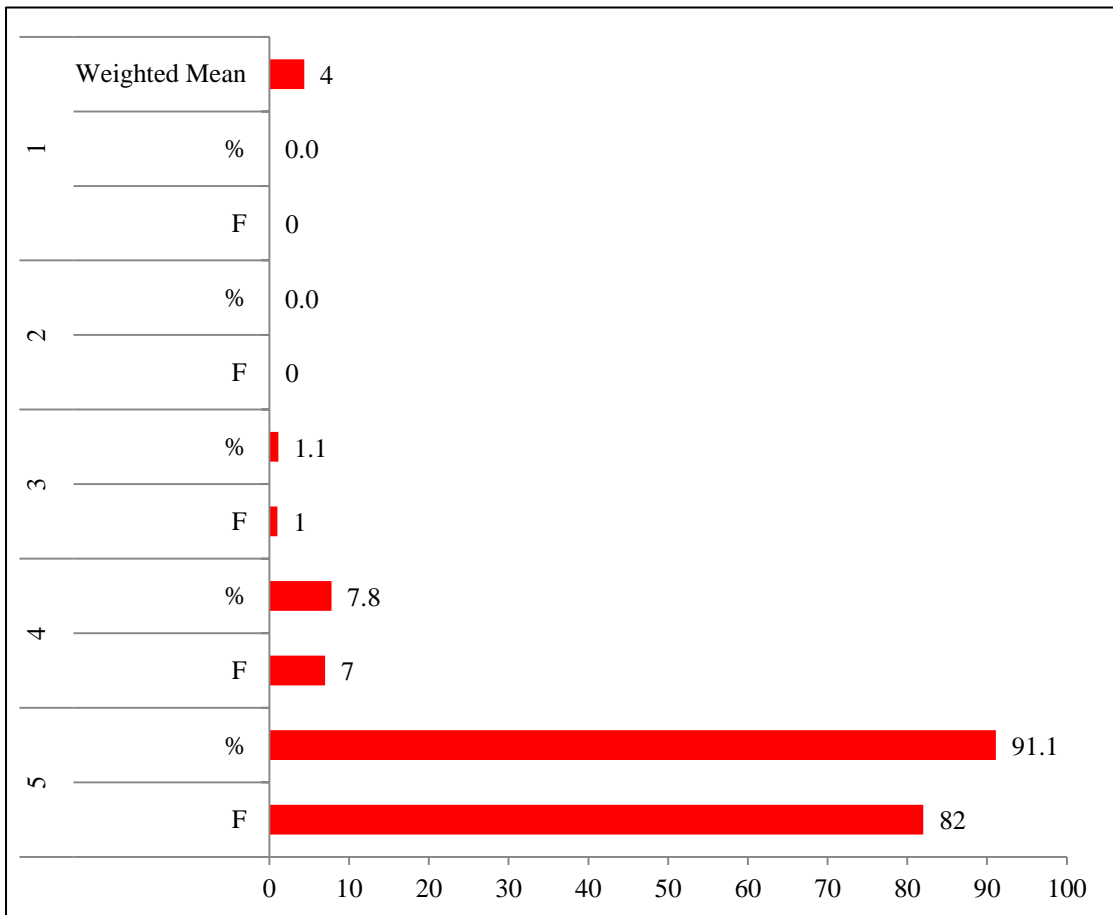


Figure 3.6 Influences of Poor Marketing and Untapped Regional and Domestic Tourism Potential
Researcher, 2018

3.1.7 Challenges Associated with Inadequate Skilled Human Resources

When asked to indicate their level of agreement with the statement, “inadequate skilled human resources deny Kenya the ability to fully benefit from the benefits associated with MICE tourism,” most of the respondents also disagreed to a very great extent (93.3%). This shows that the country was not fully utilizing the skills of its work force to obtain the gains anticipated from MICE tourism. As such, other factors unrelated to skill were responsible for the inability of the country to maximally benefit from this form of tourism and the associated development outcomes. This is against the findings of SWOT analysis of the Ministry of Tourism which reported that human resources a key challenge facing tourism.⁹² It can thus be deduced that since

⁹² Government of Kenya, (2012). Strategic Plan, 2008-2012. Kenya: Ministry of Tourism.

2008 when the ministry adopted the strategic plan, local capacities had improved tremendously.

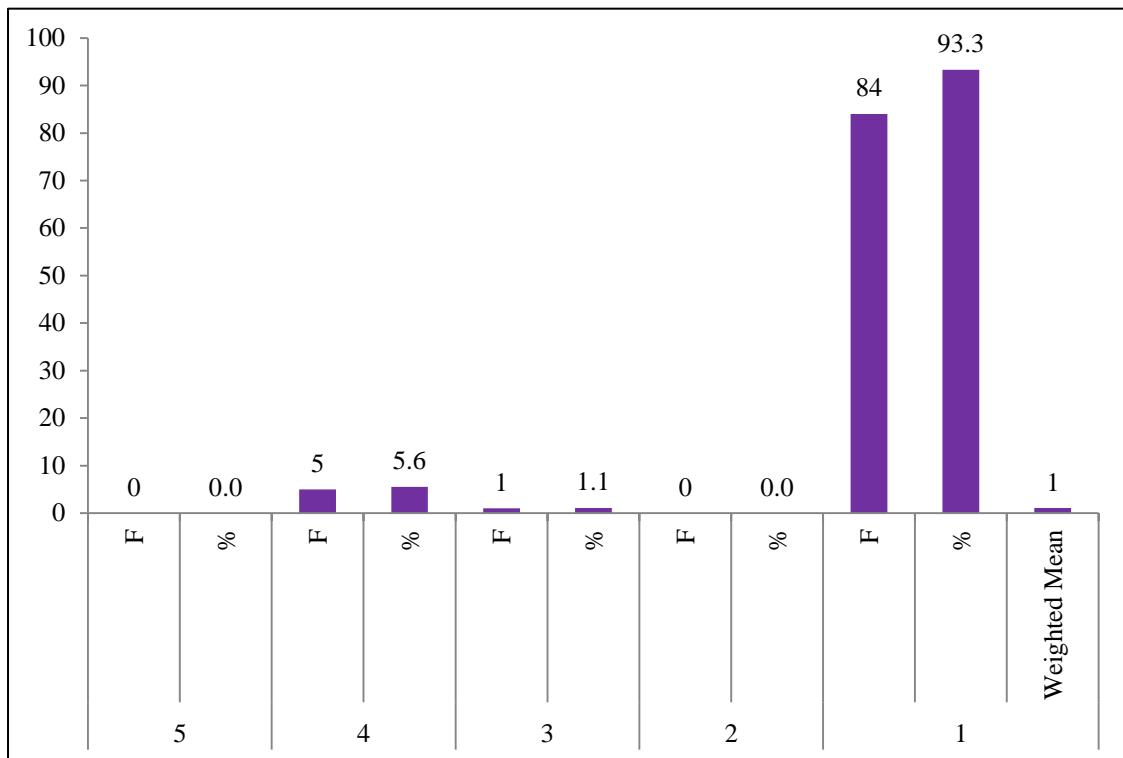


Figure 3.7 Challenges Posed by Inadequate Skilled Human Resources Researcher, 2018

3.1.8 Challenges Associated with Lack of Research and Development

Lack of research and development were not seen as having much effect on the level to which Kenya benefited from MICE tourism. This can be shown by 85.6% of the respondents who disagreed to a very great extent to the statement, “lack of research and development denies Kenya the ability to fully benefit from the benefits associated with MICE tourism.” In this regard, it can be argued that much research and development of MICE tourism was being undertaken, although the SWOT analysis by the ministry of tourism had shown that was not the case.⁹³ Such research was however not fully utilized to bring sizable sustainable development benefits.

⁹³ Ibid.

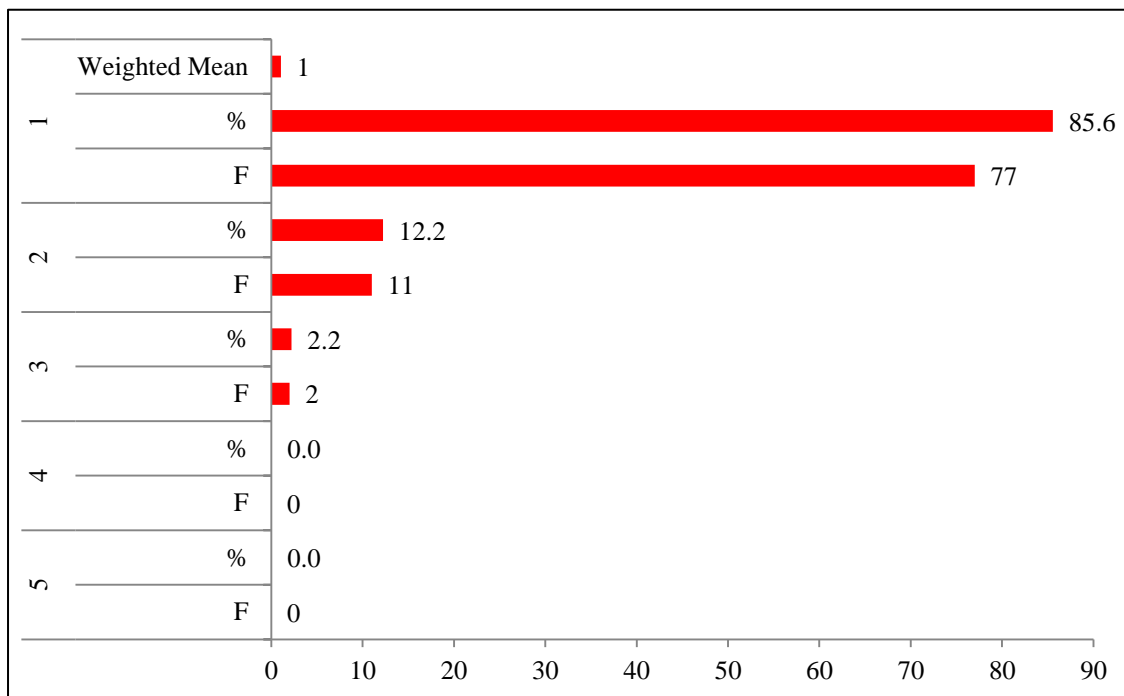


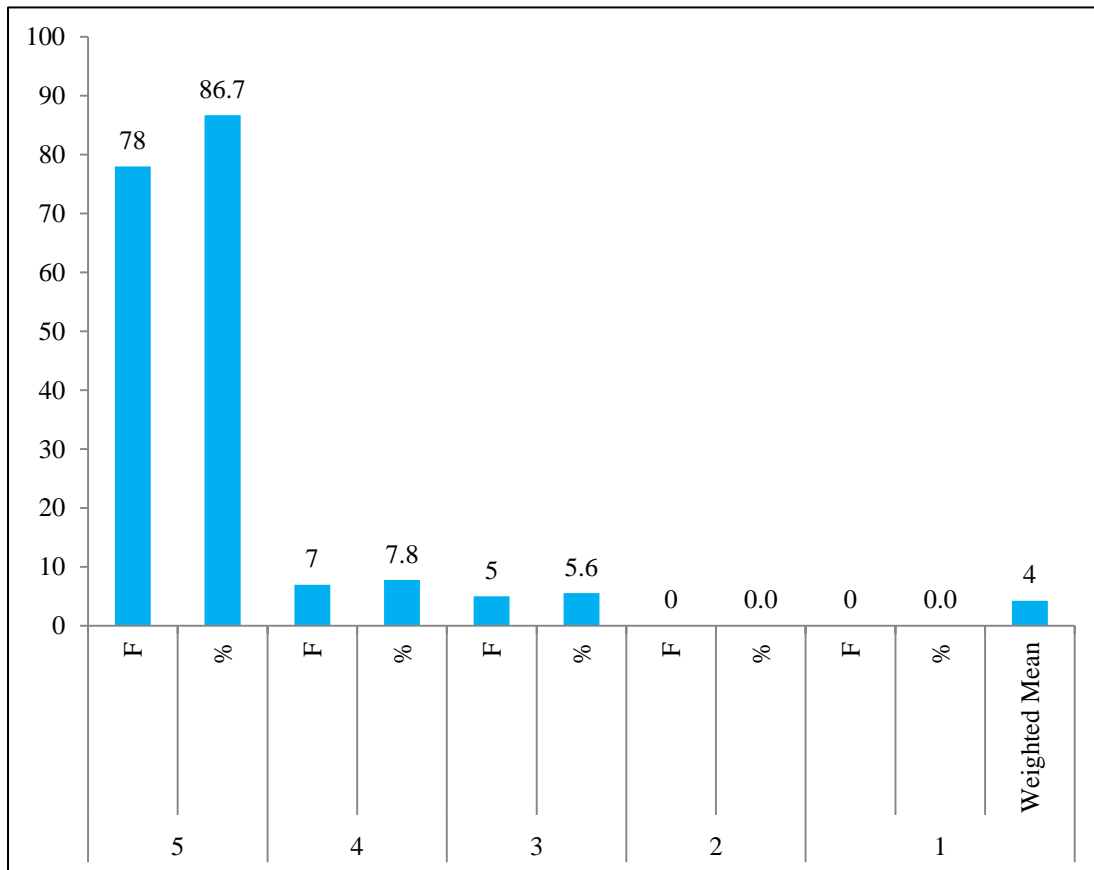
Figure 3.8 Challenges Associated with Lack of research and Development Researcher, 2018

3.1.9 Challenges Posed by Inadequate Infrastructure Support and Environmental Issues in Some Parts of Kenya

The respondents were asked to indicate the level to which they thought that inadequate infrastructure support and environmental issues in some parts of Kenya denies the country the benefits associated with MICE tourism. To this, the vast majority (86.7%) disagreed to a very great extent. This agrees with the SWOT analysis by the Ministry of Tourism that also reports that “MICE activities face numerous challenges such as shortage of accommodation facilities in most parts of Kenya.”⁹⁴ In this regard, increase in the number of accommodation facilities all over the country could play pivotal roles in enhancing the performance of MICE tourism in the country. However, this needed individual investors to do so.⁹⁵

⁹⁴ Ibid.

⁹⁵ Zutt, J. (2010). Kenya’s Tourism: Polishing The Jewel. Retrieved April 12, 2013 from http://siteresources.worldbank.org/KENYAEXTN/Resources/Tourism_ReportESW_Kenya_Final_May_2010.pdf



**Figure 3.9 Challenges Posed by Inadequate Infrastructure Support and Environmental Issues in Some Parts of Kenya
Researcher, 2018**

3.1.10 Effect of Political Instability Especially after Elections on MICE Tourism

Lastly, the respondents were posed with the statement, “political instability especially after elections affects MICE tourism and the associated sustainable development benefits.” In response, the majority of them (74.4%) agreed to a very great extent. These findings show that the contribution of MICE tourism to sustainable development in the country was often challenged by political instability, which often arose after general elections. These findings collaborate the findings of Zutt who was of the same opinion. The country thus needed to have strategies aimed at checking the challenges posed by political instability.

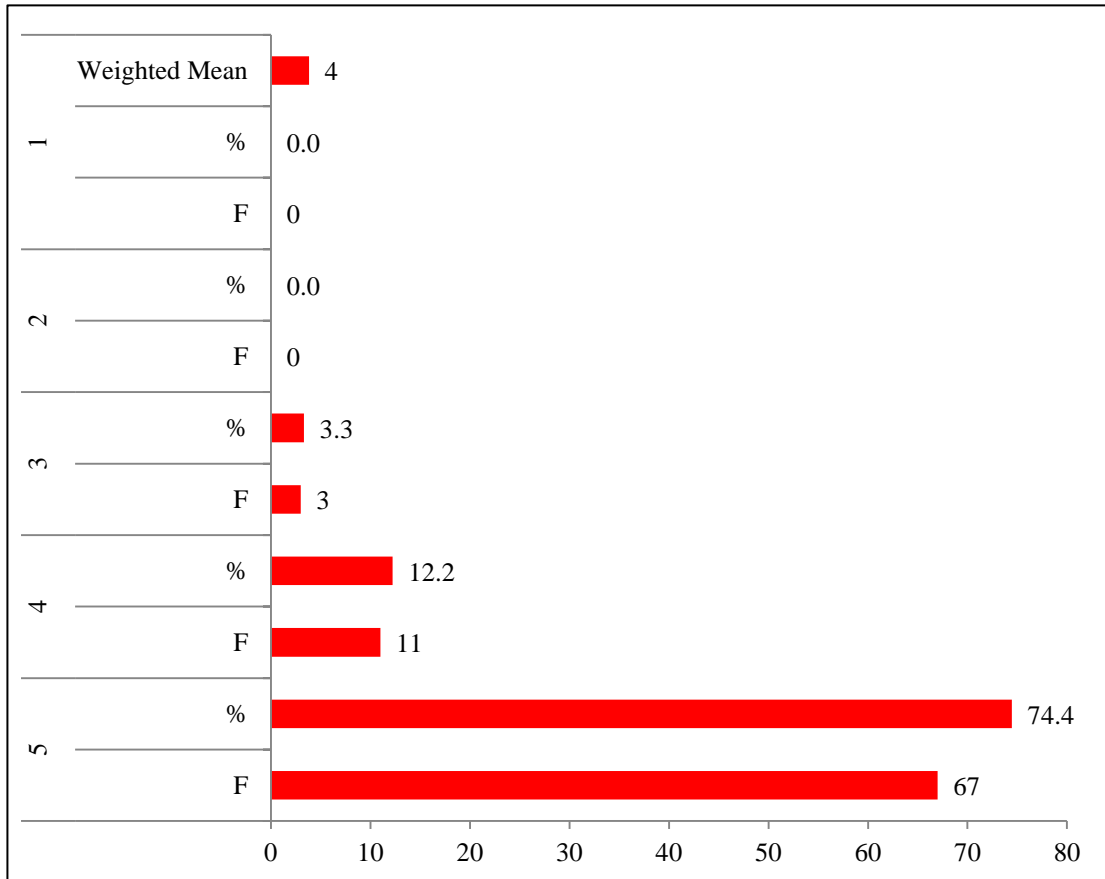


Figure 3.9 Challenges Posed by Inadequate Infrastructure Support and Environmental Issues in Some Parts of Kenya
Researcher, 2018

3.2 Findings from Interviews

The interviews were asked to elicit the challenges encountered in employing MICE tourism to sustainable development in Kenya. The findings obtained shows that numerous factors contributed to the success or failure of MICE tourism to enhance sustainable development. To begin with, Respondent H posited that:

“The ability of a country to leverage on the gains of MICE tourism was dependent on its available accommodation facilities.”⁹⁶

These findings agree with those of Waithira who also posited that inability to accommodate large numbers of visitors affected the capacity of a country to fully

⁹⁶ Respondent H, interviewed on 24/8/18 in Nairobi, Kenya

benefit from tourism.⁹⁷ This could go on to affect the ability of the country to benefit from the contribution of MICE tourism to sustainable development

Another notable challenge encountered in employing MICE tourism in the country was occasional insecurity and negative publicity about the country in foreign media. To this, respondent A pointed out that:

“Kenya is often faced with terrorist attacks which send a picture of an insecure country that cannot be relied upon to host MICE events, at least from the lenses of international media. This denies the country the ability to benefit from this form of tourism; a thing that could affect development.”⁹⁸

The findings corroborate the fact that the contribution of MICE tourism to sustainable development in the country was often challenged by insecurity as argued by Zutt who was of the same opinion.

Other interviews highlighted challenges such as lack of money to advertise the country well, lack of strong cooperation between government and private actors and poor infrastructure. Competition from other destinations among others was highlighted as a notable challenge. This agrees with Zhou who in a study undertaken in China obtained the same results.⁹⁹

3.3 Conclusion

The second objective of the study was to document the contribution and challenges encountered in employing mice tourism to sustainable development in Kenya. Regarded the ability of to exploit MICE tourism for sustainable development is challenged by inability to respond to the multicultural expectations of business people. This shows that various conflicting cultures made some employees in the tourism sector unable to respond to the needs of some visitors. This agrees with Waithira who in a study undertaken in Kenya recorded similar results.¹⁰⁰ This went

⁹⁷ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

⁹⁸ Respondent A, interviewed on 19 /8/18 in Nairobi, Kenya

⁹⁹ Zhou, N.C. (2010). The Meetings Incentives Conferences and Events Industry in Hang Zhou, China: Residents' Perceptions of Policies. PhD Thesis. University of Waikato, Hamilton, New Zealand.

¹⁰⁰ Waithira, M.N. (2014) "Factors Influencing the Consumption Of Meetings, Incentives, Conferences, And Exhibitions (Mice) Products In Kenya: A Case of Kenyatta International Conference Center (KICC)." PhD diss., United States International University Africa.

on to affect the contribution of MICE tourism to sustainable development in the country since less revenue and other benefits were obtained.

The ability to exploit MICE tourism for sustainable development was also challenged by lack of parking space as well as poor security and safety measures. This shows that poor infrastructures such as lack of ample parking space as well as insecurity challenged the gains expected from MICE tourism. This went on to the revenue accrued from this form of tourism and sustainable development by extension as argued by Waithira.¹⁰¹

Shortage of accommodation facilities in most parts of Kenya also inhibits the capacity of the country to reap the benefits of MICE tourism. This shows that the capacity of MICE tourism to flourish in the country was pegged to the availability of accommodation facilities in most parts of Kenya as posited by Waithira.¹⁰² In this regard, the available accommodation facilities affect the ability of MICE tourism to contribute to sustainable development.

Narrow product diversity could also thwart the capacity of Kenya to reap the benefits of MICE tourism. This shows that by having wide narrow product diversity, the ability of a country to enhance the MICE tourism could be enhanced. This is in line with the position of the strategic plan of Ministry of Tourism by the government of Kenya that highlights this as a key challenge facing the tourism sector in the country.¹⁰³

Insecurity also challenged the ability of Kenya to fully benefit from the benefits associated with MICE tourism. The findings show that when security was enhanced, the country could enjoy more visitors from MICE tourism. These findings agree with the result of the SWOT analysis undertaken by the Ministry of Tourism in Kenya.¹⁰⁴ This could go on to enhance sustainable development.

Poor marketing as well as untapped regional and domestic tourism also denied Kenya the benefits associated with MICE tourism. This shows that the ability of Kenya to

¹⁰¹ Ibid.

¹⁰² Ibid.

¹⁰³ Government of Kenya, (2012). Strategic Plan, 2008-2012. Kenya: Ministry of Tourism.

¹⁰⁴ Ibid.

augment its revenue, which could contribute to sustainable development, was thwarted by poor marketing of the country for tourism activities. This is in agreement with Hudson who also sees marketing as key challenge facing the realization of the tourism potential of a country.¹⁰⁵

The findings show that the country was not fully utilizing the skills of its work force to obtain the gains anticipated from MICE tourism. As such, other factors unrelated to skill were responsible for the inability of the country to maximally benefit from this form of tourism and the associated development outcomes. This is against the findings of SWOT analysis of the Ministry of Tourism which reported that human resources a key challenge facing tourism.¹⁰⁶ It can thus be deduced that since 2008 when the ministry adopted the strategic plan, local capacities had improved tremendously.

It is also evident that although that much research and development of MICE tourism was being undertaken, although the SWOT analysis by the ministry of tourism had shown that was not the case.¹⁰⁷ Such research was however not fully utilized to bring sizable sustainable development benefits.

The findings also agreed with the SWOT analysis by the Ministry of Tourism that also reports that “MICE activities face numerous challenges such as shortage of accommodation facilities in most parts of Kenya.”¹⁰⁸ In this regard, increase in the number of accommodation facilities all over the country could play pivotal roles in enhancing the performance of MICE tourism in the country. However, this needed individual investors to do so.¹⁰⁹

Lastly it is evident from the findings that the contribution of MICE tourism to sustainable development in the country was often challenged by political instability,

¹⁰⁵ Hudson, S. (2008). *Tourism and Hospitality Marketing. A Global perspective*. New Delhi: Sage Publications Ltd.

¹⁰⁶ Government of Kenya, (2012). *Strategic Plan, 2008-2012*. Kenya: Ministry of Tourism.

¹⁰⁷ Ibid.

¹⁰⁸ Ibid.

¹⁰⁹ Zutt, J. (2010). *Kenya's Tourism: Polishing The Jewel*. Retrieved April 12, 2013 from http://siteresources.worldbank.org/KENYAEXTN/Resources/Tourism_ReportESW_Kenya_Final_May_2010.pdf

which often arose after general elections. These findings collaborate the findings of Zutt who was of was of the same opinion. The country thus needed to have strategies aimed at checking the challenges posed by political instability.

CHAPTER FOUR

STRATEGIES THAT COULD ENHANCE THE USE OF MICE TOURISM TO PROMOTE SUSTAINABLE DEVELOPMENT IN KENYA

4.0 Introduction

In this chapter, findings on the third and last objective of the study namely “To assess the strategies that need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya” are presented. Lastly, a conclusion is presented.

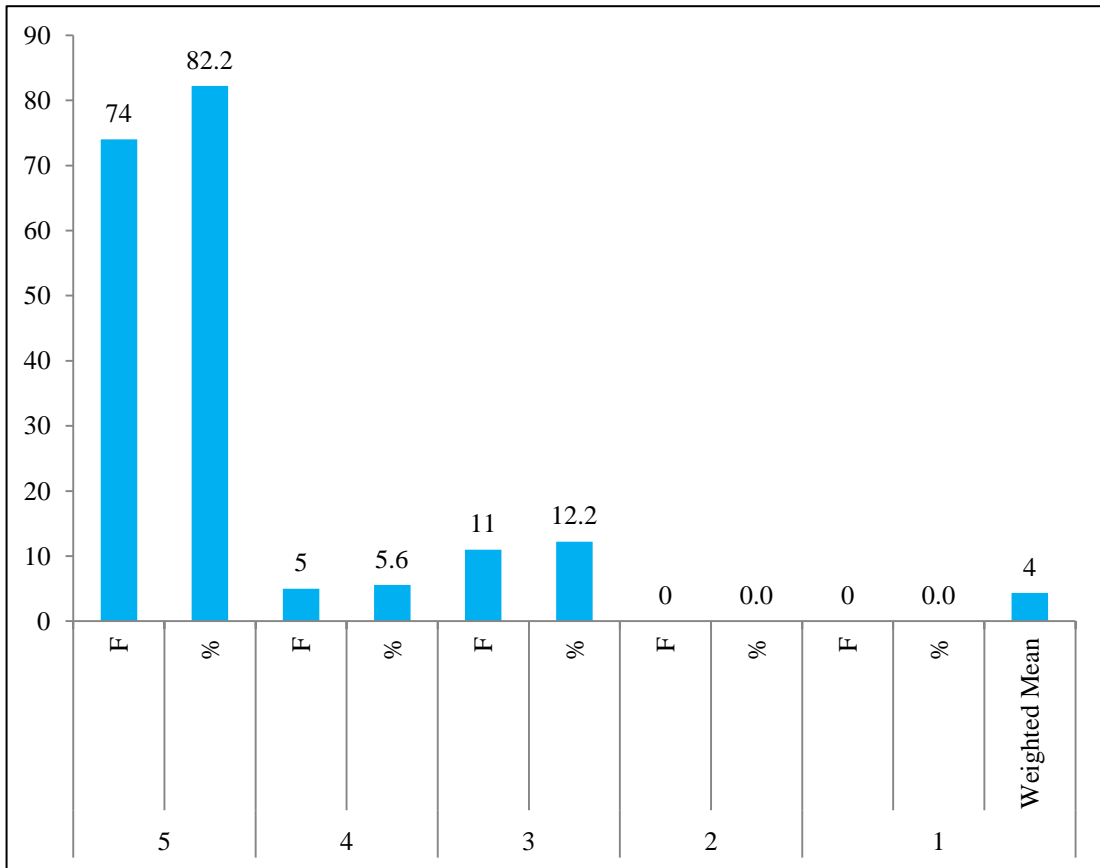
4.1 Presentation of the Study Findings

This section presents the findings obtained from likert-type statements and secondary sources.

4.1.1 Investment in Good Equipment and Facilities

The respondents were posed with the statement, “MICE venues in Kenya invest in good equipment and facilities to as to enhance business from MICE activities.” To this, most of the respondents (82.2%) agreed to a very great extent. This show that by having good equipment and facilities, the ability of a country to realize sustainable development due to the gains obtained from MICE tourism could be enhanced. This agrees with Waithira who as of the same opinion.¹¹⁰

¹¹⁰ Waithira, N. (2014).Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master’s Thesis.United States International University.



**Figure 4.1 Investments in Good Equipment and Facilities
Researcher, 2018**

4.1.2 Enhancing MICE Tourism through Advertisement in Various Media

Another plausible way of enhancing MICE Tourism was advertisement in various forms of media. This can be shown by 96.7% of the respondents who agreed to a very great extent to the statement, “one of the ways of enhancing MICE tourism is advertisement in various media.” As such, the country could enhance the performance of MICE tourism through advertisement in traditional and modern internet based media communication channels.¹¹¹ When done, this could enhance sustainable development in the country as more revenue as well as other benefits could be realized from MICE tourism.

¹¹¹ Ibid.

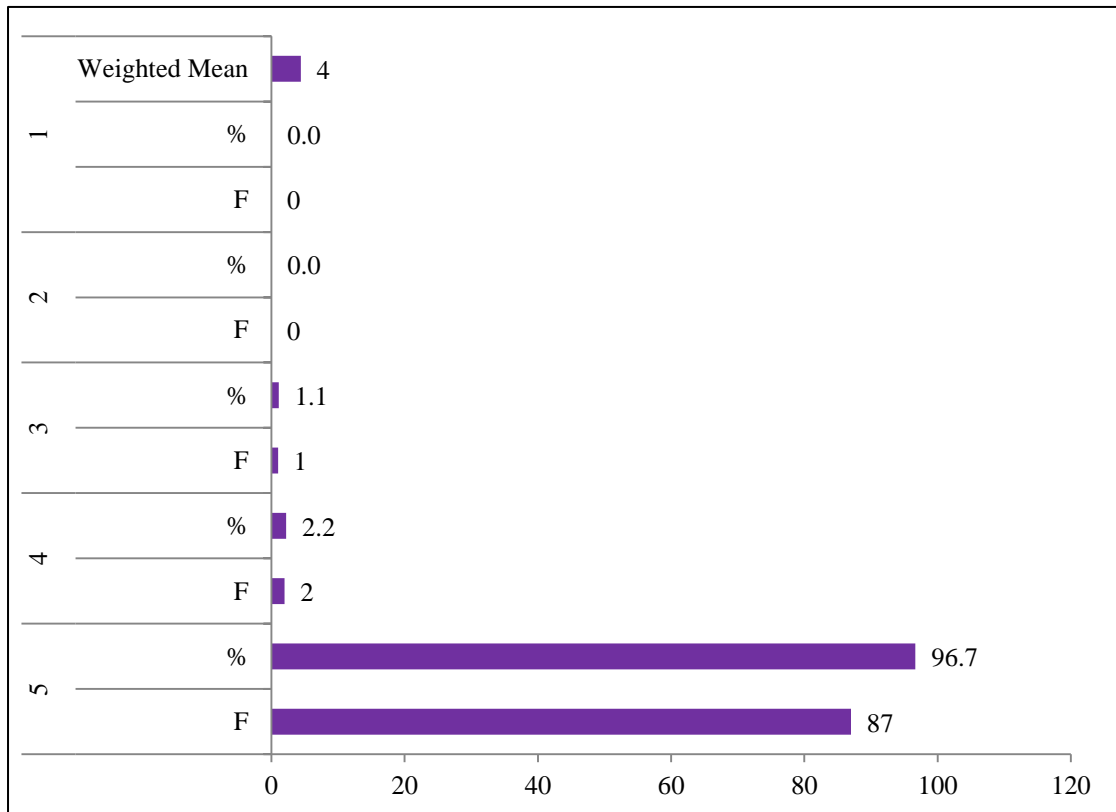
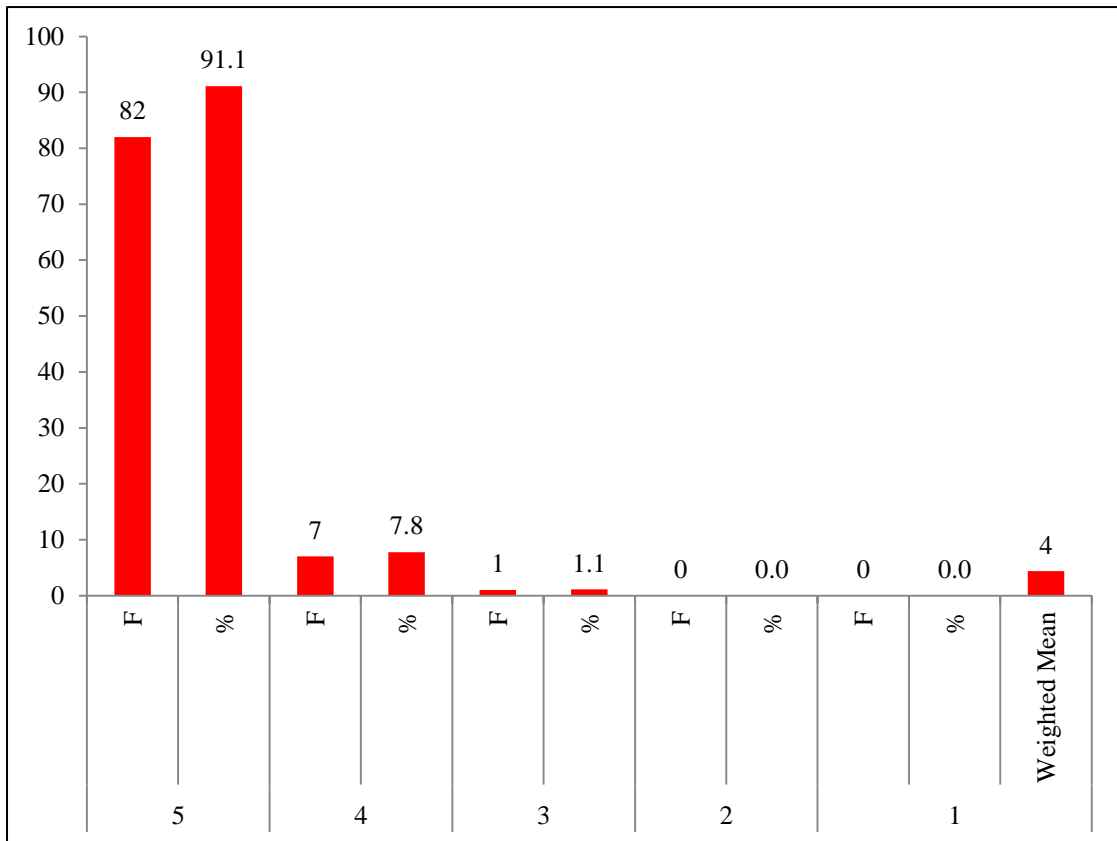


Figure 4.2 Enhancing MICE Tourism through Advertisement in Various Media Researcher, 2018

4.1.3 Enhancing MICE Tourism through Promotional Activities

Most of the respondents (91.1%) also agreed to a very great extent that, “promotional activities were often undertaken by their organizations in order to enhance MICE tourism. This shows that promotional activities could augment the benefits associated with MICE tourism by enhancing the number of people who know about a country and who a willing to visit it. These also findings agree with those of Waithera.¹¹² By undertaking immense promotional activities, the country could enhance MICE tourism and by extension sustainable development in the country.

¹¹² Ibid.



**Figure 4.3 Enhancing MICE Tourism through Promotional Activities
Researcher, 2018**

4.1.4 Enhancing MICE Tourism through Communication about the Quality of Venues in Kenya

Most of the respondents (96.7%) also agreed to a very great extent to the statement; “communication about the quality of venues in Kenya is often used to enhance MICE tourism.” In this light, it can be argued that the country could see more visitors from MICE tourism by ensuring that more and more people as well as organisations from all over the world knew about the quality of her venues and their ability to host events. This is in line with the findings of Smagina who was of the same opinion.¹¹³

¹¹³ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

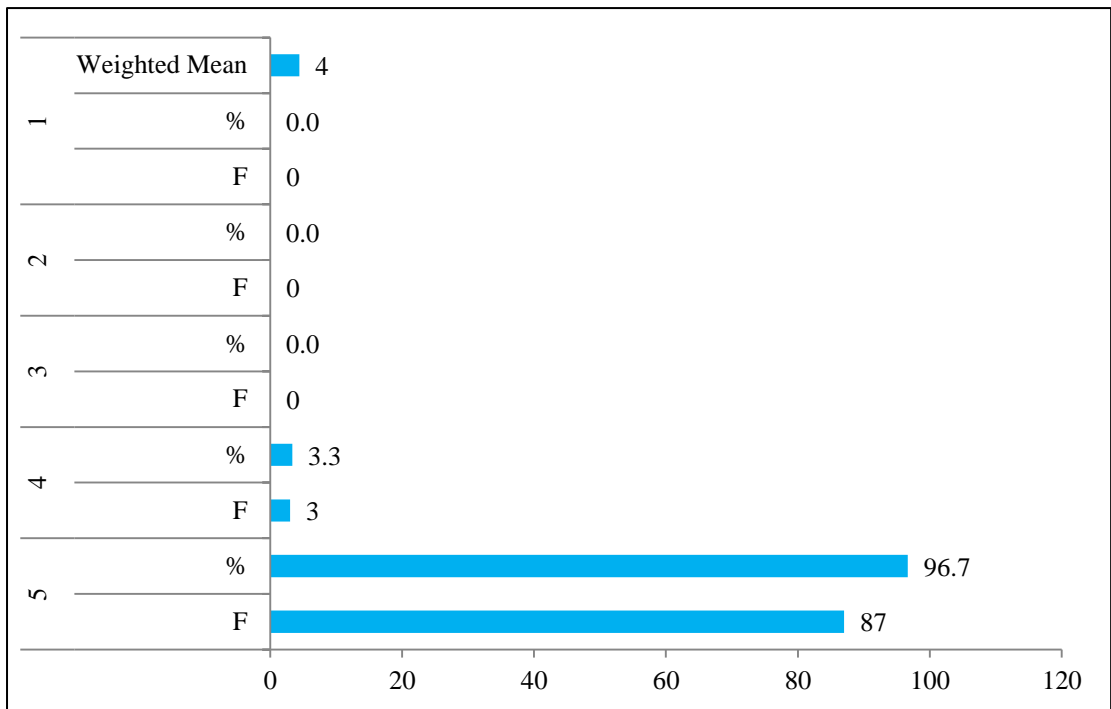
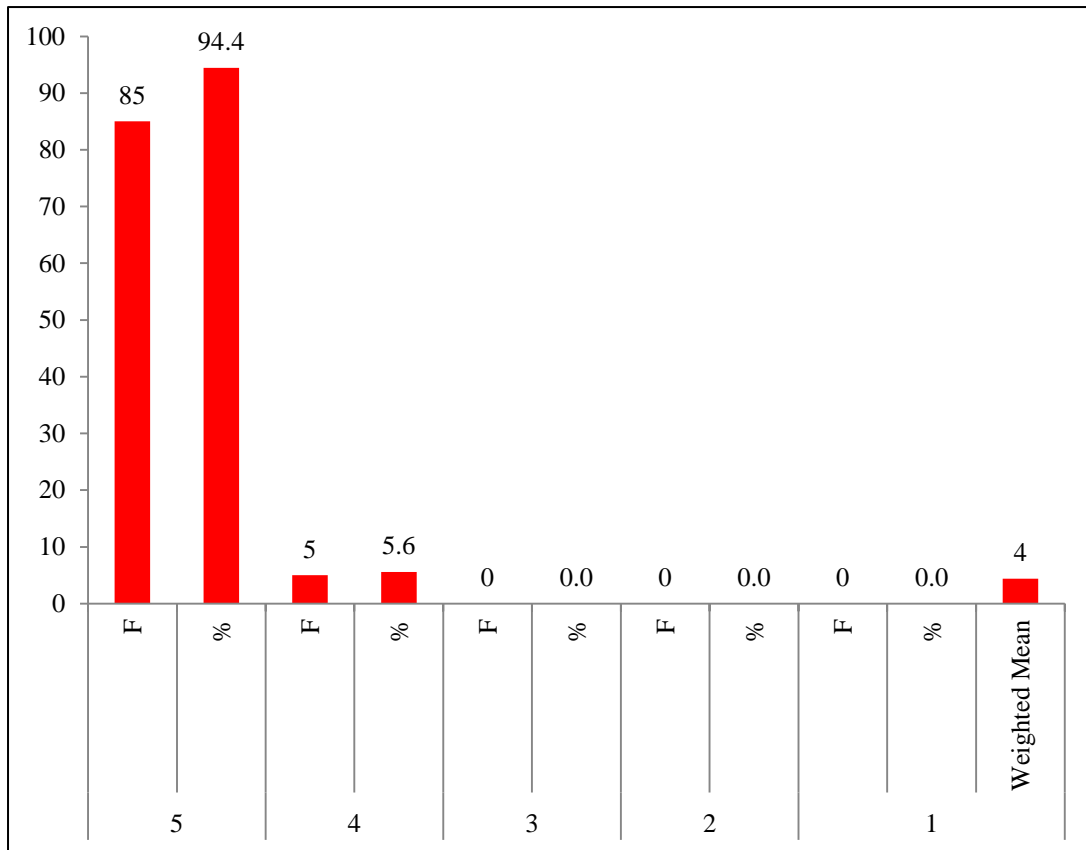


Figure 4.4 Enhancing MICE Tourism through Communication about the Quality of Venues in Kenya
Researcher, 2018

4.1.5 Responsiveness to the Tastes and Preferences of the Consumers

The respondents were also asked to indicate their level of agreement to the statement, “responsiveness to the tastes and preferences of the consumers plays pivotal roles in enhancing the success of MICE tourism in Kenya.” To this, the vast majority (94.4%) agreed to a very great extent. This shows that by being able to meet the expectations of event planners and potential visitors, countries were able to have more consumers of MICE tourism.¹¹⁴ This could go on to enhance sustainable development.

¹¹⁴ Ibid.



**Figure 4.5 Responsiveness to the Tastes and Preferences of the Consumers
Researcher, 2018**

4.1.6 Enhancing Direct Reach of Service Providers by Event Planners

Another plausible way of enhancing MICE tourism was enhancing direct reach of service providers by event planners from other countries according to 86.7% of the respondents who were of that opinion. This also agrees with the findings of Waithira who was of the same opinion.¹¹⁵ In this regard, Kenya should put in place mechanisms for ensuring that event planner and service providers had direct communication through the states facilitation in terms of internet connectivity and presence of information exchange forums among others.

¹¹⁵ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

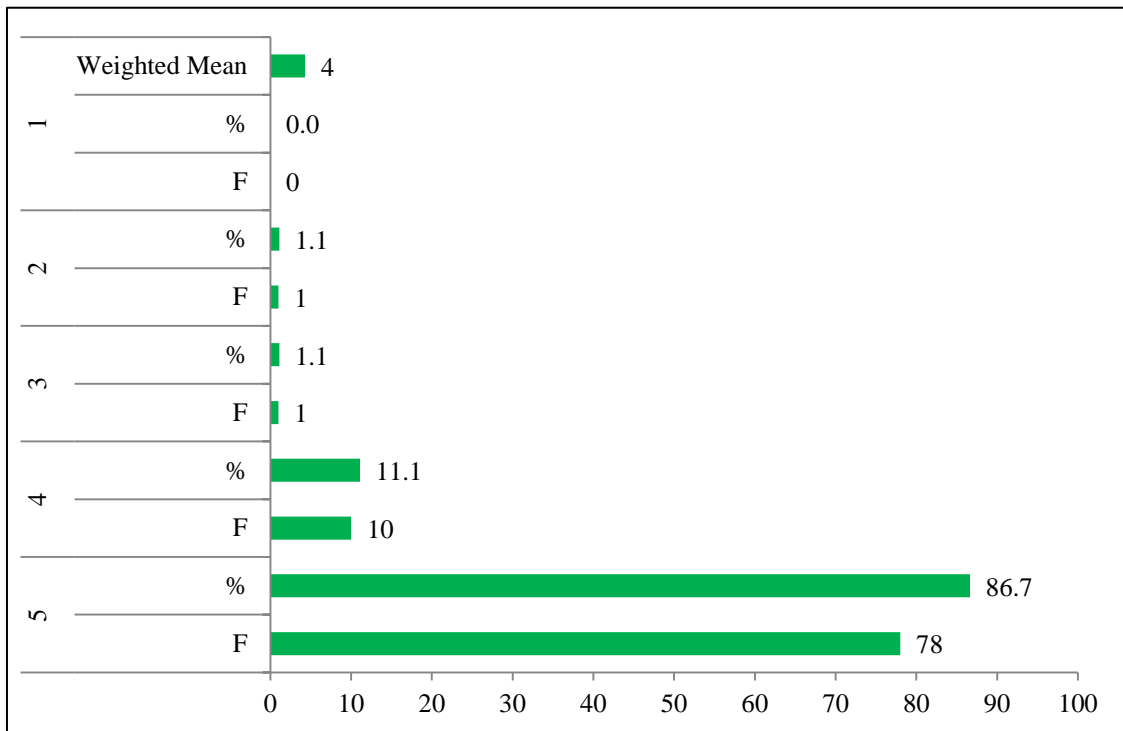


Figure 4.6 Enhancing Direct Reach of Service Providers by Event Researcher, 2018

4.1.7 Collaboration and Partnership in the Mobilization of Participants for MICE Events

The respondents were presented with the statement, “collaboration and partnership in the mobilization of participants for MICE events by the government and businesses in the hospitality sector enhances MICE tourism in the country.” To this, the vast majority (92.2%) agreed to a very great extent. This shows that the gains expected from MICE tourism could be enhanced if the country put in place mechanisms for ensuring collaboration and partnership with service providers. This was vital since it could enhance information exchange and mutuality in the realization of shared goals. This could go on to enhance sustainable development in the country. This buttresses the findings of Smagina who obtained similar results in Russia.¹¹⁶

¹¹⁶ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

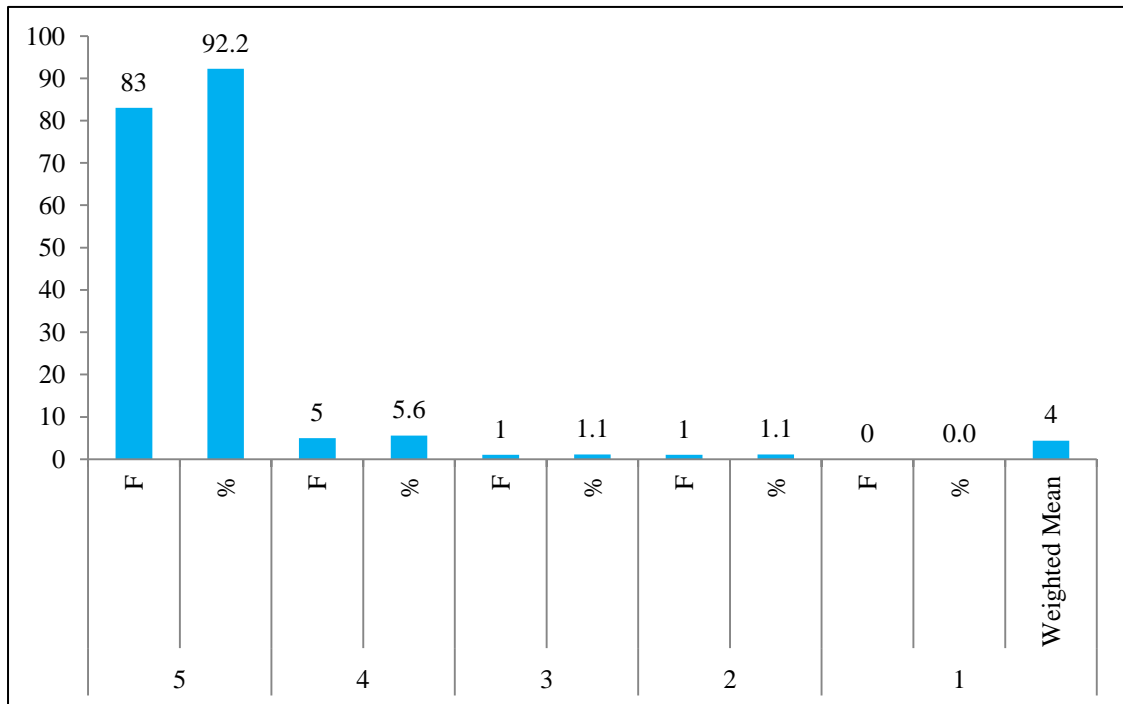


Figure 4.7 Collaboration and Partnership in the Mobilization of Participants for MICE Events

Researcher, 2018

4.1.8 Use of Convention and Visitors Bureaus (CVBs)

The last statement presented to the respondents was, “Convention and Visitors Bureaus (CVBs) are used to enhance cooperation between public and private sectors in advancing MICE tourism in the country.” In this regard, the vast majority of the respondents (74.4%) agreed to a great extent. This implies that countries could enhance the number of visitors coming into the country through advertisement and provision of information about the country through these bureaus. This could go on to leverage the gains emanating from MICE tourism, which could spur sustainable development in the country. These findings corroborate the study by Marques and Santos that found out that “CVBs enhanced cooperation between public and private

sectors in advancing tourism in the country.”¹¹⁷ This resulted in more revenue and enhanced sustainable development.

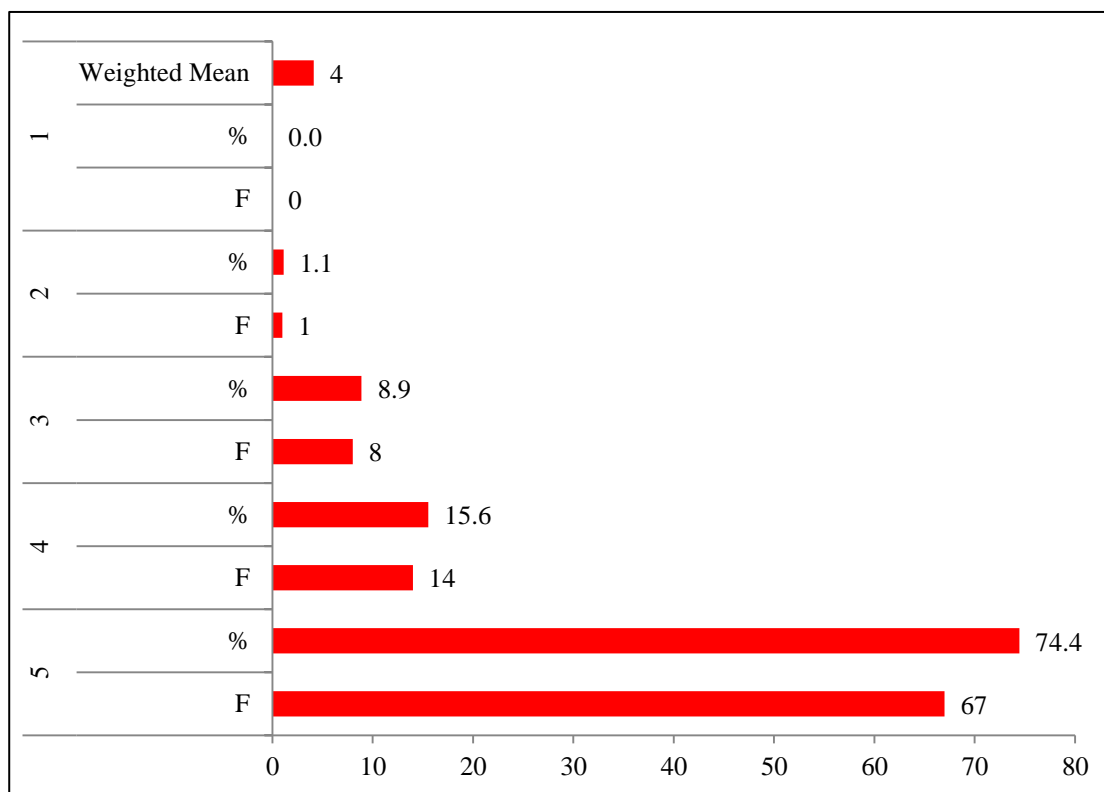


Figure 4.8 Convention and Visitors Bureaus (CVBs)
Researcher, 2018

4.2 Findings from Interviews

The last question presented to the interviewees was, “what are the strategies put in place to enhance effective use of MICE tourism in promoting sustainable development in Kenya?” To this, the respondents suggested numerous strategies that could be used to enhance the use of mice tourism as a means for promoting sustainable development in Kenya. In this regard, one of the strategies suggested was putting up good and standard facilities. To this Respondent E posited that:

“The country could enhance the level to which MICE tourism succeeded by investing in modern facilities with international standards.”¹¹⁸

¹¹⁷ Marques, J., & Santos, N. (2016). "Developing business tourism beyond major urban centres: the perspectives of local stakeholders," *Tourism and Hospitality Management*, University of Rijeka, Faculty of Tourism and Hospitality Management, 22(1), pages 1-15

¹¹⁸ Respondent E, interviewed on 27 /8/18 in Nairobi, Kenya

These findings agree with Zhou in China who also found out that having good facilities could attract more visitors to a country.¹¹⁹

MICE tourism could also be enhanced through rigorous advertisement. This is exemplified in the position of Respondent G who said:

*“How can a country expect to perform well and compete effectively if it did not invest heavily in promotion of itself as an ideal tourist destination?”*¹²⁰

These findings corroborate those of Waithira¹²¹ who argued that “by undertaking immense promotional activities, the country could enhance MICE tourism.”

It was also established that MICE tourism could be enhanced through tailor made packages for visitors. In this accord, respondent D pointed out that:

*“If the country studies the requirements of specific visitors and makes packages in response to the expectations of such visitors, then MICE tourism can be enhanced. A lot of money could be brought into the country and this could contribute to sustainable development in the country.”*¹²²

These findings agree with those of Smagina who posited that “by being able to meet the expectations of event planners and potential visitors, countries were able to have more consumers of MICE tourism.”¹²³ This could go on to enhance sustainable development.

Other strategies elicited included, having good internet connectivity and other forms of communication infrastructure with event planners overseas, which agrees with Waithira who was of the same opinion.¹²⁴ There was also need to foster cooperation with event planners from neighbouring countries for complimentary purposes since surplus

¹¹⁹ Zhou, N.C. (2010). The Meetings Incentives Conferences and Events Industry in Hang Zhou, China: Residents' Perceptions of Policies. PhD Thesis. University of Waikato, Hamilton, New Zealand.

¹²⁰ Respondent G, interviewed on 27 /8/18 in Nairobi, Kenya

¹²¹ Ibid.

¹²² Respondent D, interviewed on 16 /8/18 in Nairobi, Kenya

¹²³ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105

¹²⁴ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

visitors in neighbouring countries could be housed by their neighbours, Kenya as in the case of this current study.

4.3 Conclusion

The third and last objective of the study was “to assess the strategies that need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya.” To this, most of the respondents show that by having good equipment and facilities, the ability of a country to realize sustainable development due to the gains obtained from MICE tourism could be enhanced. This agrees Waithira who as of the same opinion.¹²⁵

Another plausible way of enhancing MICE Tourism was advertisement in various forms of media. As such, the country could enhance the performance of MICE tourism through advertisement in traditional and modern internet based media communication channels.¹²⁶ When done, this could enhance sustainable development in the country as more revenue as well as other benefits could be realized from MICE tourism.

The findings also show that promotional activities could augment the benefits associated with MICE tourism by enhancing the number of people who know about a country and who a willing to visit it. These also findings agree with those of Waithira.¹²⁷ By undertaking immense promotional activities, the country could enhance MICE tourism and by extension sustainable development in the country.

Communication about the quality of venues in Kenya was also seen as being vital in enhancing MICE tourism. In this light, it can be argued that the country could see more visitors from MICE tourism by ensuring that more and more people as well as organisations from all over the world knew about the quality of her venues and their

¹²⁵ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

¹²⁶ Ibid.

¹²⁷ Ibid.

ability to host events. This is in line with the findings of Smagina who was of the same opinion.¹²⁸

Furthermore, responsiveness to the tastes and preferences of the consumers played pivotal roles in enhancing the success of MICE tourism in Kenya. In this regard, it is evident that by being able to meet the expectations of event planners and potential visitors, countries were able to have more consumers of MICE tourism.¹²⁹ This could go on to enhance sustainable development.

Another plausible way of enhancing MICE tourism was enhancing direct reach of service providers by event planners from other countries. This also agrees with the findings of Waithira who was of the same opinion.¹³⁰ As such, Kenya should put in place mechanisms for ensuring that event planner and service providers had direct communication through the states facilitation in terms of internet connectivity and presence of information exchange forums among others.

Collaboration and partnership in the mobilization of participants for MICE events by the government and businesses in the hospitality sector was also reported to enhance MICE tourism in the country. This shows that the gains expected from MICE tourism could be enhanced if the country put in place mechanisms for ensuring collaboration and partnership with service providers. This was vital since it could enhance information exchange and mutuality in the realization of shared goals. This could go on to enhance sustainable development in the country. This buttresses the findings of Smagina who obtained similar results in Russia.¹³¹

Lastly, it is evident that Convention and Visitors Bureaus (CVBs) were highly used to enhance cooperation between public and private sectors in advancing MICE tourism

¹²⁸ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105

¹²⁹ Ibid.

¹³⁰ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

¹³¹ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

in the country. This implies that countries could enhance the number of visitors coming into the country through advertisement and provision of information about the country through these bureaus. Additionally, this could go on to leverage the gains emanating from MICE tourism, which could spur sustainable development in the country. These findings corroborate the study by Marques and Santos that found out that “CVBs enhanced cooperation between public and private sectors in advancing tourism in the country.”¹³² This resulted in more revenue and enhanced sustainable development.

¹³² Marques, J., & Santos, N. (2016). "Developing business tourism beyond major urban centres: the perspectives of local stakeholders," *Tourism and Hospitality Management*, University of Rijeka, Faculty of Tourism and Hospitality Management, 22(1), pages 1-15

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMEDATIONS

5.1 Introduction

This chapter presents the summary of key study findings. This is done on the basis of the research objectives that were to investigate the role and impact of Mice tourism in promoting sustainable development in Africa; to document the contribution and challenges encountered in employing mice tourism to sustainable development in Kenya; to assess the strategies that need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya.

5.2 Summary of Findings

This section presents a summary of the study findings based on the key findings; the conclusions emanating from the study findings are then presented. Lastly, recommendations arising from these findings are also presented.

5.2.1 Role and Impact of MICE Tourism in Promoting Sustainable Development in Africa

The first objective of the study was to investigate the role and impact of Mice tourism in promoting sustainable development in Africa. Data from questionnaires were analysed using descriptive statistics including, weighted means, frequency and percentages. On its part, responses from interviews were analysed thematically. Data was collected from existent secondary sources and subjected to content analysis.

To begin with, the study findings show that MICE tourism brings revenue to host country and this contributes to sustainable development in the host country. This was due to the fact that MICE tourism was pivotal in enhancing the sustainable development in organizations which collaborates the findings of Buathong that show that “MICE tourism had led to sustainable development in Thailand through increased revenue as well as development of the hospitality sector, which led to job creation and enhanced economic development in the country¹³³ In this regard, the study confirms

¹³³ Buathong, K., & Lai, P. (2017). Perceived Attributes of Event Sustainability in the MICE Industry in Thailand: A Viewpoint from Governmental, Academic, Venue and Practitioner. *Sustainability*, 9, 1151.

the study hypothesis that MICE tourism has contributed significantly to sustainable development in Africa.

The study findings show that MICE tourism had added benefits to host country. Some of these benefits such as job creation and increased business opportunities as presented in the subsequent sections contribute to sustainable development in the host country. This is in line with the findings of Yarichkova who was of the same opinion. As a result, it had led to sustainable development in the country due to increases in revenue streams from the tourism sector which contributed to the growth of other sectors of the Serbian economy.¹³⁴

The study findings also show that MICE tourism enhances expansion and provision of facilities and infrastructure which spur development in other sectors of the host country. This corroborates the findings of Altareri who found out that MICE tourism contributed to economic growth in the country by enhancing the development of infrastructure.¹³⁵

MICE tourism also led to highly beneficial innovations that enhance the growth of a country. This buttresses the findings of Smagina who argued that “MICE industry was a notable “driver of economic, social and cultural development worldwide that is play pivotal roles in creating added value for tourism as well as enhancement of innovation and creativity.”¹³⁶ Such innovations led to the positioning of a country to exploit the potentials of MICE tourism, which could enhance sustainable development.

Conversely, MICE tourism had advantage to other industries since it leads to development of human resources that contribute significantly to the economic development in a country. This agrees with Jin and his colleagues who posited that MICE tourism enhanced economic growth by building the capacity of employees in

¹³⁴Yarichkova, M. (2012). *CVBs as vehicles for MICE-destination development: the business model of Serbia Convention Bureau*. Master Thesis. University of Girona.

¹³⁵Altareri, K.A. (2016). *Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia*. PhD Thesis. Victoria University, New Zealand.

¹³⁶ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

the service provision sector to undertake international businesses.¹³⁷ This buttresses its income generation capacity as well as their contribution to the development of the country.

On another note, MICE tourism enhances capacity building in technological know-how which contributes to sustainable development. This is vital since the experiences accrued by interacting with visitors from other nations have the propensity to enhance productivity among employees, which would translate to sustainable development in the host country. This also agrees with Jin and others who were of the same opinion.¹³⁸

MICE tourism also led to efficient utilization of assets and income generation capacity of the cost country, which further contributes to sustainable development as shown by 85.6% of the respondents who were of the same opinion. Evidently, MICE tourism played key roles in enhancing the productivity of the human resources in multiple sectors in the country. This went on to contribute to sustainable development, also in line with the position of Jin and others.¹³⁹

It was also made manifest that MICE tourism could play a pivotal role towards the realization of SDGs which goes on to enhance economic growth. This shows that this form of tourism could enhance sustainable development as enshrined in the SDG.¹⁴⁰ This was through promoted of the creation of extra business opportunities in the host country. These extra business opportunities availed, which could be as a result of some of the visitors deciding to stay on in the host country and engage in other forms of trade contributed to sustainable development in the country. This buttresses the study by Altareri who also found out that MICE tourism contributed to economic growth in Saudi Arabia by opening additional business opportunities which further

¹³⁷ Jin, J., Min, W., & Yoo. J. (2016)"The impact of tourism advertising on corporate attitudes and tourism intentions: Country and corporation interactions in the halo effect and public diplomacy." *Tourism Culture & Communication* 16, 3, 109-121.

¹³⁸ Ibid.

¹³⁹ Ibid.

¹⁴⁰ Implementation of the Agenda 2030 for Sustainable Development in Kenya, Government of Kenya, 2017.

spurred the growth of economy fuelled the growth of other sectors in the Saudi Economy.¹⁴¹

5.2.2 Contribution and Challenges Encountered in Employing MICE Tourism to Sustainable Development in Kenya

The second objective of the study was to document the contribution and challenges encountered in employing mice tourism to sustainable development in Kenya. Regarded the ability of to exploit MICE tourism for sustainable development is challenged by inability to respond to the multicultural expectations of business people. This shows that various conflicting cultures made some employees in the tourism sector unable to respond to the needs of some visitors. This agrees with Waithira who in a study undertaken in Kenya recorded similar results.¹⁴² This went on to affect the contribution of MICE tourism to sustainable development in the country since less revenue and other benefits were obtained.

The ability to exploit MICE tourism for sustainable development was also challenged by lack of parking space as well as poor security and safety measures. This shows that poor infrastructures such as lack of ample parking space as well as insecurity challenged the gains expected from MICE tourism. This went on to the revenue accrued from this form of tourism and sustainable development by extension as argued by Waithira.¹⁴³

Shortage of accommodation facilities in most parts of Kenya also inhibits the capacity of the country to reap the benefits of MICE tourism. This shows that the capacity of MICE tourism to flourish in the country was pegged to the availability of accommodation facilities in most parts of Kenya as posited by Waithira.¹⁴⁴ In this regard, the available accommodation facilities affect the ability of MICE tourism to contribute to sustainable development.

¹⁴¹ Altareri, K.A. (2016). Development of multicultural mice tourism in the Middle East: the case of Saudi Arabia. PhD Thesis. Victoria University, New Zealand.

¹⁴² Waithira, M.N. (2014) "Factors Influencing the Consumption Of Meetings, Incentives, Conferences, And Exhibitions (Mice) Products In Kenya: A Case of Kenyatta International Conference Center (KICC)." PhD diss., United States International University Africa.

¹⁴³ Ibid.

¹⁴⁴ Ibid.

Narrow product diversity could also thwart the capacity of Kenya to reap the benefits of MICE tourism. This shows that by having wide narrow product diversity, the ability of a country to enhance the MICE tourism could be enhanced. This is in line with the position of the strategic plan of Ministry of Tourism by the government of Kenya that highlights this as a key challenge facing the tourism sector in the country.¹⁴⁵

Insecurity also challenged the ability of Kenya to fully benefit from the benefits associated with MICE tourism. The findings show that when security was enhanced, the country could enjoy more visitors from MICE tourism. These findings agree with the result of the SWOT analysis undertaken by the Ministry of Tourism in Kenya.¹⁴⁶ This could go on to enhance sustainable development.

Poor marketing as well as untapped regional and domestic tourism also denied Kenya the benefits associated with MICE tourism. This shows that the ability of Kenya to augment its revenue, which could contribute to sustainable development, was thwarted by poor marketing of the country for tourism activities. This is in agreement with Hudson who also sees marketing as key challenge facing the realization of the tourism potential of a country.¹⁴⁷

The findings show that the country was not fully utilizing the skills of its work force to obtain the gains anticipated from MICE tourism. As such, other factors unrelated to skill were responsible for the inability of the country to maximally benefit from this form of tourism and the associated development outcomes. This is against the findings of SWOT analysis of the Ministry of Tourism which reported that human resources a key challenge facing tourism.¹⁴⁸ It can thus be deduced that since 2008 when the ministry adopted the strategic plan, local capacities had improved tremendously.

It is also evident that although that much research and development of MICE tourism was being undertaken, although the SWOT analysis by the ministry of tourism had

¹⁴⁵Government of Kenya, (2012). Strategic Plan, 2008-2012. Kenya: Ministry of Tourism.

¹⁴⁶ Ibid.

¹⁴⁷ Hudson, S. (2008). Tourism and Hospitality Marketing. A Global perspective. New Delhi: Sage Publications Ltd.

¹⁴⁸ Government of Kenya, (2012). Strategic Plan, 2008-2012. Kenya: Ministry of Tourism.

shown that was not the case.¹⁴⁹ Such research was however not fully utilized to bring sizable sustainable development benefits.

The findings also agreed with the SWOT analysis by the Ministry of Tourism that also reports that “MICE activities face numerous challenges such as shortage of accommodation facilities in most parts of Kenya.”¹⁵⁰ In this regard, increase in the number of accommodation facilities all over the country could play pivotal roles in enhancing the performance of MICE tourism in the country. However, this needed individual investors to do so.¹⁵¹

Lastly it is evident from the findings that the contribution of MICE tourism to sustainable development in the country was often challenged by political instability, which often arose after general elections. These findings collaborate the findings of Zutt who was of was of the same opinion. The country thus needed to have strategies aimed at checking the challenges posed by political instability.

5.2.3 Strategies That Could Enhance the Use of MICE Tourism to Promote Sustainable Development in Kenya

The third and last objective of the study was “to assess the strategies that need to be put in place to effectively employ mice tourism to promote sustainable development in Kenya.” To this, most of the respondents show that by having good equipment and facilities, the ability of a country to realize sustainable development due to the gains obtained from MICE tourism could be enhanced. This agrees with Waithira who as of the same opinion.¹⁵²

Another plausible way of enhancing MICE Tourism was advertisement in various forms of media. As such, the country could enhance the performance of MICE tourism through advertisement in traditional and modern internet based media

¹⁴⁹ Ibid.

¹⁵⁰ Ibid.

¹⁵¹ Zutt, J. (2010). Kenya’s Tourism: Polishing The Jewel. Retrieved April 12, 2013 from http://siteresources.worldbank.org/KENYAEXTN/Resources/Tourism_ReportESW_Kenya_Final_May_2010.pdf

¹⁵² Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master’s Thesis. United States International University.

communication channels.¹⁵³ When done, this could enhance sustainable development in the country as more revenue as well as other benefits could be realized from MICE tourism.

The findings also show that promotional activities could augment the benefits associated with MICE tourism by enhancing the number of people who know about a country and who are willing to visit it. These findings also agree with those of Waithira.¹⁵⁴ By undertaking immense promotional activities, the country could enhance MICE tourism and by extension sustainable development in the country.

Communication about the quality of venues in Kenya was also seen as being vital in enhancing MICE tourism. In this light, it can be argued that the country could see more visitors from MICE tourism by ensuring that more and more people as well as organizations from all over the world knew about the quality of her venues and their ability to host events. This is in line with the findings of Smagina who was of the same opinion.¹⁵⁵

Furthermore, responsiveness to the tastes and preferences of the consumers played pivotal roles in enhancing the success of MICE tourism in Kenya. In this regard, it is evident that by being able to meet the expectations of event planners and potential visitors, countries were able to have more consumers of MICE tourism.¹⁵⁶ This could go on to enhance sustainable development.

Another plausible way of enhancing MICE tourism was enhancing direct reach of service providers by event planners from other countries. This also agrees with the findings of Waithira who was of the same opinion.¹⁵⁷ As such, Kenya should put in place mechanisms for ensuring that event planner and service providers had direct

¹⁵³ Ibid.

¹⁵⁴ Ibid.

¹⁵⁵ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105

¹⁵⁶ Ibid.

¹⁵⁷ Waithira, N. (2014). Factors influencing the consumption of Meetings, Incentives, Conferences, And Exhibitions (Mice) products in Kenya: A case of Kenyatta International Conference Center. Master's Thesis. United States International University.

communication through the states facilitation in terms of internet connectivity and presence of information exchange forums among others.

Collaboration and partnership in the mobilization of participants for MICE events by the government and businesses in the hospitality sector was also reported to enhance MICE tourism in the country. This shows that the gains expected from MICE tourism could be enhanced if the country put in place mechanisms for ensuring collaboration and partnership with service providers. This was vital since it could enhance information exchange and mutuality in the realization of shared goals. This could go on to enhance sustainable development in the country. This buttresses the findings of Smagina who obtained similar results in Russia.¹⁵⁸

Lastly, it is evident that Convention and Visitors Bureaus (CVBs) were highly used to enhance cooperation between public and private sectors in advancing MICE tourism in the country. This implies that countries could enhance the number of visitors coming into the country through advertisement and provision of information about the country through these bureaus. Additionally, this could go on to leverage the gains emanating from MICE tourism, which could spur sustainable development in the country. These findings corroborate the study by Marques and Santos that found out that “CVBs enhanced cooperation between public and private sectors in advancing tourism in the country.”¹⁵⁹ This resulted in more revenue and enhanced sustainable development.

¹⁵⁸ Smagina, N. (2017). The internationalization of the Meetings-, Incentives-, Conventions- and Exhibitions- (MICE) industry: Its influences on the actors in the tourism business activity. *Journal of Economics and Management*, 27 (1), 105.

¹⁵⁹ Marques, J., & Santos, N. (2016). "Developing business tourism beyond major urban centres: the perspectives of local stakeholders," *Tourism and Hospitality Management*, University of Rijeka, Faculty of Tourism and Hospitality Management, 22(1), pages 1-15

5.3 Conclusion

On the first objective of the study, it is evident that MICE tourism contributed to sustainable development in numerous ways. To begin with MICE Tourism played key roles in bringing in revenue into the country. This contributed immensely to the growth of the country. MICE tourism also contributed to economic growth through job creation and development of infrastructure among other benefits. Furthermore MICE tourism enhanced the development of other economic sectors since some of the visitors to the country decided to stay behind and engage in other forms of business. Expertise was also left behind by tourists and this was cascaded to other development areas. Lastly, it is evident that MICE tourism enhanced the performance of the country through ways such as increase in Foreign Direct Investments and opening opportunities for international cooperation in the tourism sector. The combined of these and other benefits contributed to economic development in the country.

On the second objective of the study, the findings show that numerous factors contributed to the success or failure of MICE tourism to enhance sustainable development. To begin with, the ability of a country to leverage on the gains of MICE tourism was dependent on its available accommodation facilities. This could go on to affect the ability of the country to benefit from the contribution of MICE tourism to sustainable development. Another notable challenge encountered in employing MICE tourism in the country was occasional insecurity and negative publicity about the country in foreign media. In this regard, Kenya was often faced with negative publicity from international media which denied the country the ability to benefit from this form of tourism; a thing that could affect development. This was aggravated by the fact the country did not have strong mechanisms for countering negative publicity. Other challenges were lack of money to advertise the country well, lack of political will, poor infrastructure, lack of strong cooperation between government and private actors and poor infrastructure. Competition from other destinations among others was highlighted as a notable challenge.

On the last objective of the study, it was evident that numerous strategies could be used to enhance the use of mice tourism as a means for promoting sustainable development in Kenya. In this regard, one of the strategies suggested was putting up good and standard facilities. MICE tourism could also be enhanced through rigorous

advertisement, promotion and tourist information bureaus. It was also established that MICE tourism could be enhanced through tailor made packages for visitors. When used, the ability of the government to benefit from the gains of tourism to enhance sustainable development could be enhanced.

5.4 Recommendations

Based on the study findings, the following recommendations are made:

- Effort should be put in place to enhance MICE tourism in the country through the development of accommodation facilities
- The government should beef up security so as to avoid the associated negative publicity about the country in foreign media.
- The government should come up with strong mechanisms for countering negative publicity.
- Enough funding should be availed to undertake advertisement and promotion of Kenya as destination locally and in its missions overseas.
- The government should improve infrastructure all over the country so as to enhance its capacity to host MICE activities everywhere
- Strong cooperation between government and private actors should be enhanced so as to strengthen MICE tourism
- Marketing should be strengthened so as to counter competition from other destinations
- Tourist information bureaus should be establish in most counties of the country and adequately funded so as to enhance information dissemination on Kenya as good tourism destination
- Tailor made packages for visitors to MICE events should be developed so as to enhance the capacity of Kenya to attract more visitors

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APPENDIX I: QUESTIONNAIRE

Dear Respondent,

This questionnaire seeks to establish “the role of “MICE” tourism in promoting sustainable development in Africa: a case study of Kenya.” Please answer the following questions as accurately as possible by ticking in the box [√] corresponding to whatever your choice is. Your response is confidential. It is for academic purposes only and will not be shared with anybody.

B: Impact of Mice Tourism in Promoting Sustainable Development

1) To what extent do you agree with the following statements? Rate in a scale of 5 to 1 (5-to a very high extent; 4-to a great extent; 3- to a moderate extent; 2-to a little extent and; 1-Not at all)

Attribute	5	4	3	2	1
1. MICE tourism bring revenue to host country and this contributes to sustainable development in the host country					
2. Delegates in MICE tourism bring in other added values (benefits) that enhance sustainable development in the host country					
3. MICE tourism enhances expansion and provision of facilities and infrastructure which spur development in other sectors of the host country					
4. MICE tourism leads to highly beneficial innovations that enhance the growth of a country					
5. Mice tourism has advantage to other industries since it leads to development of human resources that contribute significantly to the economic development in a country					
6. MICE tourism enhances capacity building in technological know-how which contributes to sustainable development					
7. MICE tourism leads to efficient utilization of assets and income generation capacity of the cost country, which further contributes to sustainable development					
8. MICE tourism can play a pivotal role towards the realization of SDGs which goes on to enhance economic growth					
9. MICE tourism creates additional business opportunities were opened in the country which further promotes the growth of economy					

B: Challenges Encountered in Employing MICE Tourism to Sustainable Development

2) To what extent do you agree with the following statements? Rate in a scale of 5 to 1 (5-to a very high extent; 4-to a great extent; 3- to a moderate extent; 2-to a little extent and; 1-Not at all)

Attribute	5	4	3	2	1
1. The ability of to exploit MICE tourism for sustainable development is challenged by inability to respond to the multicultural expectations of business people					
2. The ability of to exploit MICE tourism for sustainable development is challenged by lack of parking space as well as poor security and safety measures					
3. Shortage of accommodation facilities in most parts of Kenya inhibits the capacity of the country to reap the benefits of MICE tourism					
4. Narrow product diversity thwarts the capacity of Kenya to reap the benefits of MICE tourism					
5. Insecurity challenges the ability of Kenya to fully benefit from the benefits associated with MICE tourism					
6. Poor marketing as well as untapped regional and domestic tourism denies Kenya the benefits associated with MICE tourism					
7. Inadequate skilled human resources denies Kenya the ability to fully benefit from the benefits associated with MICE tourism					
8. Lack of research and development denies Kenya the ability to fully benefit from the benefits associated with MICE tourism					
9. Inadequate infrastructure support and environmental issues in some parts of Kenya denies the country the benefits associated with MICE tourism					
10. Sustainable development through MICE tourism in Kenya is challenged by fluctuations in the number of international arrivals.					
11. Political instability especially after elections affects MICE tourism and the associated sustainable development benefits					

C) Strategies Put in Place to Enhance the Capacity of MICE Tourism to Promote Sustainable Development

3) To what extent do you agree with the following statements? Rate in a scale of 5 to 1 (5-to a very high extent; 4-to a great extent; 3- to a moderate extent; 2-to a little extent and; 1-Not at all)

Attribute	5	4	3	2	1
1. MICE venues in Kenya invest in good equipment and facilities to as to enhance business from MICE activities					
2. One of the ways of enhancing MICE tourism is advertisement in various media					
3. Promotional activities are often undertaken by our organization in order to enhance MICE tourism					
4. Communication about the quality of venues in Kenya is often used to enhance MICE tourism					
5. Responsiveness to the tastes and preferences of the consumers plays pivotal roles in enhancing the success of MICE tourism in Kenya					
6. Enhancing direct reach of service providers by event planners from other countries enhances MICE tourism in the country					
7. Collaboration and partnership in the mobilization of participants for MICE events by the government and businesses in the hospitality sector enhances MICE tourism in the country					
8. Convention and Visitors Bureaus (CVBs) are used to enhance cooperation between public and private sectors in advancing MICE tourism in the country.					

End

APPENDIX II: INTERVIEW GUIDE

1. How does MICE tourism in promote sustainable development in Africa?
2. What are the challenges encountered in employing MICE tourism to sustainable development in Kenya?
3. What are the strategies put in place to enhance effective use of MICE tourism in promoting sustainable development in Kenya?

THANK YOU