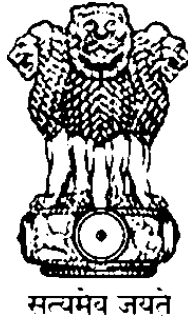# National Strategy and Roadmap

for

MICE Industry

June 12, 2021

Ministry of Tourism
Government of India

Contents

Chapter 1 – Introduction

1.1. MICEDefinition

MICE is an acronym for Meetings, Incentives, Conferences and Exhibitions. The main purpose of MICE events is to create a networking platform for business, industry, government and Academic Community and engage in meaningful conversations. Generally, they bring large groups together for a specific purpose. MICE is also known as 'Meetings industry' or 'Events industry'. MICE is a sub-segment of business travel, but it can also involve a leisure component. The four elements of MICE are explained below.

(i). Meetings

A meeting is the coming together of a group of people to discuss or exchange information. Meetings may also be seen as a small-scale conference in some regions. The examples of meetings could include annual meetings, board meetings, sales meetings, product launches, presentations and trainings.

(ii). Incentives

Incentives are corporate-sponsored trips for employees, distributors or clients. Unlike the other types of MICE, incentives are focused on leisure rather than business. Often, they include training and motivational session too. Companies use them to reward performance, motivate work effort and create company loyalty.

(iii). Conferences

Conferences are events where the primary activity of the attendees is to attend educational and knowledge sessions, participate in meetings/discussions, socialize, or attend other organized activities. Conferences are large format meetings where hundreds or thousands of people participate. These people share a common interest, such as their profession or industry, culture, religion or hobby. They are often organised by industry, Government, Non-Government organizations or trade associations. Conferences are also referred as congresses or conventions.

(iv). Exhibitions

Exhibitions are professionally organised events where products and services are displayed. They are a cost-effective way for buyers and sellers to meet. Most exhibitions take place annually, at the same location. They are usually organised

by trade associations, industry bodies, Government organizations and professional exhibition organizations.

1.2. Advantage of developing MICE

1.2.1. Over the past decades, MICE industry has been recognized as a significant market segment and an important contributor to national economies. It not only gives a boost to economy in the form of income generation, but creates huge employment opportunities in related hospitality service providing sectors like accommodation, food and beverage, convention services, transportation, tourism and entertainment.

1.2.2. Developing MICE industry has great advantages for destinations, such as:

(i). Other than the economic and employment benefits stated above, MICE tourism offers many other benefits to the economies such as business opportunities, dissemination of knowledge and providing of trainings, skill upgradation etc.

(ii). MICE tourism is year-round business. It is beneficial for offsetting the low season for airlines, hotels, restaurants, travel agencies and so forth when the leisure tourism is not at its peak. Thus, undesirable social effects of seasonal tourism such as migration, temporary employment, and job instability can be avoided.

(iii). Meetings and conventions offer high value added in terms of delegate expenditure and also serve the dual purpose of promoting international relations. It is a high revenue generating tourism as most delegates tend to use costly accommodation and plan additional leisure options before and after the event. MICE travellers generally spend more money than leisure travellers.

(iv). The MICE sector also helps increase local government and private sector investments that result in upgradation of general hospitality environment of the destination country.

(v). Converting MICE travellers into leisure travellers. MICE travellers can extend their stay, can be accompanied by their partner or can return with their family or friends.

1.3. Global Scenario

1.3.1. Convention Industry Country Rankings

International Congress and Convention Association (ICCA) brings out the ranking of countries and cities based on the international association meetings tracked by ICCA. Only those meetings that meet ICCA's stringent assessment criteria - rotating between

at least three countries, have a proven attendance of at least 50 participants, and are held on a regular basis - are recorded within the global association's annual statistics.

As per ICCA Country and City Rankings 2019, USA remained as number 1 country with 934 meetings out of total 13,254 meetings.The top 20 countries have remained largely unchanged with countries alternating one or two positions. India with 158meetings was at 28th rank as per 2019 ICCA rankings. The top countries along with number of meetings held in respective countries are given below:

(i).   U.S.A (934)
(ii).   Germany (714)
(iii).   France (595)
(iv).   Spain (578)
(v).   United Kingdom (567)
(vi).   Italy (550)
(vii).   China-P.R. (539)
(viii). Japan (527)
(ix).   Netherlands (356)
(x).   Portugal (342)
(xi).   Canada (336)
(xii).   Australia (272)
(xiii). Republic of Korea (248)
(xiv).   Belgium (237)
(xv).   Sweden (237)
(xvi).   Austria (231)
(xvii). Switzerland (221)
(xviii). Argentina (214)
(xix).   Poland (213)
(xx).   Brazil (209)
(xxi).   Denmark (202)
(xxii). Greece (202)
(xxiii). Mexico (197)
(xxiv). Czech Republic (171)
(xxv).   Finland (168)
(xxvi). Chinese Taipei (163)
(xxvii). Thailand (161)
(xxviii). India (158)

1.3.2. Asia Pacific – Showing Growth Potential

As per ICCA report, established nations are mature MICE markets, hence their growth rate has stabilized but the no. of conferences and exhibitions being organized by them

till date is still staggering. New destinations, especially Asia –Pacific is showing tremendous growth potential.

1.3.3. Global Exhibition Industry

Global Exhibition industry contributes USD 325 billion to the global economy and nearly 32,000 exhibitions are held in a year across the globe. Exhibitions showcased 4.5 million exhibitors in 2018 and 300 million visitors participated in 2018 for sourcing their business needs. Major exhibition centres are located in US, Germany, China, Russia, UK, UAE etc. AsiaPacific ranked third in terms of visitor numbers in 2018 with 81.5 million visitors, representing 26.9% of global visitors, followed by Europe and North America.AsiaPacific ranked third in terms of Exhibitor numbers in 2018 with 1.2 million exhibitors, representing 26.7% of global exhibitors, followed by North America and Europe.

1.3.4. Established Tourist Spots – MICE hotspots

Evidently, there is a **well-established link between "established tourist spots" and "MICE hotspots"** evidenced by the top 10 cities which are also coveted tourist destinations from across the world. India's share of inbound MICE tourism, like its share of International Tourist arrivals is around a per cent of global events.

1.3.5. Industry segments investing in MICE

Following industries contribute to the global MICE events:

(i).   Government and Development agencies such UN, WHO etc.
(ii).   Environment & other SDG Goals
(iii).   Food security
(iv).   Healthcare & Medical
(v).   Information Technology (AI, Big Data, Cloud, iOT)
(vi).   Engineering & Modern Manufacturing (4.0. etc.)
(vii).   Urban Mobility & Transportation
(viii). Cyber security & Homeland security
(ix).   Defence
(x).   Textiles & Fabrics
(xi).   Energy, Power & Electricity
(xii).   Chemicals, Plastics & Rubber
(xiii). Engineering & Electronics
(xiv).   Travel & Tourism

STEM subjects remain most popular meeting topics. Medical Science (17%), Technology (15%) and Science (13%) are the three most popular international association meeting topics, which is unsurprising as global society embraces technology.

1.3.6. Key Exhibition Themes

Following are the key exhibition themes

(i)   Engineering, Machine Tools & Subcontracting
(ii)   Building & Construction
(iii)   Chemicals, Plastics & Rubber
(iv)   Healthcare & Pharma
(v)   Fashion, Textiles & leather
(vi)   Information Technology & Cyber securityg.
(vii)   Printing & Packaging
(viii) Home Decoration &Gihs
(ix)   Food & Agri
(x)   Energy, Electricity & Power, Lighting
(xi)   Travel & Tourism
(xii)   Defence & Homeland Security
(xiii) Automobiles & components
(xiv)   Gems & Jewellery

1.3.7. Leading MICE Associations

Following are the leading MICE associations of the World:

(i).   International Association of Exhibitions and Events (IAEE)
(ii).   Professional Convention Management Association (PCMA)
(iii). The Global Association of the Exhibition Industry (UFI)
(iv).   Society for Incentive Travel Excellence (SITE)
(v).   International Congress and Convention Association (ICCA)
(vi).   International Association of Professional Congress Organizers (IAPCO)
(vii). Meeting Professionals International (MPI)
(viii). Meetings & Events Australia (MEA)
(ix).   Association of British Professional Conference Organizers (ABPCO)
(x).   Union International Associations (UIA)

1.4.   India MICE Landscape

1.4.1. India – a poor performer in MICE business

Indian MICE has less than 1% share in the estimated global MICE business despite the natural & cultural advantages of India and being one of the highest growing economies. India is ranked 28th with 158 meetings in 2019 ICCA ranking of countries. In each vertical of MICE, be it meetings, incentives, conferences, exhibitions and events, the recall value of the Indian MICE is considered low.

Indian cities are ranked poorly in the international ranking of cities by ICAA in terms of number of international associations meetings. There are only 7 cities in the top 475 cities, which are listed below with the number of ICCA meetings held in the city:

(i).   75th Rank – NewDelhi (37)
(ii).   159th Rank – Hyderabad(19)
(iii). 203th Rank – Bengaluru(14)
(iv).   203th Rank – Mumbai(14)
(v).   210th Rank – Chennai(13)
(vi).   307th Rank – Goa(8)
(vii). 424th Rank – Ahmedabad(4)

1.4.2. Indian Exhibition Industry

The exhibition industry in India was rapidly growing steadily at a rate of more than 8% over the past few years outpacing the GDP growth rate of the country.The trade fair sector in India is estimated to be 23,800 crore INR by way of economic impact generated through the organised sector.The sector generates Rs. 3 lac crores worth of business through exhibitions held in the country. There are 25 purpose-built venues in the country for hosting exhibitions with a total indoor capacity of 4,37,000 sqm

1.4.3. India MIC – Characteristics

As per MICE study carried out in 2019 sponsored by Ministry of Tourism, India MICE industry is characterised by the following:

(i).   Market is sized at ₹ 37,576 crore, 60 per cent of which is attributable to Meetings, Incentives and Conferences

(ii).   International MIC accounts for 22% of the market size (~22%)

(iii). 65 per cent are B2B events

(iv).   Meetings & Incentives form ~70% of the entire MICE segment for 5-star properties.

(v).   India's outbound MICE market is one of the fastest growing markets globally

1.4.4. Indian MICE cities

As per the MICE study conducted by MOT, the following cities are leaders/ Challengers in organizing MICE events

Leaders

(i).   Delhi NCR (Delhi - Noida - Greater Noida - Gurgaon)

(ii).   Mumbai

(iii).   Chennai

(iv).   Kolkata

(v).   Bengaluru

(vi).   Goa

(vii).   Hyderabad

(viii). Ahmedabad

Challengers

(i).   Agra

(ii).   Udaipur

(iii).   Bhubaneshwar

(iv).   Pune

(v).   Thirunanthpuram

(vi).   Varanasi

(vii).   Indore

(viii). Jaipur

(ix).   Kochi

(x).   Raipur

(xi).   Lucknow

(xii).   Guwahati

Chapter 2 – SWOT Analysis and Stakeholders

2.1.   SWOT analysis of Indian MICE industry

The SWOT analysis of Indian MICE industry based on the studies sponsored by Ministry of Tourism brings out the following aspects.

2.1.1. Strengths

(i).   **India's varied aesthetic and natural beauty**
India is reasonably well known as a tourism spot and has adequate tourism resources. India is a leader in cultural (8th) and natural (14th) resources on WEF's Travel & Tourism Competitiveness Index.

(ii).   **Availability of Infrastructure**
Core MICE infrastructure amenities are at par with most developed countries. Connectivity in the country has improved drastically.

(iii).   **Emergence of better investment climate**
India has consistently improved its rank in World Bank Ease of Doing Business (39th rank) and WEF Travel and Tourism Competitiveness Rank (34th rank). This reflects conducive policy environment for companies to do business environment.

(iv).   **Knowledge resources**
India has progressed rapidly in the areas like Information Technology, Medicine and Scientific Research and has high quality knowledge resources in these fields.

(v).   **Growing Economic Strength of India**
Indiahasprogressedrapidlyin Economic growth and the rising demand from the consumers and Industry makes India a very attractive market for organising exhibitions in India

2.1.2. Weaknesses

(i).   **Lack of focussed approach on MICE as an industry**
There is lack of focussed approach to develop and promote MICE industry in the country. There is no national level policy on MICE and lack of effective marketing of India as MICE destination.

(ii).   **Lack of proper information, intelligence and bidding support**

There is no system of capturing information about various national and international MICE events and preparing for winning the bids. It is only individual PCOs, who lead the bid for various international events.

(iii). **High Tax Structure and Costs**
Industry has also been advocating for reducing GST rates on hotels, granting 'Infrastructure' status to Hotelsby Central Governments and 'Industry' status for Hotels, Exhibition Centers & Convention Centers by State Governments to make India MICE globally competitive.

(iv). **Standardization of processes and services for every touchpoint of MICE**
Global MICE events require a very high degree of professionalism and service quality and there is lack of standardization of processes and services for every touchpoint of MICE. This requires greater professional development of the organizations involved and the manpower in MICE industry.

(v). **Lack of institutional support**
Most of the successful international cities have their convention bureaus to market and provide support to the organizations and associations hosting events. There are no city convention bureaus in India.

2.1.3. Opportunity

(i). **Improved Infrastructure and growing economy**
India has made tremendous improvement in its infrastructure, which provides opportunity for the country to attract MICE business. Growing economy of the country also provide a range of opportunities for the country to grow MICE industry.

(ii). **Emergence of Asia Pacific in MICE events**
An analysis of the world market shows that there is saturation in the matured markets of US and Europe and Asia Pacific is emerging as the next destination in global MICE market. India needs to exploit this opportunity.

2.1.4. Threat

(i). **Regional competition**
Singapore, Thailand, UAE, China, Macau and Malaysia are already preferred destinations in the region and India faces tough competition from these countries.

(ii). **Safe and secure location**
Global perception of India requires to be addressed with sporadic incidents damaging reputation, ranked 122 on safety & security.

2.2. Stakeholders

2.2.1. Diverse Set of Government and Industry Stakeholders

The MICE Industry has a diverse set of stakeholders, who need to be aligned for developing the MICE industry in the Country:
(i).   Central Government
(ii).   State Government
(iii). City Government
(iv).   Industry Associations
(v).   Professional Associations
(vi).   Corporates
(vii). MICE Industry Service Providers

2.2.2. Central Government

Following Ministries of Central Government are involved in MICE business

(i).   **Ministry of Tourism**
        Promotion and development of India as a MICE destination. Ministry works closely with Industry body for conventions namely India Convention Promotion Bureau. Ministry formulates various incentive and market development schemes to promote Inbound tourism including MICE.

(ii).   **Ministry of Commerce**
        Ministry of Commerce is involved in promoting services sector in the Country. The Ministry has formulated various incentive schemes such as SEIS, Champion Sector Scheme etc. India Trade Promotion Organization (ITPO) under the Ministry also promotes exhibitions and conventions.

(iii). **Ministry of Housing and Urban Affairs**
        Ministry of Housing and Urban Affairs in involved in creating urban infrastructure, which is crucial for developing cities for MICE business.

(iv).   **Ministry of External Affairs**
        Ministry of External Affairs and Indian Missions abroad can provide significant support to win the bids for international events. They are also involved in VISA related formalities.

(v).   **Ministry of Home Affairs**
        Ministry of Home Affairs provides NOC for international events. The Ministry is also responsible for e-VISA and other regulators matters related with foreigners.

(vi).   **Ministry of Culture**

Ministry of Culture along with ASI manages various important archaeological and heritage sites. They can facilitate the organisers in visit of the delegates to these sites.

(vii). **Ministry of Civil Aviation**
Air connectivity and Airport facilitation goes a long way in attracting more MICE business.

(viii). **Ministry of MSME**
The Ministry supports growth and development of MSME sector in the country and can provide valuable support to MSMEs in MICE segment

(ix). **Ministry of Road Transport and Highways**
To provide seamless connectivity to the major destinations

(x). **Ministry of Railways**
To provide support of Railways for MICE industry and events

2.2.3. **State Governments**

State Governments are responsible for developing the infrastructure and support services for MICE industry. State policies have a strong bearing on various elements of MICE industry. State Governments also set up State MICE Bureaus and City MICE Bureaus for supporting the MICE Events. State Governments have to work on multiple fronts to develop a conducive eco-system for MICE business in the State and market it effectively.

2.2.4. **City Government**

City Government has a key role in facilitating MICE events on ground. City Governments have to work towards creating an effective support system for MICE business in the city. City MICE Bureaus can act as a single window to help organisers of MICE Events and need to promote offering of their cities proactively.

2.2.5. **Industry Associations**

(i). **India Convention Promotion Bureau**
India Convention Promotion Bureau is the apex body of industry representing various segments. ICPB works closely with the Ministry to promote and develop MICE industry in the country.

(ii). **IndiaExhibition Industry Association**

IEIA is India's apex body representing the entire eco-system of Exhibitions Industry. Established in 2006, IEIA members include Exhibition Organisers, Exhibition Venues, Government bodies, Services Providers etc.

(iii). **Hotel Association of India**

Hotel Association of India represents most of the prestigious hotel chains in the country. Hotels provide venue and other services for MICE events and play a crucial role in promoting a MICE destination.

(iv). **CII**

CII is the premium industry association of the country and has members from Hospitality and Tourism Industry.

(v). **FICCI**

FICCI is an apex federation of industry associations and has membership from Hospitality and Tourism Sector.

2.2.6. Professional Associations

Associations are usually not-for-profit organisations and can be formed at a National, Regional or international level. Professional Associations organize large number of meetings and therefore important stakeholders for MICE events.

2.2.7. Corporates

Corporates sponsors a large number of MICE events and therefore important stakeholders.

2.2.8. MICE Industry service providers

MICE is a service industry which brings under one roof a host of products and services. The industry stakeholders can be broadly grouped into three heads. The first and the most important one is the physical infrastructure, which comprises of the space in which the actual meetings, conferences and exhibitions take place, next in line are the Organizers of the meetings and then the Peripheral subcontractors, who bring on board a host of services to make the occasion successful. The same are listed below:

(i). Facilities

Commercial Buildings
Convention Centres
Exhibition Centres
Hotels
Banquet venues

(ii). Organizers

Professional Convention Organizers

Professional Exhibition Organizers

Destination Management Companies

Tour Operators

(iii). Peripheral Subcontractors

Public relations

Translation

Media

Travel Agency

Transportation

Decoration & Design

Stand Construction

Freight Forwarders

Security

Housekeeping

Medical Services

Branding & Publicity

Registration

Technology Providers

Catering

Chapter 3 – Vision, Mission and Strategy

3.1.   Vision

To position India as MICE destination in the world and a hub of mega conferences and exhibitions

3.2.   Mission

To create enabling conditions and institutional framework at the Central, State and City level for growth of MICE industry

3.3.   Goals

(i).   To enhance India's share in MICE business to 2% in five years from the current share of approximately 1%

(ii).   To enhance India's ICCA ranking to top 20 in five years from 28th in year 2019

(iii).   To encourage the State Governments to set up 6 City level MICE Promotion Bureaus at major MICE destinations of Delhi, Mumbai, Bengaluru, Chennai, Kolkata and Goa, in the Country in two year and 20 major cities in next five years

(iv).   To encourage the Convention Bureaus to bid for international events and target 50% of the events coming to the country should be through MICE Bureaus

3.4.   Key Strategic Pillars

In order to promote the growth of MICE industry in the country and India as a MICE destination, the following strategic interventions have been identified:

(i).   Institutional support for MICE
(ii).   Developing Eco-system for MICE
(iii).   Enhance competitiveness of Indian MICE industry
(iv).   Enhance ease of doing business for MICE events
(v).   Marketing India as a MICE destination
(vi).   Skill development for MICE industry

Chapter 4 – Governance and Institutional Framework

4.1. National Level Institutional Support

4.1.1. National Advisory Council for MICE

In order to provide overall vision and strategic direction to the growth of MICE in the Country, a National Advisory Council for MICE will be set up under the Chairmanship of Tourism Minister and comprising of the following:

(i)   State Tourism Ministers of the Key MICE States
(ii)   Ministry of Commerce
(iii)   Ministry of External Affairs
(iv)   Ministry of Home Affairs
(v)   Ministry of Civil Aviation
(vi)   Ministry of Culture
(vii)   Chairman of ICPB
(viii) President IEIA
(ix)   President IATO
(x)   President HAI
(xi)   Chairman, CII Tourism Committee
(xii)   Chairman, FICCI Tourism Committee
(xiii) Chairman-cum-Managing Director, ITDC
(xiv)   Joint Secretary – Member Secretary

National Advisory Council will meet at least once in a year or more as may be required. It will provide a platform for government and industry stakeholders to deliberate on various aspects of MICE industry. It will lay down overall vision for growth of MICE industry in the country and provide strategic direction.

4.1.2. India MICE Board

Ministry of Tourism will set up India MICE Board under the Chairmanship of Secretary, Tourism with the following composition

(i).   Representative of Ministry of Commerce
(ii).   Representative of Ministry of External Affairs
(iii).   Representative of Ministry of Home Affairs
(iv).   Representative of Ministry of Civil Aviation
(v).   Representative of Ministry of Culture
(vi).   Chairman of ICPB
(vii).   President IEAI
(viii). Chairman-cum-Managing Director, ITDC
(ix).   Tourism Secretaries of Key MICE States

(x).   Joint Secretary – Member Secretary

India MICE Board will coordinate implementation of various initiatives, strategies to facilitate growth of MICE industry in India.

4.1.3. National MICE Bureau

National MICE Bureau will be set up as a division of India Tourism Development Corporation, which will support the National Advisory Council and India MICE Board.The Ministry of Tourism will provide necessary budgetary support to National MICE Bureau for promoting India as a MICE destination.

Ministry of Tourism will continue to work with India Convention Promotion Bureau (ICPB)as Industry Association.

4.2.   StateLevel Support

4.2.1. State MICE Promotion Committee

A State level MICE promotion committee will be set up under Chief Secretary comprising of representatives of various relevant Government Departments and Industry Stakeholders. State MICE Bureau

The Department of Tourism will convene the meetings of State MICE Promotion Committee and a division or branch should be designated in the Administrative Department/ Directorate for coordinating work related to MICE.

4.2.2. State MICE Promotion Bureau

States/ UTs will set up State level convention promotion bureau either as an independent organization under Tourism Department or as a division of Tourism Development Board/ Corporation or other agency looking after promotion and development of Tourism in the State.

4.3.   City Level Support

4.3.1. City MICE Promotion Bureau

States will identify major cities, which have MICE potential and set up City Level MICE Promotion Bureaus either as an independent organization or as a division in the City office of their Tourism Development Board/ Corporation or other agency looking after promotion and development of tourism in the city.

4.3.2. City Level Coordination Committee

States may set up a City level coordination committee in major cities having MICE potential. The Committee will support MICE promotion bureaus in coordinating and facilitating MICE.

4.4. Role of MICE Promotion Bureaus

MICE Bureaus are the single point of contact for seeking information and facilitation for organizing MICE events. The detailed functions of the bureaus are:

(i). Positioning the city as prime MICE destination

(ii). Identify Business opportunity and provide leads

(iii). Work with empanelled PCO's / Destination Management Companies to successfully bid for the city

(iv). Promoting Government and Industry Collaborations

(v). Statistical analysis of Events to generate insights/ intelligence, which help in developing the pipeline

4.5. Professional Staffing of Bureaus

The Bureaus are professionally run by full time individuals. The staffing may vary from Bureau to Bureau but it usually comprises of a Chief Executive Officer, Manager – Marketing & Intelligence, Manager - Bidding and Manager – Destination and requisite support staff. The indicative roles of different positions are given below:

(i). **Chief Executive Officer**

Chief Executive Officer will be responsible for overall management of team, recruitment of staff, review and manage day to day operations. He will network with government, industry, foreign boards, industry associations. He will be delegated adequate financial and administrative powers to discharge his responsibilities. He will report progress to the designated authority of tourism department.

(ii). **Manager – Marketing & Intelligence**

He will be responsible for marketing the City as a prime destination. He will prepare marketing plan for the city. He will collate and generate information regarding venues, PCO's, major associations and other market intelligence.

He will track potential conventions for bidding, mapping strength and weakness of the competition, SWOT analysis of venues and due Diligence of PCO's having strength in hosting a particular type of event.

(iii). **Manager – Bids**

He will be responsible for arranging bids in co-ordination with Manager – marketing and intelligence.

(iv). **Manager – Destination**

He will be responsible for empanelment of PCOs, PEOs, DMCs, TOs and liaison with the Hosts/ Sponsors/ Educational Institutes etc. He will have monthly target of generating Events business.

4.6. Action Plan

Ministry of Tourism will prepare a detailed National Action Plan in consultation with relevant Ministries, State Governments and Industry Stakeholders for implementation of the Strategy. The Action plan will be reviewed and monitored in accordance with the laid down governance mechanism for the same.State Governments will prepare State specific policy and action plan for development of MICE tourism. The Ministry will help with model policies and action plans for guidance of the States.

Chapter 5 – State and City Assessment and Ranking of MICEEcosystem

5.1. Need for developing a robust and vibrant ecosystem for MICE Business

In order to develop a MICE destination, the Government and the Industry Stakeholders have to jointly work in strengthening various facets of MICE business. The MICE industry stakeholders, range of services, success factors for hosting a convention are given below. The Government authorities, City MICE promotion bureaus and Industry Stakeholders must come together to collectively provide these services in a seamless manner to compete against other destinations.

(i). **MICE Industry Stakeholders**
A variety of industry stakeholders are involved in MICE industry such as providers of infrastructure facilities, professional convention and exhibition organizers and various other sub-contractors providing various services for successful organization of MICE events.

(ii). **Range of hardware and service facets**
A wide range of hardware and service facets find their way into the MICE ecosystem:

Hardware	Facilities
• Internet Connections	• Exhibition arrangement
• Overhead Projection	• Public Relation
• Exhibition Design and Decoration	• Marketing
• Stage Design	• Planning
• Audio Construction	• Advertising
• Light Efficiency	• Media
• Simultaneous Interpretation	• Graphic Design
	• Travel & Tourism
	• Insurance

(iii). **Success factors for MICE Destinations**
The factors that affect the decision to locate conventions at a particular destination hinges on the criteria of different association policies and requirements. However, some of the key factors, which are common across different kinds of events for considering a destination for hosting the convention or the events has been given in **Annexure-1.**

5.2. Enabling Role of Central and State Governments

The Central and State Governments have a key enabling role for a MICE destination. While Central Government will be responsible for promoting India in overseas markets, developing aviation infrastructure, liberal VISA regime etc., the State Government will have to provide last mile connectivity, local civic infrastructure and services and facilitate core MICE infrastructure.

The State governments must ensure that any City to be positioned as MICE destination shall have at least one good international level convention centre apart from Hotels, which may also offer convention and meeting space and accommodation.

5.3. City MICE Promotion Bureaus to partner with Private Sector

MICE Promotion Bureaus will have to continuously work on ground at the destination level. The Bureaus will work with Industry Associations of MICE to ensure that any gap in the infrastructure and services are worked upon. While a destination may not do well on all parameters, it should amplify the areas where it has an advantage.

The City MICE Promotion Bureaus can help in empanelling the service providers for different services, information about rates and other terms and conditions of the service. The availability of all the information at one place will also help the organisers.

5.4. Cities to be prioritized for MICE destinations

In order to ensure focussed attention, Central and State governments may prioritize the select cities/ destinations and develop them in phased manner as MICE destinations. An indicative list of cities for phase wise development is given below:

Phase I

(i).   Delhi/ NCR
(ii).   Mumbai
(iii).   Chennai
(iv).   Kolkata

(v).   Bengaluru

(vi).   Goa

(vii).   Hyderabad

(viii). Ahmedabad

Phase II

(i).   Agra

(ii).   Udaipur

(iii).   Bhubaneshwar

(iv).   Pune

(v).   Thirunanthpuram

(vi).   Varanasi

Phase – III

(i).   Indore

(ii).   Jaipur

(iii).   Kochi

(iv).   Raipur

(v).   Lucknow

(vi).   Guwahati

5.5.   Ranking of the States and Cities on MICE Ecosystem

5.5.1. The Ministry of Tourism will conduct ranking of the States and select Cities, with the key objective to foster competitiveness and encourage States to work proactively towards developing MICE industry. It will be implemented as a capacity development exercise to encourage mutual learning among all states and to provide support in policy formulation and implementation.

5.5.2. The broad areas and action points for ranking exercise will be taken from global rankings of countries. The States may be suitably classified into leaders, aspiring leaders and emerging States.This will also help prepare a State Specific Report containing analysis of respective ecosystems for promotion of MICE industry, strengths and priority areas for future and best practices adopted by the States.

5.5.3. The ranking exercise will be carried out with professional support and through independent experts from various Institutions both Government and Private. The Ministry of tourism will provide necessary training to the officials and other stakeholders and handhold the States for their participation in the exercise.

Chapter 6 – Making Indian MICEIndustry Competitive

6.1. MICE Infrastructure

MICE infrastructure broadly covers Hotels, Resorts,Exhibitionsand Convention Centres, which play an important role in promoting a city/ region as MICE destination.

6.2. Infrastructure status for financing of MICE infrastructure

MICE infrastructure plays an important role in promoting a city/ region as MICE destination. These are capital intensive investments and require availability of funds at reasonable rates and longer tenor. The Government maintains a harmonized master list of sectors, which have been recognized as infrastructure, which enables them get financing at reasonable rates.

Currently Infrastructure status has been accorded to the construction of 3 star and above Hotels located outside the cities with population of one million and above. Ministry of Tourism will pursue to expand the list of cities for grant of infrastructure to MICE infrastructure projects such as Hotels and Resorts, Exhibition and Convention Centres etc.

This will facilitate investment into MICE infrastructure, which will contribute to the growth of MICE business in the country.

6.3. Industry Status to MICE infrastructure by States

Keeping in view the importance of MICE infrastructure in the growth of MICE business as outlined above, MICE infrastructure should be granted the Status of Industry by the States.

While granting the Industry status, the States should provide the following benefits to the MICE infrastructure namely Hotels, Resorts and Convention Centres:

(i)   Benefit of capital subsidy and allotment of land for MICE infrastructure as being provided to other manufacturing industries.

(ii)   Benefit of industrial tariff for power and other utilities and property tax

6.4. Public Private Partnership for developing MICE Infrastructure

MICE infrastructure is capital intensive and takes a long time to recover investments. Often availability of land in urban areas is a challenge for developing a convention centre or a hotel with convention facilities. The States can make suitable land available under Public Private Partnership to the Private Sector for setting up and

operating the MICE facilities. The States may encourage long term lease of land or revenue sharing model, which doesn't require heavy upfront payment, which often makes PPP model a non-starter.

6.5. **India MICE Advantage Program**

Industry should also be supported by way of various financial incentives to give Indian destinations advantage in attracting MICE events. The Central and State Governments should work towards providing such incentives as:

(i)   Reimbursement of cost of preparing bids to successful winner and runner up.

(ii)   Hosting inspection teams from Associations for selection of destination for international events

(iii)   Hosting of renowned international guest speakers at international events

(iv)   Local tourist attractions and other facilities such as Golf clubs can make special offer for delegates of international events

(v)   A customised package could be offered for Mega International events.

(vi)   The Ministry will further strengthen and revamp schemes like Champion Sector Service Scheme and MDA scheme to give impetus to MICE industry.

Chapter 7 – Easeof Doing Business for MICE events

7.1.   Ease of Doing Business for MICE events

In order to enhance the ease of organising MICE events in India, the following initiatives will be taken up:

(i).   Access to Major Monuments and other attractions

(ii). Welcome at the Airports and Railway Stations

(iii). Single Window Clearance for NOCs

7.2.   Access to Major Monuments and other attractions

Special timings of before opening hour at major Monuments will be allowed for MICE events.Iconic monuments will be identified at MICE destinations, which can be opened for cultural functions for MICE events.

7.3.   Welcome at the Airports and Railway Stations

(i).   Facilitation Counter at major International Airport for major MICE events

(ii). Designated Coach Parking areas at International airport for MICE delegates. Designated area to welcome them needs to be planned.

(iii). Group Bookings in Indian Railways for MICE events should be allowed.

7.4.   Single Window Clearance:

MICE promotion Bureaus will act as single window to provide all NOCs to the organisers. The Bureaus will evolve a mechanism to coordinate with various agencies for smooth procurement of clearances.

7.5.   Issuance of letter for VISA to the delegates

It is important that the organizations or associations don't face difficulties in extending invitation to the delegates and their VISA formalities etc. National MICE Bureau, State Bureaus and City Bureaus may be authorized to issue letters or VISA to the delegates.

Chapter 8 – Promoting MICE India Brand

8.1. "Meet in India" Brand

In order to position India as a MICE destination and create awareness and positive perception, a sub brand "Meet in India" under Incredible India will be launched. Ministry of Tourism will provide necessary resources and support to promote "Meet in India" brand overseas in partnership with the States, Cities and Industry Stakeholders. A web portal and social media handle for promoting "Meet in India" brand will be set up.

8.2. Familiarization Trips

Central and State Governments may organize familiarization trips for Associations, PCOs, Corporates and other key MICE stakeholders to showcase MICE destinations. City MICE Bureaus should also encourage such visits from Stakeholders to create awareness about their cities.

8.3. Outreach programs and Roadshows

Outreach program to industry leaders, which can get businesses to India and at the same time create visibility for India as MICE destination will be undertaken. These roadshows will be well planned to create optimal impact.

8.4. Support from Indian Missions

Indian Missions can provide valuable support to the roadshows, engagement with international associations and support to Indian delegations participating in international bids. Indian Missions can provide leads for various events in the source markets of their respective countries.

8.5. Market Development Assistance program

Central Government and States should provide Market Development Assistance to the Venue providers, PCOs and others for marketing activities at the national and international level.

8.6. Annual iMICE India event

Incredible MICE India (iMICE India) will be an annual flagship event to be organized by Ministry of Tourism and ICPB in line with the world class events like IMEX Frankfurt, IBTM Barcelona, IT&CMA Thailand. States and City Bureaus will showcase their destinations and ecosystem for MICE business at the event.

States should also plan such flagship events to highlight their offerings in the State for national and international suppliers.

8.7. Tapping outbound Indian MICE market

There is huge outbound Indian MICE market, which is growing consistently. The States and City MICE promotion bureaus should approach various Indian Associations and Corporates with their offerings and matching the offerings of the overseas destinations to retain business in India.

Chapter 9 – Skill development and Capacity Building for MICE Industry

9.1. Range of MICE Activities

MICE events require a wide range of activities and relevant skill sets:

(i).   Handle Meetings, Incentives, Conferences, Exhibitions,
(ii).   Business Events,
(iii).   Social Events,
(iv).   Stage Management, Emcee role, Hall managements,
(v).   Fire Safety,
(vi).   Delegate's management&transfers,
(vii). Shuttle service management
(viii). Health, Safety and Security
(ix).   and various other roles.

9.2. MICE Facilitators Program

In order to provide skilled manpower to MICE industry to ensure quality of services, MICE Facilitator Program to cover the above range of activities and relevant skill sets will be launched by the Ministry of Tourism in partnership with Ministry of Skill Development.

The program shall target the prioritized destinations first to ensure that the trained candidates are placed. Reskilling programs and recognition of prior skills will also be useful to certify workers, who have already gained experience but do not have any formal certificate of training.

9.3. Capacity Building of MICE enterprises

Apart from skilling of manpower, there is need to build the capacity of MICE enterprises for their professional development and growth particularly focusing on micro, small and medium enterprises. The Ministry of Tourism will work with the States and Industry Stakeholders for various capacity building initiatives for the MICE Industry.

9.4. Capacity Building of MICE Promotion Bureaus

There is need to provide handholding and capacity building support to various State/ City Bureaus for developing their organizational goals and competencies in their manpower for fulfilling their roles and responsibilities.

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Factors for Selection of Site for Conventions

1. **Accessibility**
   - Cost: the monetary expense of transportation and access
   - Time: the duration/ distance of travel involved and the opportunity cost of that time
   - Frequency: the frequency of connections to the site
   - Convenience: the scheduling convenience of the connections
   - Barriers: the extent of any travel formalities, which inhibit travel such as visas, customs, etc.

2. **Local Support**
   - Local Chapter: the extent of assistance and backing offered by the local chapter of the Association
   - MICE Promotion Bureau/ Convention Centre: the extent of planning, logistical and promotional support offered
   - Subsidies: the extent to which the destination offers to defray costs through rebates and subsidies

3. **Local Attractions**
   - Entertainment: Restaurants, Bars, Theatres, Nightclubs etc
   - Shopping: Malls, Major Department Stores, Low Prices etc
   - Sightseeing: Architecture, Museums, Monuments, Attractions, Parks, Historical Sites, Local Tours.
   - Recreation: Sports And Activities Either As Spectator Or Participant
   - Professional opportunities: Visiting Local Clients, Negotiations, Business Deals, Selling, Making
   - Contacts etc.

4. **Accommodation Facilities**
   - Capacity: The number of rooms available and whether more than a single hotel is required
   - Cost: The cost of suitable accommodation at the site
   - Service: The perception of standards of service
   - Security: The extent to which the hotels provide safe and secure environment
   - Availability: Are the facilities available when required?

5. **Meeting Facilities**
   - Capacity: ability of site to provide suitable sized facilities
   - Layout: suitability of facility layout and floor plan

- Cost: the cost of the meeting space required
- Ambience: the ability of the facility to create an appropriate atmosphere and environment
- Service: the perception of the standards of service
- Security: the extent to which the facility provides a safe and secure meeting space
- Availability: are the facilities available when required

6.   Information
- Experience: has the site performed satisfactorily in the past
- Reputation: what is the reputation of the destination among other meeting planners
- Marketing: the effectiveness of the destination's marketing activities

7.   Site Environment
- Climate: the desirability of the destination's climate
- Setting: the attractiveness of the destinations surroundings
- Infrastructure: the suitability and standard of local infrastructure
- Hospitality: the extent to which the host organizations and community excel in welcoming visitors

8.   Other Criteria
- Risks: the possibility of strikes, natural disasters, boycotts, and other possible adverse events
- Profitability: the extent to which the site would produce a profit for the organizers
- Association Promotion: would the site add credibility to the association and build membership
- Novelty: the extent to which the destination represents a novel location for the association's next convention