

**THE ROLE OF CONFERENCES, MEETINGS AND EXHIBITIONS IN
PROMOTING INTERNATIONAL BUSINESS IN THE MINISTRY OF
EAST AFRICA AFFAIRS COMMERCE AND TOURISM IN KENYA**

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DECLARATION

This research project is my original work and has not been presented for examination in any other university.

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DEDICATION

I dedicate this project to my husband Jonah Kosgei, my son Cory Kosgei, my sisters Judy Kimitei and Jacqueline Ngetich. To my brothers Bernard and Levi Yego, for their continued encouragement and support. God bless you all abundantly.

ABSTRACT

The conventions, meetings and exhibitions industry is rapidly emerging as one of the important sectors that acts as a facilitator to the international trade and also as an avenue of transferring knowledge from the developed world to the developing world. In addition, the international meetings, conferences and exhibitions have been touted as an effective way to contact current and potential customers at a lower cost than alternative international sales calls or adaptations of advertising campaigns to meet the needs of multiple markets. As a result, the research objective was to establish the role of conferences, meetings and exhibitions in fostering international trade in the Ministry of East Africa Affairs Commerce and Tourism, Kenya. The study adopted a case study research design in which five interviewees, namely principal economist, assistant director, deputy as well as the director economic affairs were interviewed. The findings from the research were that conferencing, meetings and exhibitions play an important role in the Kenyan international trade activities in the sense that it has become an important point in which local and international players with global reach meet and acts as a platform to advertisement and a meeting where information is exchanged. Exhibitions and conferences have also become an avenue to transfer technical know-how between the developed and the developing world and also enable the local manufacturers to appreciate the dynamic nature of market environment and capture favorable market opportunities that exist. The challenge that hinders more Kenyan players to participate in the international meetings conferences and exhibitions was found to be the high cost involved and a lack of adequate publicity made on the activity. Consequently, it was recommended that efforts need to be put to allow for greater investment in the national use of conferencing and exhibition strategies to reach the potential investors in the country as well as facilitate the transfer of technical know – how to the local business people. It is also critical for Kenya to improve its international direct air access if it has the intention to increase international participation in its MCE events in the country. Kenya also needs to do more to work on its qualified workforce shortage and labor woes to ensure that service quality does not deteriorate. Future research should explore comparing the attractiveness of MCE destinations from meeting attendees' perspectives as well establish the effect of the conference, meetings and exhibitions on the local communities after the meetings.

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ABBREVIATION AND ACRONYMS

- EAC** - East Africa Community
- COMESA** - Common Markets for Eastern and Southern Africa
- SADC** - Southern Africa Development Cooperation

CHAPTER ONE INTRODUCTION

1.1 Background of the Study

The changing world order and the consequent impact on global economic activity during the past decades in general, and the decade of the nineties in particular, are bringing in increasing complexity in the way national economies act and interact with each other and with global economic institutions (Kay, 2010). International meetings, conferences and exhibitions have been touted as an effective way to contact current and potential customers at a lower cost than alternative international sales calls or adaptations of advertising campaigns to meet the needs of multiple markets (Dekimpeet *al.*, 2007). International exhibitions have also been identified as effective ways for firms to; quickly test the international marketability of products and services; seek out channels of distribution; and evaluate the international competition. According to Motwani *et al.*, (2002), the objectives of exhibiting firms at international events are often dependent on their level of exporting experience. A novice exporter may use an international exhibition to develop relationships and/or gain feedback on a proposed market entry plan whereas a more experienced exporter may set objectives related to lead development and emphasize the maintenance of its current market position. Further, information acquisition at international exhibitions, such as exchanging information, building relationships and assessing partners, is a cost-effective and prompt way to meet competitive challenges and adapt to changes in international business environments.

International business increases competition in domestic markets and opens up new opportunities abroad. Global competition forces firms to be more innovative and efficient in their use of resources. For consumers, international business brings increased varieties of goods and services

into the world marketplace and enhances living standards. Just as important, open borders means increased exposure to new ideas, technologies, and ways of doing things (Devinney, 2010). Trading globally gives consumers and countries the opportunity to be exposed to goods and services not available in their own countries. Trading globally gives consumers and countries the opportunity to be exposed to goods and services not available in their own countries. Imports and exports are accounted for in a country's current account in the balance of payments. Global trade allows wealthy countries to use their resources -whether labour, technology or capital -more efficiently. Because countries are endowed with different assets and natural resources (land, labour, capital and technology), some countries may produce the same good more efficiently and therefore sell it more cheaply than other countries (Krugman, 2012).

The conference, meetings and exhibitions industry is rapidly emerging as one of the most important sectors not only within business travel but also in the whole tourism industry. In recognition of its importance, Kenya has been marketing the Kenyatta International Convention Centre as a conference facility but it also the existence of 4-5 star hotels that can accommodate large group meetings. This has enabled the Kenya to compete with other developing and developed countries to be the destination to hold meetings, conferences and exhibitions which has resulted in the country becoming one of the most attractive international trade and investment market. Throughout the years, the quality of conference, meetings and exhibitions as well as the people and processes behind these events, have been constantly upgraded with the help of the government and the private sector. Regional competitors in the same industry have also been continuously monitored and their progress tracked in a bid by the industry here to stay ahead of the competition. Although the industry in Kenya has developed steadily and attained certain competitive strength in the world market, however, compared with those countries in

which convention industry is much more developed and mature, the conference, meetings and exhibitions industry in Kenya still faces great challenges when competing in world market.

1.1.1 International Trade and Business

International business consists of any commercial transaction that crosses the borders of any two nations and comprises a large and growing portion of world's total business (Bennett, 2009).

International business means carrying of business activities beyond national boundaries. It is an extension of domestic business, which includes the transactions of economic resources such as goods, capital and services comprising of technology, skilled labour, transportation among others (Buckley, 2005). It includes not only international trade of goods and services, but also foreign investment. International business has gained wide popularity, because of the growing rate of multinational enterprises. The flows of goods, services, technologies, resources, people, and ideas among markets have major effects on countries and their governments, companies, and individuals (McDonald *et al.*, 2002). At the nation-state level, participation in international business activities helps countries take advantage of national expertise in commerce to deliver goods and services into the international marketplace. It also increases the varieties of goods and services available in national markets and exposes consumers to new lifestyles and ideas. Over time, these exposures affect national cultures including their political and economic institutions, and impact a society's behaviours, attitudes, and lifestyles.

For companies, international business increases competition in domestic markets and opens up new opportunities abroad. Global competition forces firms to be more innovative and efficient in their use of resources. For consumers, international business brings increased varieties of goods and services into the world marketplace and enhances living standards. Just as important, open borders means increased exposure to new ideas, technologies, and ways of doing things

(Devinney, 2010).Grosse (2005) noted that Governments have major effects on international business activities in determining how open (or closed) national economies are to external influences such as trade and investment.

International trade policy consists of bilateral and multilateral arrangements between countries and dictates the terms of commerce between them. These trade policies and relations vary in scope and content but generally depend on the structure of the economy of a particular country (Hill, 2005). At the international level, the process of globalization plays a major role in influencing and shaping subsequent trade policies. At the domestic level, policy making is intimately linked with the nature of the public-private relationship as well as the autonomy of state agencies and their institutional strength and capacity. Since no nation can produce all its needs by itself alone, international trade has become not only a means by which nations source those goods and services they lack or do not have in sufficient quantities but also a subject of international politics either for achieving, promoting or maintaining peace between international trading partners or countries and a source of national insecurity as a result of external developments in countries with which it inter-dependes or depends on for essential products and sometimes wars are fought to preserve that national security (Torre, 2008).

1.1.2 Conferences, Meetings, and Exhibitions

The term “meetings industry” denotes a rapidly growing sector that comprises conventions, conferences, business meetings and trips, incentive trips and programs, trade shows, and promotional and team-building events. It is a directory of services that offers hassle free conference venue finding solution just at the click of a button. Meetings, Conferences, and Exhibitions industry is one of the fastest growing sectors providing a great source of income,

creating employment, reducing poverty and thus largely contributing towards achieving the millennium development goals (Cheru, 2010). Exhibitions are not only places for buying and selling. They act as venues of learning for all exhibitors. Trade shows present a good chance for distributors to establish new agency possibilities by facilitating contact with manufacturers in the same venue. In the same way, distributors and retailers can expect to secure new sales projects and make sales promotions. Market trends, competitor moves and other forms of information can be subtly observed. Competitive analysis can be performed on the spot due to the display of competitor exhibits. Consumer purchasing trends can also be observed, allowing companies to improve upon their products and services (Hill, 2011).

The process of meetings, incentives, conferences, and exhibitions involves several phases, each comprising numerous activities. The time period involved—from the first notion that a company might exhibit at a trade fair to taking the final follow-up action—often spans a number of years. Good marketing and project management skills are required if a trade fair exhibit is to achieve its goals. A variety of pre-fair activities are regarded as important to the success of an exhibit. Companies participate in exhibitions for several reasons. Many companies consider exhibitions as an essential component of their marketing campaigns. A congregation of buying and selling parties at one venue allows time saving and decreases product search effort (Dekimpeet *al.*, 2007). Whilst the conferences, meeting and exhibitions market is expected to continue to exhibit moderate growth, it is dependent upon the prevailing economic circumstances. A confident market will lead to more meetings and incentives whilst a nervous market is liable to have the opposite effect (Blythe and Rayner, 2006). According to Skerlos and Blythe (2010), there is an inherent assumption among exhibitors that the purpose of a trade fair is to make sales, or at least generate sales leads. For the visitors, the three main objectives stated for attending exhibition

include; to see new products and developments, to obtain technical or product information and to get up-to-date information. On the other hand, exhibitors cited meeting new customers, launching new products, take sales orders as some of the reasons for exhibiting their products and services.

1.1.3 Ministry of Trade and East Africa Community

The Ministry East Africa Affairs Commerce & Tourism is a successor to the ministries of East African Community, Trade and Tourism. The Ministry manages EAC and regional integration affairs, develop and promote trade policies, Promote and market Kenya as a tourist destination. The Ministry has two state departments notably:-State Department of East Africa Community, This department manages East African community affairs and the coordination and implementation of community programs and projects and the State Department of Commerce and Tourism which is structured into two Directorates namely: -Directorate of Commerce. Which manages international trade, export promotion and the development of markets for Kenyan produce and Directorate of Tourism. Our unique product offering ranging from sandy beaches, snow-capped mountains, rich cultural heritage and abundant wildlife such as the BIG FIVE, positions Kenya as a premier tourist destination. This Directorate is charged with the responsibility of developing the tourism industry with an additional focus on eco, cultural, sports and conference tourism.

The Ministry's vision is to be preferred destination of Tourism, Commerce and a driver of regional Integration while the Mission is to create enabling environment to enhance commerce, Tourism and regional Integration

The core mandate of the ministry is to undertake Co-ordination and implementation of Regional Integration initiatives, National Trade Policy Development, Promotion of Small Medium Enterprises and other interest groups through training, counselling, consultancy and Research among others.

1.2 Research Problem

In today's marketplace, an improved understanding of the levers affecting international visitor and business has become important because as markets become more global, the communications and promotion programs supporting these marketplaces also globalize and as a result, managers seeking trade show venues as a means of communicating with international target audiences have had to increasingly adopt diverse options. Understanding international buyer perceptions of these various show options will assist in show selection, at-show message development, booth design, and staffing decisions (Cooker *et al.*, 2008). Meetings, conferences and exhibition have over the recent years become a major medium of reaching the world market and in addition, it has become a more effective customer relationship management tool in today's business environment where face-to-face sales opportunities are increasingly difficult.

International trade has revolutionized over time with a number of environmental factors forcing the changes in ways trade. Most of these factors stem down from the effect of globalization. Globalization has forced the Government of Kenya and the private sector to rethink the strategies that can be pursued in order to promote international trade. This has seen the implementation of meetings, incentives, conferences, and exhibitions industry which is already a significant contributor to the economy, bringing in an enviable amount of revenue for the tourism sector. Throughout the years, the quality of exhibitions as well as the people and processes behind these

events, have been constantly upgraded with the help of the government and the private sector. Regional competitors in the same industry have also been continuously monitored and their progress tracked in a bid by the industry here to stay ahead of the competition. This has seen Kenya hosting various confederations and exhibitions which has enabled the country promote itself as a tourist destination.

Several studies have been undertaken locally in the subject area of international trade. Dinga (2009) undertook a study of the impact of foreign trade on economic growth in Kenya. He found out that foreign direct investment provides a source of new technologies, capital, processes, products, organizational technologies and management skills, and as such can provide a strong impetus to economic development. Nguku (2013) undertook a study on external environmental factors influencing China-Kenya trade and established that external environmental factors like; political environment, legal environment, economic factors, social cultural factors and technological environment influenced the growth of Sino-Kenya trade. Policies developed by two nations have seen the increase in the flow of foreign direct investments although the balance between the two trading partners has not been achieved. Nyagaka (2014) researched on the role of international trade in achieving food security in sub Saharan Africa. He found out that the capacity to import food has plummeted, occasioning the country into more food insecure issues. The balance of trade between Kenya and the rest of the world has deteriorated against Kenya. The study supports that after the reforms the country moved from broad self-sufficiency in production of most food staples to a net importer. However, execution of liberalized policies is supposed to be harmonized and coordinated to circumvent adverse effects on the sector to shield Kenya against food insecurity cases. The results of the studies that have been done indicate that

there is no study that has dealt with the role of conferences, meetings and exhibitions in the economy of the country. There study therefore will seek to answer the question; what role does conferences, meetings and exhibitions play in fostering international trade in Kenya?

1.3 Research Objective

The objectives of the study were:

- i. To establish the role of conferences, meetings and exhibitions in fostering international trade in Kenya.
- ii. To establish the challenges encountered in the usage of conferences, meetings and exhibitions in fostering international trade in Kenya.

1.4 Value of the Study

The understanding of the role of meetings, incentives, conferences, and exhibitions in fostering international trade in a country will help policy makers – governments and other stakeholders – to design targeted policies and programs that will actively stimulate the growth and sustainability of such businesses due to the role they play, as well as helping those policy makers to support, encourage, and promote the establishment of appropriate policies to guide the firms.

The study findings will benefit management and staff of exporting firms in Kenya who will gain insight into how their firms can effectively manage export business as well as for the importers who will learn how to deal and get better offer from their trading partners. This study will offer an understanding on the importance of adopting an efficient marketing strategy for both importers and exporters and thus offer competitive advantage to the firms. Several marketing practices on meetings, incentives, conferences, and exhibitions will be discussed and for the benefit of the managers. This is because importers and exporters need to adapt to the changing

needs of the current business set up and requirement of various customers and providers of services. As a result, various international players in the country and other affiliated institution will derive great benefit from the study.

This study will also create a monograph which could be replicated in other sectors of the economy. Most importantly, this research will contribute to the literature on the international trade in firms especially in developing countries like Kenya. It is hoped that the findings will be valuable to the academicians, who may find useful research gaps that may stimulate interest in further research in future. Recommendations will be made on possible areas of future studies.

CHAPTER TWO LITERATURE REVIEW

2.1 Introduction

This section is devoted to reviewing literature relevant to the study on theoretical review, the ripple effect of conferences, meetings and exhibitions, role of conferences, meetings and exhibitions in fostering international trade and challenges encountered in fostering international trade.

2.2 Theoretical foundation

Traditional trade theory emphasizes the gains from specialization made possible by differences among countries (Marshall *et al.*, 2011). The main contribution of this strand of thought is that opportunities for mutually beneficial trade exist by virtue of specialization on the basis of relative efficiency –a country does not have to be better at producing something than its trading partners to benefit from trade (absolute advantage). It is sufficient that it is relatively more efficient than its trading partners (comparative advantage). This insight explains why so many more opportunities to gain from trade exist than would be the case if only absolute advantage counted. More recent theories point to other sources of gains from trade not linked to differences among countries, such as economies of scale in production, enhanced competition, improved productivity, access to a broader variety of goods and, potentially, more stable markets and prices (Pike, 2008). Trade has allowed nations to benefit from specialization and economies to produce at a more efficient scale. It has raised productivity, supported the spread of knowledge and new technologies, and enriched the range of choices available to consumers. The gains from trade are not likely to be evenly distributed, either within or between countries, thus explaining opposition to free trade policies by some parties.

The theory proposed some kind of advantage as enabling a country gain more out of international trade (Raj *et al.*, 2012). The same is true for the firm. If sustainable superior performance (which equals sustainable competitive advantage) is to be achieved a firm must differentiate itself. Alderson (2009) hinted at a basic tenet of sustainable competitive advantage, that a fundamental aspect of competitive advantage is the specialization of suppliers to meet the variations in buyer demand. Kijewskiet *al.*, (2007) recognized that firms should strive for unique characteristics in order to distinguish themselves from competitors in the eyes of the consumer. He stated that differential advantage might be achieved through lowering prices, selective advertising appeals and/or product improvement and innovations. While these concepts lay the core foundation for firms in moving toward sustainable competitive advantage, the intense nature of competition today requires that firms be more innovative and entrepreneurial in their strategy planning than just lowering prices or improving existing products.

Lanza, and Pigliaru (2013) indicate that specialization in tourism industry, that does not exploit too much environment for sustainability reasons, may bring the regions or countries grow significantly. Moreover, Berumen (2011) puts into account the dynamic change of the external environment that creates fundamental uncertainty as an important factor in maintaining continuous changing in behavioral patterns and habits. Azemikhah (2012) posit that requires progressive learning to cope with external rapid change. Other important factors that have to be put into attention in order to create positive business environment that will boost economic growth are coordination and collaboration or coalition among stakeholders involved. In the principle, the last three are the organizations process in handling differences among them in achieving their common goals.

2.3 The Ripple Effect of Conferences, Meetings and Exhibitions

Sashi and Perretty (2012) posit that conferences, meetings and exhibitions contributes a lot to the renewal, maintenance and (or) development of vital support services. Regardless of the type and size, the different aspects of conferences, meetings and exhibitions involve, require and develop a number of support services either directly or indirectly and thus have an instant impact and (or) multiplier effect. They noted that direct support services enable conference, meetings and exhibitions to take place. Their existence is not necessitated by the conference, however the occurrence of a conference directly translates into the development of vital support services such as the local banking industry consequently maximizing on the arising opportunities financially or otherwise. According to Luo (2010) for any conferences, meetings and exhibitions to take place, exchange of information from one place and the movement of human and goods from one place to another are inevitable. This translates into sedentary telephone, mobile telephony and Internet costs or expenditure on either side of the lines as well as expenditure on transport services and fuel. Considering the human resources on logistical elements will include travel agents, airline staff, civil aviation staff, airport staff, immigration staff, customs staff, tour operators, bus operators and taxi operators for international conferences. For local conferences, meetings and exhibitions, the transport requirements are differentiated from international conferences, meetings and exhibitions by the limited involvement of the airport/frontier staff since a small number of delegates might fly from abroad. Associated to this element are transport related services such as fuel stations and garages. A lot of short and long distance telecommunications is involved either via facsimile, telephone, satellite, internet and mail service. This translates into airtime, computer time, stamp costs and courier services.

The need for hospitality facilities in the conferences, meetings and exhibitions industry is crucial (Zhang, 2011). This necessitates accommodation arrangements for not only night-resting but also for secluded recess for conference participants and guest speakers during the day. This translates into increased demand for accommodation and meals, which necessitate an increase, supply of the raw materials required to produce these especially the meals. Pan (2009) notes that the ripple effect during a conferences, meetings and exhibitions extends beyond the directly involved organizers and the physical-business-social infrastructure, to include the other sectors that would not even be aware that the conferences, meetings and exhibitions is taking place. Included in this category of beneficiaries include the local community, who will benefit from cash flows arising from the positive change in income of the directly involved sectors. The local community represents small-scale businesses serving the residential areas, farmers, as well as entertainment venues within the vicinity as well as further afield.

2.4 Role of Conferences, Meetings and Exhibitions in fostering international trade

Luo and Li (2010) notes that conferences, meetings and exhibitions are considered important international activity of many organizations seems not to be in question. Internationally, conferences, meetings and exhibitions assume greater significance with over 600 events taking place annually in over 70 countries. The earlier the firm internationalizes, the faster it becomes embedded in the international industry network (Johanson and Mattson, 2008). Johanson and Mattson (2008) point out that the internationalization process can depend on the network in which the company operates. In a highly internationalized industry, the process is also quite situation specific and it probably proceeds more rapidly than usual.

Many companies' consider conferences, meetings and exhibitions as an essential component of their marketing campaigns (Hutchinson et al., 2011). A congregation of buying and selling parties at one venue allows time saving and decreases product search effort. For example, Food & Hotel Asia '98 provided the opportunity for hoteliers, restaurant owners and importers to meet international manufacturers and suppliers. They do not expect to recover their investments (participation in exhibitions) in the short term. Rather, these events are mostly seen as opportunities to gain widespread publicity that will eventually aid the introduction of products and services into the market. An exhibition is an excellent venue to market new products, services and technology. Manufacturers and distributors can also use this opportunity to gauge the initial response of potential buyers to these new introductions. For example, art exhibitions are used to display work for appreciation, approval and acceptance of the well-to-do. Exhibitions are not only places for buying and selling. They act as venues of learning for all exhibitors. Trade shows present good chance for distributors to establish new agency possibilities by facilitating contact with manufacturers in the same venue. In the same way, distributors and retailers can expect to secure new sales projects and make sales promotions. Market trends, competitor moves and other forms of information can be subtly observed. Competitive analysis can be performed on the spot due to the display of competitor exhibits.

Combining tourist enterprise with enterprise of convention both of which are geography near to each other with business relationship will help to improve the local overall image, and strengthen competitive advantages. The local enterprises of convention and exhibition and the tourist enterprise are devoted to exerting of one's specialty, so as to support each other, thus to strengthen the travel effect brought from the incident of regional convention and exhibition

forms (Cheung and Law (2012). The original aggregation of convention and tourism will bring them mutual benefit and self-improvement with a shared channel in addition with fast and constant flow of information. They further note that conferences, meetings and exhibitions activity greatly reduce the coordination costs in the early division of labor and allows the development of division of labor among enterprises. Secondly, the information advantage of the exhibition promotes the sound development of industrial clusters in the region. The conferences, meetings and exhibitions event brings together a large quantity of diversified information concerning production, supply and marketing and accelerates the spreading of new technologies, new products and new thinking. Through rapid feedback and delivery of these information and technologies, enterprises can see clearly and timely the change of market environment and capture favorable market opportunities. Besides, they can adjust the products structure and the corresponding inventory in time so as to avoid or reduce the losses resulting from the market changes and lead the direction, level and scale of industry cluster development. Fenich (2011) indicated that conferences, meetings and exhibitions activities can bring a free market environment of complete competitive which motivates and presses the cluster enterprises to improve their technology. Therefore, it encourages enterprises to accelerate the pace of technology development in order to ensure their market positions and constantly improve the management methods and product quality to reduce production costs, thus promoting the optimization of the products, technologies and corporate structure within the industrial clusters and promote restructuring and upgrading of the industrial cluster.

International conferences, meetings and exhibitions provide companies with the opportunity to create sales and establish relationships with agents and distributors that can lead to more

permanent distribution in foreign markets (Go and Govers, 2009). Trade conferences, meetings and exhibitions present a good chance for distributor to establish new agency possibilities by facilitating contact with manufacturers in the same venue. In the same way, distributors and retailers can expect to secure newsales projects and make sales promotions. Market trends, competitor moves and other forms of information can be subtly observed. Competitive analysis can be performed on the spot due to the display of competitor exhibits. Consumer purchasing trends can also be observed, allowing companies to improve upon their products and services.

Foreign market knowledge is often acquired by firms through collaboration with others who have this knowledge (Freeman, 2009). Experiential knowledge acquired via learning by doing may not always be a necessary condition for entering foreign markets, precisely because such knowledge is channeled through international business and social networks. Linkages to professionals and government agencies can also provide a valuable information portal. Firms obtain marketing, technological, cultural and competitive information that enhances their success rates (Johanson and Mattson, 2008). Participation in the discussions at conferences, meetings and exhibitions helps reduce the complexity and high level of uncertainty characteristic of fast changing product and technology markets. Within their contact networks, agents are linked in different ways that allow them to exchange facts, impressions, gossip, and small talk. This provides agents with an opportunity to share their experiences with existing products and their interpretations of new developments in understandable ways. Combining different types of business-related and other information also gives them a chance to check out other agents and establish initial communication that can be continued later on (Schuldt and Bathelt 2008). Through regular attendance at international conferences, meetings and exhibitions, firms are able

to find suitable partners to complement their needs, establish initial trust with distant partners, and take the first steps toward the development of durable inter-firm networks in research, production, and/or marketing. All of this suggests that conferences, meetings and exhibitions are important mechanisms through which global best-practices are transported across capitalist varieties, thus supporting convergence processes in technologies, strategic choices and best-practices.

2.5 Challenges encountered in fostering international trade

Many managers view conferences, meetings and exhibitions as a necessary evil rather than as an opportunity to be exploited (Firks, 2010). These views tend to be a consequence of the conferences, meetings and exhibitions limitations, fair participation can be very expensive, it takes salespeople away from their territories, and trade fairs often provide an unknown trade fairs consist of several hundred exhibitors and are attended by tens of thousands of domestic and foreign attendees. As a consequence, Kanget *et al.*, (2013) indicated that conferences, meetings and exhibitions by its nature are a crowded, cluttered and confusing environment. Both buyers and sellers must cope with a lot of competing and conflicting marketing noise. Such a chaotic environment may inhibit effective communication between buyer and seller, and it can interfere with negotiating transaction details.

Montgomery *et al.*, (2005) noted that conferences, meetings and exhibitions cause the sharp, increase of urban price, aggravate the financial burden of visitors and residents. After the large-scale exhibition activity, the consumption ability of some countries has improved dramatically which goes beyond their reach, the rise of the cost of life aggravates the residents and visitor's financial burden and results to the reduced of the travel competitiveness. they further noted that

during large-scale conferences, meetings and exhibitions activity, a large number of participants pour in short time will produce “Peaking”, limited star hotels are monopolize by exhibitor and visitors, tour group in the travel agency can't book the berth nor get tickets, the agents are unable to receive the guests for holidays. The large-scale incident has very typical prescription; the normal life of the local and tour activity of general visitor are affected by such aspects as traffic, accommodation, noise and offal. Its short-term peak effect and rigidity supply of tourism have formed the bottleneck of development. During the conferences, meetings and exhibitions, if the demand growth rate is greater than the growth rate of supply will produce the inflation. Meanwhile, because supply needs to meet the “Peaking” demand of conferences, meetings and exhibitions, and market demand withers sharply after conferences and exhibition, the achievement state will keep the situation for that supply outstands demand for a relatively long time.

One of the major goals of companies in participating to conferences, meetings and exhibitions is to increase their export potentials. However, there exist various impediments and impeding factors for companies to accomplish these goals. These factors can be broken down into two major heading: the ones that stem from participating companies and the ones that stem from fair organizer. The organizer must provide assistance to the exhibitors in freight forwarding, customs clearance, exhibit design, public regulations and overall show promotion (Motwani *et al.*, 2012). International conferences, meetings and exhibitions barriers will only be perceived as problems to the level that they are significant and hard to manage (Wengel and Rodriguez, 2006). The conceptual proposition states that barriers make business performance more difficult overseas in contrast with domestic market activities. In this respect, removal or minimization of

these obstacles would contribute toward a higher export propensity and performance, a highly desirable goal of most governments. International conferences, meetings and exhibitions barriers can be encountered by the firm at any stage of the export development process, from pre-export and other initial stages to extensive levels of international involvement. However, the aggregate nature of these barriers tends to differ systematically from one stage to another (Kim, 2013).

Organizations that consider the lack of information as an important export barrier become less internationalized. These implications show that if the firms have a high level of knowledge barriers, they are likely to feel uncertain about how to engage in international trade. Thus, firms that perceives a high level of knowledge constraints become less internationalized. Lee and Back (2009) indicates that international market development is an incremental process characterized by the firm's acquisition, integration and use of knowledge about foreign markets and operation and by a successively increasing commitment to foreign markets. Organizations that are resource-constrained lessen their ability to engage in international trade. These originations are more likely to face scarcities of financial and human resources that limit their ability to act on opportunities abroad (Okpara, 2010). This can be justified by the fact that the perception of non-exporters about financial incentives for international trade activities are not adequately attractive, they may have little or no interest in international trade, or may lack the time and expertise to apply for government funds. Inadequacy of government export promotion policies that contain lack of gathering and provision of information on available export possibilities, and worthless promotion of the country's exports overseas also pose a challenge (Tesfom and Lutz, 2006). In addition, the assistance offered by government does not provide for the specific needs of international firms because often it does not take into account their stage of export development.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the proposed research design, population of the study, data collection instruments and the techniques for data analysis.

3.2 Research Design

A research design denotes the methodology that the study is to take in order to accomplish its intended objectives. The research design is regarded as a blue print, a master plan that specifies the methods, techniques and procedures for collecting and analyzing the needed information or simply a framework or plan of action for the research (Charmaz 2003). The research design was a case study on the role of conferences, meetings and exhibitions in promoting international business in the ministry of East Africa Affairs, Commerce and Tourism in Kenya. A case study is an in-depth investigation of an individual, institution or phenomenon. Case studies allow a researcher to collect in-depth information, more depth than in cross-sectional studies with the intention of understanding situations or phenomenon. It also helps to reveal the multiplicity of factors, which have interacted to produce the unique character of the entity that is subject of study.

Case studies are particularly popular in organizational research and are well suited to capturing the social world of people in understanding a real life situation (Babbie and Mouton, 2004). The study was used to identify the influence of conferences, meetings and exhibitions in promoting international business in the Ministry of East Africa affairs commerce and tourism in Kenya. The reason for this choice was based on the knowledge that case studies are the most appropriate for examining the processes by which events unfold, as well as exploring causal relationships and

also they provide a holistic understanding of the phenomena when it is dealing with only one organization.

3.3 Data Collection

The study used primary data. Primary data was used for the study as it enabled the researcher to answer the research objectives since the questions are tailored for the study. The data was collected using an interview guide. The interviewees were the head of departments on international trade in ministry of East Africa Affairs, Commerce and Tourism in Kenya. These were considered to be key informants for this research. Key informants are also a source of information that can assist in understanding the context of an organization or clarifying particular issues or problems of the study.

The choice of the respondents is very important, as the respondents are involved in the running of the Ministry and thus have knowledge on the role of conferences, meetings and exhibitions in promoting international trade. Furthermore, they may provide access to more significant and useful secondary data as documents, and other valuable information.

3.4 Data Analysis

The data obtained was analyzed using content analysis. Content analysis is a systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study.

Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many important but difficult-to-study issues of interest to management researchers (Carley, 2003). Thus the qualitative method is suitable for

this research because it was conducted within the environment where the implementation initiatives occurred.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish the role of conferences, meetings and exhibitions in promoting international business in the ministry of East Africa affairs commerce and tourism in Kenya. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2 Interviewees Profile

This part of the interview guide was intended to assess the capacity of the respondents to answer the questions on the interview guide and also whether they are versed with the subject matter of the study. The research aimed at interviewing five senior managers who are heads of departments in the ministry of East Africa Affairs, Commerce and Tourism in Kenya. The specific respondents in the interviewed were the Assistant Director, Principal Agric Economist, Deputy Director and Deputy Director Economic Affairs. Four of the five target respondents were interviewed and this represented a response rate of 80%. The interviewees had all attained Masters Degree certificate in various fields ranging from International development, Finance, Investment and Law as well as International business. Three of the interviewees had in addition undergone further training in foreign countries and attended seminars that were organized by regional trading blocs such as COMESA, EAC and SADC to enhance their capacity in handling international cooperation and foreign investment matters.

In terms of their experience in the management of international cooperation, the researcher found out that there was a wealth of experience that the interviewees had accumulated over the cumulative 45 years that they had earned in their working experience both in the public and in the private sector. Having worked in the ministry for such a period, the researcher believes that the interviewees will have firsthand experience on the role of conferences, meetings and exhibitions in promoting international business in the ministry of East Africa affairs commerce and tourism in Kenya. Generally with this solid background in terms of the respondents academic qualification and work experience, it was felt that the interviewees were knowledgeable enough on the research subject matter and thus of help in the realization of the research objective.

4.3 Role of conferences, meetings and exhibitions in fostering international trade in Kenya

In the present day operating environment, conferences, meetings and exhibitions are considered important international activity of many organizations who wish to penetrate in a market or increase their market share. Many countries wishing to market their homegrown products are opting to employ meetings, conferences and exhibitions as a tool in promoting the markets for their products. In this regard, the researcher sorts to establish from the interviewees how the use of this strategy has improved international trade in Kenya.

Kenya was found not only to participate in foreign country conferences and meetings but also actively hosts several conferences that promote foreign made products. The interviewees noted that in the recent past, the countries that have been showcased their products in Kenya include Egypt, Morocco, Turkey, India, and Poland. On the reason why Kenya was turning to be a key

destination for hosting the conferences and meeting, the interviewees found that Kenya has good conferencing facilities spread all over the country, learned and informed middle class population and Pro- active policies, including foreign policy. In addition, it was pointed out that the stable political environment and availability of conference facilities e.g. KICC and hotels of International standards. It was further pointed out that the need to share experiences and market information among the Kenyan business community was also noted as a contributing factor. On the issue of strategic geographical locations, it was found out that the geographical position of Kenya coupled with ease of connectivity to Africa, Middle East and Europe was found to be yet another contributing factor to Kenya being a favourable location for hosting conferences, meetings and exhibitions. Indeed by virtue of Kenya hosting United Nations offices, the popularity of Kenya has a destination of the meetings. According to one interviewee, the estimated income from Meeting, Conferences and Exhibitions held in Kenya in the year 2014 was estimated to be Ksh 35 Billion.

The role of meetings, conferences and exhibition has turned out to be a major medium for reaching the world market. This role was explained as being able to serve as forums from local and international players with global reach meet as well as affording local manufacturers a platform to advertisement and meeting where information is exchanged. Kenya is also able to have an opportunity to access new world markets through the conferences. The interviewees appreciated the position that trade conferences, meetings and exhibitions present a good chance for distributor to establish new agency possibilities by facilitating contact with manufacturers from different countries in the same venue. It was also pointed out that in the same way, distributors and retailers can expect to secure new sales projects and make sales promotions of

their products. One of the interviewees observed that such market platforms is an important avenue to observe market trends, competitor moves and other forms of information. It was further noted that these meetings present a good chance for distributors to establish new agency possibilities by facilitating contact with manufacturers in the same venue. This is in addition to the possibility that distributors and retailers can expect to secure new sales projects and make sales promotions during such meets.

The researcher in addition found that conferences, meetings and exhibitions contributed to the renewal and development of important support services to local firms. The National Chamber of Commerce and Industry, for example, was found to have entered into several agreements and treaties with other business association in partner countries. The hosting of a conference or exhibition for example in Kenya was found to allow foreign goods to be brought in the country on preferential terms and this is usually reciprocated when Kenyan firms exhibit in these foreign countries. It was pointed out that the exhibitions is a good source of revenue and also serves as measures of standards in terms of levels of service provision to the clients. The level of customer service and resultant satisfaction has continued to increase during the exhibitions and this can be attributed to level of exposure received by the local manufacturers and exporters. The process and product benchmarking that has resulted from conference was also observed to have improved due to the number of exhibitions and conferences held in the Kenya. The conferences have been appreciated to offer support to the country tax revenue, food industry, curio shops and Kenyans travel industry. The other benefit that was derived from the hosting of the conferences and exhibitions in Kenya as well as in foreign countries is the attraction of foreign direct investment (FDI) as well as technical assistance from the development partners.

The research found that the exhibitions of products are majorly done for those products that are being introduced to the market for the first time or in a foreign market. The researcher therefore sought to find out how the manufacturers of such new innovations utilized the conferences, meetings and exhibitions to gauge the initial response of potential buyers to the innovations. It was therefore found that the meetings enabled the participants to make enquiries on the new products and also zeal purchases and this enables a manufacturer to assess the level of response to their products. The ability to understand the taste and choice of buyers during these meetings enables a manufacturer to improve on the existing product if it is not at present meeting the standard required. According to one of the interviewees, during the recent Kenya exhibition in Milan, Italy, business deals close to Ksh 14.5 Billion was made and this reinforces the importance of these exhibitions. Further, it was found that during these meetings business networking arises and from this the volume of exports and investment in the region/ international market has increased. As a follow up to the same exhibition, it was also noted that more business enquiries have been received in the Kenyan embassies based in the European Union and this shows how the exhibitions has aroused investment interest in Kenya.

The other business aspect that came out strongly from the results is that exhibitions and conferences came out as a valuable point for knowledge transfer between the developed and the developing world. The interviewees noted that through rapid feedback and delivery of these information and technologies in the meetings, business units have been able to appreciate the dynamic nature of market environment and capture favorable market opportunities that exist. They observed that currently, the packaging of tourism attraction in Kenya is moving away from concentrating only on the rich Kenyan wildlife and the coastal attraction but instead move other

unexploited regions such as the Turkana and Northern Kenya. With the understanding of the dynamic nature of such an industry, a firm can adjust the products structure and the corresponding inventory in time so as to avoid or reduce the losses resulting from the market changes and lead the direction, level and scale of industry cluster development. The other benefit was that conferences, meetings and exhibitions activities bring a free market environment of complete competitive which motivates and presses the cluster enterprises to improve their technology. They for example identified the furniture industry as one such sector that has benefited from the transfer of technological knowhow since with the different furniture's designs coming into Kenya from foreign countries, the pace of technology development has improved over time leading to a variety of local designs and constantly improve the management methods and product quality to reduce production costs.

The hosting of a conferences or exhibitions by a country, can act as an important mechanism through which global best-practices are transported across capitalist enterprises and supporting convergence processes in technologies, strategic choices and best-practices. The annual event in most countries acts as a publicity avenue for the local firms and investment opportunities in a country. In this regard, the researchers sort to establish from the interviewees how the business meeting facilitates necessary publicity for local products and services. The results were all positive that indeed foreign exhibitions acts as a publicity platform for foreign products and services since advertisement, in say, international media like CNN reaches a wide audience and this will lead to more interest in the local products and services.

4.4 Challenges in the usage of conferences, meetings and exhibitions in fostering international trade in Kenya

This section of the interview guide sort to establish what challenges a developing country like Kenya face in the use of conferences, meetings and exhibitions as a tool for fostering international trade. One of the challenges that came out was the cost of hosting an exhibition in a foreign country. A case in point was that was highlighted was the annual international exhibition in Italy which cost more than Ksh 100 million to host and considering that the benefit are usually long term, it might be a challenge if the task is left to the government alone. They noted that public-private partnership has been quite instrumental in most of the cases in financing the events. The exception was noted in cases where the country was hosting the event locally because in such cases, most delegates will be is sponsored by their institutions or governments for such meeting / conference and not by the ministry.

On the challenge of whether there is a improper planning in the Kenyan stands in these exhibitions, the interviewees were all in agreement that there was no case of crowding or confusion and attributed the suggestion to the press. The number of participants and capacity of conference facilities at any foreign exhibition was observed to be adequate and the issue of a lack of proper planning has never been an issue. In addition, it was observed that all schedules of meeting / conference are prepared before the commencement of a calendar year to ensure that there is no conflict in the preparation. The respondents also pointed out that they are of the opinion that the conferences and exhibitions are not a source of exerting inflationary pressures in the Kenyan market but instead were a source of the most sort foreign currency which helps in stabilizing the local currency. A similar result was found on the suggestion of whether the conferences, meetings and exhibitions could affect the normal life of local in the major cities that the events are held.

4.5 Discussion of the Findings

In the present day business environment, the level of competition is so intense that there is need to for countries and business units to come up with different mechanism of reaching a target client through adoption of an appropriate marketing strategy. The use of conferences, meetings and exhibitions has recently come out as one of the most effective platforms that a country can employ. Indeed as Cheru (2010) found out, exhibitions and conferencing are not only places for buying and selling goods and services but rather acts an important avenue in which international trade is facilitated. In the same way, distributors and retailers can expect to secure new sales projects and make sales promotions. Market trends, competitor moves and other forms of information can be subtly observed. This position was aptly reinforced from the current research findings in which it was found that Kenyan manufacturers and providers of services have been able to reach a global market through the use of exhibition facilities. Kenya has also been able to have an opportunity to access new world markets through the conferences. Indeed, it was found that by Kenyan manufacturers participating in international exhibitions and meetings, they have been able to access many investors and buyers at one point and this reduces the cost of operations in the firms. This position supports the findings of Dekimpeet *al.*, (2007) who found that the same marketing strategy decreases the search efforts of potential buyers.

On the issue of attributes that were considered to be important in choosing a venue for holding a conference or exhibition, it came out that safety/ security, accessibility and availability of facilities, service and cost came out as prominent parameters that determined the location. On the whole, the importance rankings of destination attributes were largely consistent with the results of past studies. This finding reinforced the notion that increasingly, meeting planners and meeting attendees are worried about personal safety when in a convention city (Fenich, 2001)

post September 11, 2001 and the increase in prominence in terrorism and epidemic threats. It was also found that the level of customer satisfaction has continued to increase during the exhibitions and this can be attributed to level of exposure received by the local manufacturers and exporters. The process and product benchmarking that has also resulted from conference was also observed to have improved due to the number of exhibitions and conferences held in the Kenya. Indeed as Hinkin & Tracey (1998) opined, as competition in the MCE sector intensifies and meeting planners and meeting attendees become more demanding, this intangible human element may be of greater importance than physical facilities and careful consideration must be given not only to MCE facilities but also to the provision of quality service during events.

The study found that international conferences, meetings and exhibitions that Kenya participates acts as an opportunity to create sales and establish relationships with agents and distributors that can lead to more permanent distribution in foreign markets. This is because these meetings facilitate contact with manufacturers in the same venue. Therefore, this marketing strategy was found to be an effective tool in facilitating international trade. This supports the view that foreign market knowledge is often acquired by firms through collaboration with others who have this knowledge (Freeman, 2009). Further, it became apparent that combining different types of business-related and other information gained in the meetings gives business people a chance to check out other agents and establish initial communication that can be continued

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The study set out to interrogate the role of conferences, meetings and exhibitions in promoting international business in Kenya. The phenomenon has been seen as a very critical and central to international trade as it ensures that the country enters into foreign markets through the use of marketing strategies that are effective in reaching a wide audience as well as it is cost effective. The details capturing the process of international trade using conference and exhibitions as an avenue was interrogated in detail. The interviewees in this study were found to be knowledgeable on matter relating to international trade and the use of various mediums to advertise Kenya and the various products it produces. Kenya was found not only to participate in foreign country conferences and meetings but also actively hosts a number of conferences that promote foreign made products. In the last one year for example, countries that have showcased their products include Egypt, Morocco, Turkey, India, and Poland. On the reason why Kenya was turning to be a key destination for hosting the conferences and meeting, the interviewees found that Kenya has good conferencing facilities spread all over the country, learned and informed middle class population and pro- active policies, including foreign policy.

The role of meetings, conferences and exhibition has turned out to be a major medium for reaching the world market. This role was explained as being able to serve as forums from local and international players with global reach meet as well as affording local manufacturers a platform to advertisement and a meeting where information is exchanged. Kenya is also able to have an opportunity to access new world markets through the conferences. The interviewees appreciated the position that trade conferences, meetings and exhibitions present a good chance

for distributor to establish new agency possibilities by facilitating contact with manufacturers from different countries in the same venue. The use of Exhibitions is a good source of revenue and also serves as measures of standards in terms of levels of service provision to the clients. Process and product benchmarking was found to be another benefit derived from the exhibitions and conferences held in the Kenya where local manufacturers and service providers can compare themselves with their foreign counterparts.

The other business aspect that came out strongly from the results is that exhibitions and conferences are important point for knowledge transfer between the developed and the developing world. The fast process of feedback and delivery of these information and technologies in the meetings, business units have been able to appreciate the dynamic nature of market environment and capture favorable market opportunities that exist. They observed that currently, the packaging of tourism attraction in Kenya is moving away from concentrating only on the rich Kenyan wildlife and the coastal attraction but instead move other unexploited regions such as the Turkana and Northern Kenya. The study found that the choice of trade show to a very large extent was determined by availability of funds, target customers, and company objectives.

5.2 Conclusion

With the continuous and rapid growth of the Kenyan economy, there is need for the country to direct its effort in reinforcing its business association with every country from the world about economy and trade association. Consequently the country's exhibition and conferencing industry should take its rightful place in linking the country's commerce with that of the other trading partners. With the increase of our exhibition professional standard and the deepening of

marketing degree, by positively building region industrial grouping, it is expected that a number of international famous brand exhibitions will make Kenya become an “exhibition big country”.

It can also be seen from the research that event hosting has had a huge success by different organizers although the aftereffect anticipation and impacts are not always enough as envisaged by these organizers due to many militating factors. Furthermore, there has to be more cooperation among the organizers, associations and interest groups involved in the hosting of events in the community so that there could be more commitment, dedication and focus towards the goals, objectives of these events and the aspirations of the people for which the events are intended. And in achieving all these, the Kenya government through the relevant ministries should give all the support needed both financially and morally to these coordinated groups under one umbrella so that the country can also be well-known amongst other countries in the region.

5.3 Limitations

The present study adopted a qualitative approach to establish the role of conferencing, exhibitions and meetings in fostering international trade in Kenya. Being exploratory and qualitative in nature, the results in this study can be verified further with extended research. In addition, the number of interview participants involved was small and the responses might not reflect and explain the perception of industry experts as a whole. Nevertheless, this study should provide the foundation for further quantitative research in this area.

5.4 Recommendations

5.4.1 Recommendations with Policy Implications

For future relations growth and development in its international trade, it is obvious that Kenya needs to rework her approaches to international trade relations and determine the most effective marketing strategies to reach the international investors. Consequently, efforts need to be put so as to allow for greater investment in the national use of conferencing and exhibition strategies to reach the potential investors in the country as well as facilitate the transfer of technical know – how to the local business people.

There is no single ideal MCE destination. Instead the physical and operational characteristics of cities and convention centers must match the market each intends to target. As more countries join the competition for the lucrative MCE market, it becomes increasingly important for each destination to identify its niche and concentrate its resources towards the market it intends to target. Therefore, Kenya could attempt to define its target market, consolidate its products and establish product positioning. This should be coupled with strong marketing strategies to actively promote and sell the destination. It is also critical for Kenya to improve its international direct air access if it has the intention to increase international participation in its MCE events in the country. Kenya also needs to do more to work on its qualified workforce shortage and labor woes to ensure that service quality does not deteriorate.

For the exhibition industry in Kenya, this research found that the rapid and continuous growth of Kenya, there is a strong point to attract the international exhibitions. More over this research found the weakness point that government should improve the policy and regulation related to entrepreneurs in order to encourage them to arrange exhibition in Kenya. Finally, this research

recommends that in order to compete against competitors in the international market, the convention and conferencing bureau have an important role to promote international trade in Kenya and it is therefore important that the government affords the necessary support to the body.

5.4.2 Recommendation for further research

Future research should explore comparing the attractiveness of MCE destinations from meeting attendees' perspectives. Meeting attendees' participation is vital in determining the success of MCE events. Despite the importance of meeting attendees, there has been relatively limited studies to-date on meeting attendees' decision-making processes on events participation. It will be interesting to analyze MCE destinations' attractiveness through the different perspectives of meeting attendees and meeting planners and determine if there is any disparity in the results. In addition, it will be necessary to establish the effect of the conference, meetings and exhibitions on the local communities.

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APPENDIX I: INTERVIEW GUIDE

The interview guide will seek to achieve the following objective;

To establish the role of conferences, meetings and exhibitions in promoting international business in the Ministry of East Africa Affairs Commerce and Tourism in Kenya.

Section A: Demographic Data

1. What is your designation in the Ministry?
2. For how long have you been holding the current position in the Ministry?
3. For how long have you worked in the Ministry?
4. What is the highest level of education you have achieved?

Section B: Role of conferences, meetings and exhibitions in fostering international trade in Kenya

5. What are the attributes that has contributed to the country's choice as a destination for hosting conferences, meetings and exhibitions?
6. How have the meetings, conferences and exhibition become a major medium of reaching the world market?
7. How has the conferences, meetings and exhibitions contributed to the renewal, maintenance and (or) development of vital support services?
8. How has the conferences, meetings and exhibitions enabled the manufacturers and distributors to gauge the initial response of potential buyers to these new introductions?

9. Has the conferences, meetings and exhibitions provided organizations with the opportunity to create sales and establish relationships with agents and distributors that can lead to more permanent distribution in foreign markets?
10. How has the conferences, meetings and exhibitions accelerated the spread of new technologies, new products and new thinking?
11. Has the holding of conferences, meetings and exhibitions resulted in widespread publicity that will eventually aid the introduction of products and services into the market?
12. How has the conferences, meetings and exhibitions greatly reduced the coordination costs in the early division of labor and allowed the development of division of labor among enterprises?

Section C: Challenges encountered in the usage of conferences, meetings and exhibitions in fostering international trade in Kenya

13. Is the organization of conferences, meetings and exhibitions expensive to organization for the Ministry?
14. Have the organized conferences, meetings and exhibitions by the Ministry been crowded, cluttered and confusing environment?
15. How has the organization of conferences, meetings and exhibitions by the Ministry resulted in inflation due to greater demand growth than supply growth?
16. Do the conferences, meetings and exhibitions affect the normal life of the locals through aspects such as traffic, accommodation and noise?
17. How has the organization of conferences, meetings and exhibitions by the Ministry resulted in inadequacy of government export promotion policies that contain lack of gathering and

provision of information on available export possibilities, and worthless promotion of the country's exports overseas?