



IRSTI 06.71.57

DOI: <https://doi.org/10.32523/2789-4320-2024-3-328-345>

Article type (research article)

## MICE tourism product value chain

B.M. Taipakova<sup>ib</sup>, K.P. Mussina\*<sup>ib</sup>

L.N. Gumilyov Eurasian National University, Astana, Kazakhstan

(E-mail: [naellerahat@gmail.com](mailto:naellerahat@gmail.com), [kamshatmussina@mail.ru](mailto:kamshatmussina@mail.ru))

**Abstract.** MICE tourism is a segment of the tourism industry that, due to its singularity, requires specific attention. Today, the number of players involved in creating a MICE tourism product is quite large. They are both main and secondary participants in the process. The purpose of this research is to study the influence of the number of intermediaries (Convention Bureaus, DMOs, PCOs) in the chain of creating a MICE tourism product that affects the level of development of MICE tourism as a whole.

This study used one-way analysis of variance (ANOVA) through SPSS. The study sample includes 50 respondents directly related to the development of MICE tourism in Astana. The results of this analysis indicate that the number of intermediaries (Convention Bureaus, DMOs, PCOs) in the chain of creating a MICE tourism product affects the level of development of MICE tourism as a whole, while Levene's test of homogeneity of variances with a significance of 0.000, and p-value  $0.010 < 0.05$ .

Also to achieve our goal in this study, we used research methods - literature analysis, study of scientific publications, scientific research, and also used the construction of tables and diagrams of interaction between the main stakeholders of MICE tourism. When analyzing materials and writing this article, the following methods were also used: general scientific methods of cognition (analysis, synthesis), system content analysis.

The article also demonstrates evidence of a slow but steady process of partial disintermediation, in which intermediaries are bypassed in order to reduce costs. However, the results of the study lead to the conclusion that a complete disintermediation is not possible, including due to the high standards of service quality that the MICE market requires.

**Keywords:** MICE tourism, MICE tourism product value chain, the channel of distribution, MICE tourism stakeholders, intermediation.

## Introduction

The MICE industry is known not only as a service industry, but also as one of the fastest growing sectors of the tourism industry [1]. The MICE industry brings together various sectors such as trade, transport, travel, leisure, accommodation, food and beverage, venues, information technology and finance, which are described as multi-faceted industries that are mainly focused on the development of the Getz events industry [2].

The key players in the market are specialized MICE and event agencies, convention bureaus, exhibition centers and various venues for corporate events.

Business travel agencies are usually associated with many service providers. Employees and businesses participating in the business market include corporate meeting planners, conference departments at hotels, convention centers or cruise ships, food and beverage managers, logistics firms, private tour operators and transfer travel trade associations, sales managers and many others. Agents working in this field must offer a full range of travel services for large and small groups, as well as events of varying lengths. Destinations listed as business locations rely on convention centers and visitor bureaus to host events.

Thus, the number of players involved in creating the MICE tourism product is quite large. They are both main and secondary participants in the process. The main purpose of this research is to study the influence of the number of intermediaries (Convention Bureaus, DMOs, PCOs) in the chain of creating a MICE tourism product. The main objectives are to determine the influence of the number of intermediaries in the creation of MICE tourism product on the level of MICE tourism development, as well as to determine the importance of intermediaries in the value chain of the MICE tourism product.

## Literature review

There are numerous studies that propose a model to illustrate the channel of distribution of leisure tourism. However, there are no research articles that propose a conceptual model that illustrates the functioning of the MICE value chain as a whole.

As with other markets, tourism requires the action of intermediaries to access and purchase tourism products. Traditionally there are three different types of intermediaries in tourism: outgoing travel agencies (retailers), tour operators (wholesalers) and incoming (handling) travel agencies [3].

However, there are market trends that are producing major changes in its value chain and points of friction among stakeholders. For example,

- Mason study describes the reduction in business travel expenditure which is forcing companies to develop stricter travel policies [4].
- The group of authors such as Jung Young Jeong, Oh and Tierney writes about the search for lower prices which has forced meeting planners to interact directly with suppliers [5].
- Gustafson notes the development of online booking tools which has changed the relationship between intermediaries and suppliers [6].

– Lee & Hiemstra research the high sales-staff turnover which is leading to serious problems in building relationships between suppliers and meeting planners [7].

– Kim & Boo authors write about the increasing knowledge and demands of clients who are putting their focus on the ability of suppliers to meet quality specifications [8].

– Holma study describes the replacement of the traditional commission-based models with new management and transaction fee models [9].

And last but not least Pearlman says about new trends that are re-shaping the MICE sector such as globalization, fiscal responsibility, economic and environmental sustainability, social media and return on investment [10].

The above-mentioned changes acting together have resulted in a process of disintermediation which is putting at risk the power balance among intermediaries.

Nevertheless, some authors such as Thakran & Verma think that these changes, and especially the irruption of ICT, have finally resulted in a process of re-intermediation with new agents becoming active in the tourism supply chain [11].

These alternative processes are leading to a new relationship among the stakeholders in the channel with subsequent processes of intermediation and disintermediation studied in the works Almunawar et al [12].

MICE tourism involves mostly b2b exchanges and that is one of the reasons why it requires specific attention and deserves individualized research. In both cases the role played by intermediaries is a topic of major controversy. Intermediaries are key stakeholders in the design and production of the MICE product since they facilitate the path between buyers and suppliers. The services of an intermediary provide an exceptional value since they book and coordinate all services on behalf of the customer [13]. Davidson and Cope make a clear distinction between – Intermediaries working on behalf of buyers: Professional Congress Organizers (PCO), venue-finding agencies, Destination Management Companies (DMC) and conference production companies and – Intermediaries working on behalf of suppliers: Destination Marketing Organizations (DMO) and associations of Destination Marketing Organizations [14]. The MICE tourism value chain has life of its own and evolves with the market as the different stakeholders redesign their positions and put into action different strategies to consolidate their role [4]. This results in a permanent struggle for members to defend their position in the channel, which is constantly readjusted to reach a position of balance. The role played by intermediaries and the determinants of relationships among stakeholders in the MICE industry is the issue that has attracted more attention with studies that relate to: the relationship between convention hosts and PCOs [15]; the relationship variables between meeting planners and MICE suppliers; determinants that affect the use of an intermediary when buying meeting services [13]; determinants in interactions between meeting-planners and hotel employees [16]; IT and service standards in MICE tourism [17]; or determinants of meeting planners commitment to develop a relationship with DMCs [5]. Despite the relevance of MICE tourism, the number of publications in this field is very scarce [18, 19] since the little research there is has focused mainly on the distribution of leisure tourism [20].

## Materials and methods

In order to explore the connections between the chain of creating a MICE tourism product in the development of MICE tourism, special attention is paid to the intermediaries. This study used the method of one-phase analysis of variance (ANOVA analysis), as well as the method of analyzing contingency tables ( $\chi^2$  test of independence (Pearson's chi-squared test) using the SPSS program.

One-way analysis of variance (or one-way ANOVA) is a technique to compare whether two or more samples' means are significantly different. Analysis of variance is very well suited for analyzing data obtained from an experiment, a method of designing research in which the researcher directly manipulates the levels of an independent variable.

The research model proposed by the author includes a study of the influence of such factors as the number of intermediaries (Convention Bureau, DMO, PCO) in the chain of creating a MICE tourism product on the development of MICE tourism as a whole. Based on the problem statement, objectives and in accordance with the model created in this study, the following hypothesis can be formulated (Figure 1).

H1 – It is assumed that the number of intermediaries (Convention Bureau's, DMOs, PCOs) in the chain of creating a MICE tourism product (X1) affects the level of development of MICE tourism (Y1).

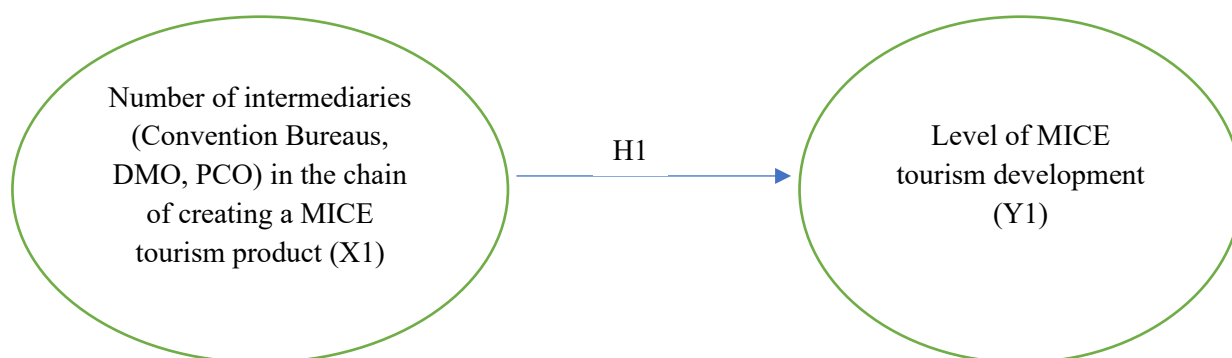


Figure 1. Research model

Note: compiled by the authors

The empirical data of this study was collected through a paper-based survey in Astana. Specifically, a questionnaire was used to collect data to test the hypotheses. Tourism stakeholders representing travel agents, tour operators, restaurant owners, event organizers, hoteliers, government officials, and academics were interviewed as the study population. A total of 50 responses were collected from the survey and coded for analysis.

The largest share fell on representatives of private organizations in the field of tourism 25 people – 50% (25), followed by persons representing bodies of state and quasi-state structures – (15 people, 30.0%), and persons representing the scientific field (5 doctoral students and 5 university teachers, 20%).

Table 1. General coded data obtained through questionnaires

№	X1	Y1	№	X1	Y1	№	X1	Y1	№	X1	Y1
1	2	1	14	15	2	27	28	3	40	16	2
2	9	2	15	9	2	28	14	1	41	15	2
3	6	1	16	8	1	29	16	1	42	22	3
4	11	2	17	9	1	30	17	2	43	13	2
5	9	1	18	6	3	31	18	1	44	15	2
6	9	2	19	8	1	32	14	2	45	17	2
7	5	1	20	17	2	33	19	1	46	17	2
8	7	1	21	18	2	34	14	1	47	18	2
9	7	2	22	9	1	35	15	2	48	19	2
10	14	2	23	11	1	36	24	3	49	14	2
11	4	3	24	15	2	37	14	1	50	15	2
12	6	1	25	16	2	38	13	2			
13	7	1	26	10	1	39	10	3			

Note: compiled by the authors based on the expert survey

The null hypothesis states that the number of intermediaries in the chain of creating a MICE tourism product does not affect the level of development of MICE tourism as a whole. Descriptive Statistics regarding number of experienced specialists according 2023-year data are given in Table 2.

Table 2. Descriptive Statistics regarding the number of intermediaries in the chain of creating a MICE tourism product

	N	Average	Standard Difference	Standard Error Difference	95% confidence interval of Difference		Minimum	Maximum
					Lower	Upper		
low	19	10.11	4,593	1.054	7.89	12.32	2	19
medium	25	14.32	3.159	.632	13.02	15.62	7	19
high	6	15.67	10,231	4,177	4.93	26.40	4	28
Total	50	12.88	5.321	.752	11.37	14.39	2	28

Note: compiled by the authors based on the expert survey

The hypothesis “The variances in the compared groups are equal” is tested. Test for homogeneity of variances according 2023-year data are given in Table 3. The resulting significance is less than 0.05, which means that the null hypothesis can be rejected, that is, the variances are not equal.

Table 3. Test for homogeneity of variances

		Levene's statistics	df.1	df.2	Significance
Number of intermediaries in the chain of creating a MICE tourism product	Based on average	19,809	2	47	.000
	Based on median	15,765	2	47	.000
	Based on median and with adjusted st.d.	15,765	2	43,429	.000
	Based on trimmed mean	19,549	2	47	.000

Note: compiled by the authors based on the expert survey

Levene's test for homogeneity of variances with a significance of 0.000 showed that the variances for each group were statistically different. ANOVA test regarding number of intermediaries in the chain of creating a MICE tourism product are given in Table 4.

Additionally, the null hypothesis can be rejected with an error rate of 0.01% (significance of 0.010), meaning the null hypothesis is not true and should be rejected.

Table 4. ANOVA test regarding number of intermediaries in the chain of creating a MICE tourism product

	Sum of squares	df.	Mean square	F	Significance
Between groups	244,717	2	122,359	5,033	.010
Within groups	1142.563	47	24,310		
Total	1387.280	49			

Note: compiled by the authors based on the expert survey

Additionally, the null hypothesis can be rejected with an error rate of 0.01% (significance of 0.010), meaning the null hypothesis is not true and should be rejected.

Therefore, we can conclude that there is a relationship between the number of intermediaries in the chain of creating a MICE tourism product and the level of development of MICE tourism, this can also be seen in the graph.

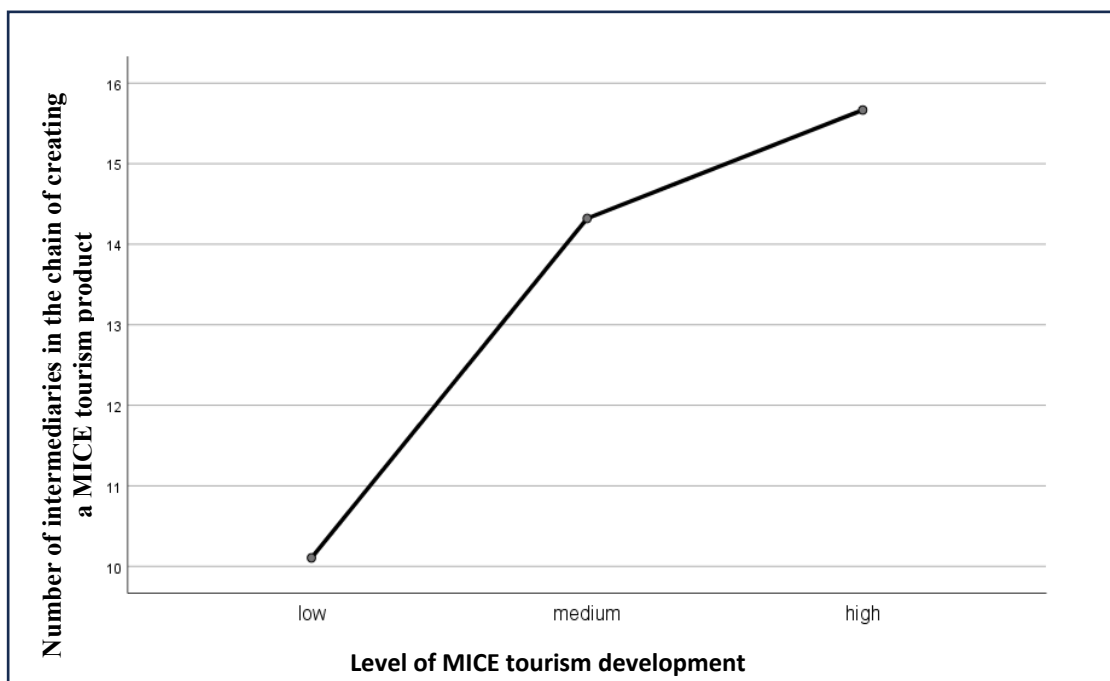


Figure 2. Review of the relationship between intermediaries in the chain of creating a MICE tourism product and the level of development of MICE tourism

Note: compiled by the authors based on the expert survey

According to the results of the study, the number of intermediaries in the chain of creating a MICE tourism product significantly influences the level of development of MICE tourism (Figure 2).

## Results

The MICE industry is known not only as a service industry, but also as one of the fastest growing sectors of the tourism industry. Key market players are specialized MICE and event agencies, convention bureaus, exhibition centers and various venues for corporate events.

Business travel agencies are usually associated with many service providers. Employees and businesses participating in the business market include corporate meeting planners, conference departments at hotels, convention centers or cruise ships, food and beverage managers, logistics firms, private tour operators and transfer travel trade associations, sales managers and many others. Agents working in this field must offer a full range of travel services for large and small groups, as well as events of varying lengths. MICE tourism destinations rely on convention centers and visitor bureaus to host events.

The structure of participants in business tourism is as follows are given in Table 5, according to which outsourcing is urgently needed in this area.

Table 5. Structure of intermediaries in the chain of creating a MICE tourism product

Structure	Related groups
Clients (Buyers)	Corporate clients
	Non-corporate clients including associations, public sector
Event organizers	Professional organizers of exhibitions, congresses, symposiums, etc. (PCO, PEO, event agencies, communication agencies)
Agencies and intermediaries	DMC, tour operators and travel agents
Suppliers	Contractors providing accommodation, food, transportation, communications, security, medical services, event sites, excursion and entertainment services, etc.
	Contractors providing event organization services, including design and construction of stands, equipment rental, simultaneous translation, advertising and promotion, temporary workers, etc.
Marketing organization	National and local level organization responsible for promoting the country/region as an event destination (convention office, DMO, tourist information center)

Note: compiled by the authors based on the expert survey

Outsourcing companies are agencies and business tourism service providers that directly influence the relationship between them.

A well-organized infrastructure is a key requirement when planning business activities. The meeting place is considered an important element of infrastructure. Availability of transport, quality of hotel services and technical equipment are the components that make one place a competitive advantage over another.

As mentioned earlier, during a business trip, a tourist incurs various expenses. In the field of business tourism, the cost of a standard tour package may vary, since business meetings can be carried out through direct negotiations between producers and consumers of tourism services (short channel), or can be carried out through a channel with intermediaries (long channel).

The value chain includes accommodation, food and beverage costs; local and international transportation, participation in entertainment, cultural and sporting events; insurance payments, commissions, etc.

MICE tourism has some distinctive features: high average costs, small seasonal variations, globalization, financial, economic and environmental responsibility, demanding and experienced travelers, superior quality of service, personalized service and involvement in the financial aspects of the travel purchase.

However, as key elements of MICE tourism, there are market trends that are leading to major changes in the value chain and causing controversy among stakeholders. These trends can be grouped into the following categories: sustainability, social media, and ROI [10].

Economic: Reduced business travel costs, forcing companies to develop stricter travel policies [4]. The search for lower prices has forced meeting planners to deal directly with suppliers [5].



Technological: Development of online booking tools that changed the relationship between intermediaries and suppliers [6]. All of these trends, and especially those related to cost reduction and the encroachment of the Internet, have created serious power asymmetries among MICE stakeholders and have led to a gradual process of disintermediation, whereby some agents bypass intermediaries to gain control of the distribution channel.

Professional/Operational: High staff turnover, which leads to serious problems in building relationships between suppliers and meeting planners. Increasing customer knowledge and demands that focus on suppliers' ability to meet quality requirements. Replacing traditional commission models with new governance and transaction fee models [21].

In the MICE sector, where success largely depends on close collaboration between parties, these changes are also detrimental in terms of intergroup dynamics and actually create a hostile industry environment. As a result, the MICE value chain has become the subject of considerable debate among professionals, highlighted by researchers such as [5, 6].

Like other markets, tourism requires the participation of intermediaries to access and purchase tourism products. As it was above mentioned, there are three different types of tourism intermediaries: outbound travel agencies (retailers), tour operators (wholesalers) and host (service) travel agencies. Communication channels in the value chain of business tourism products look like as follows (Figure 3).

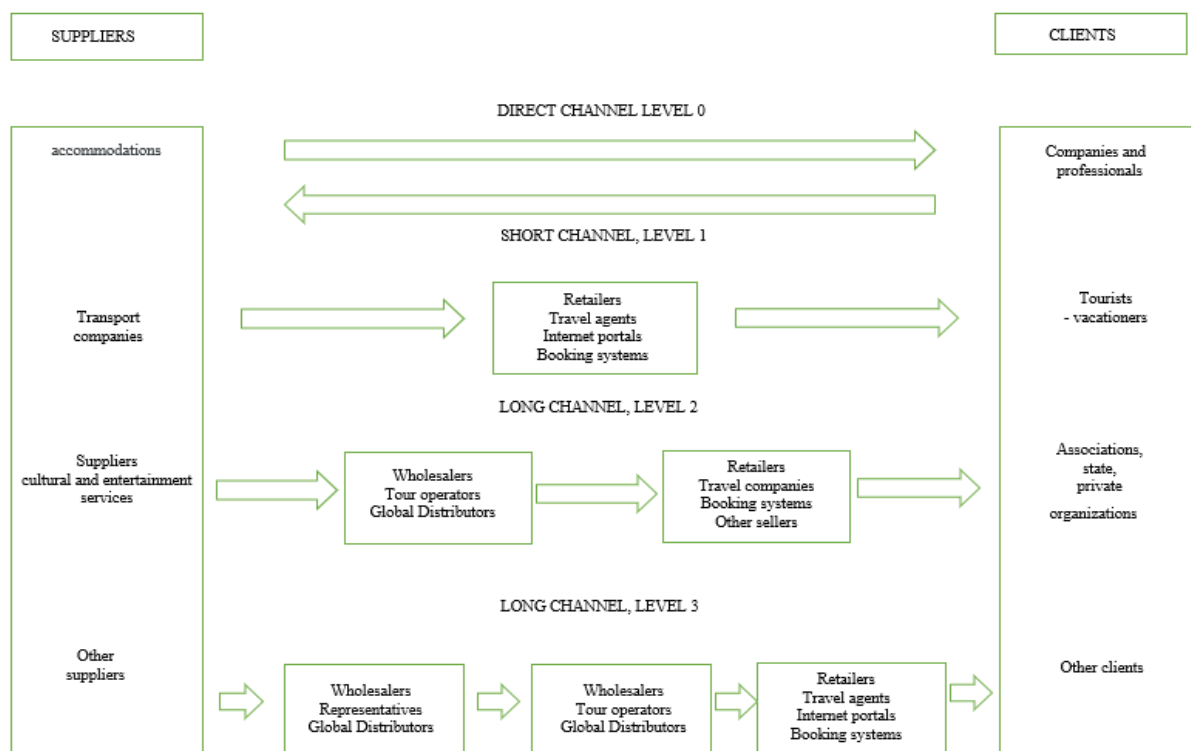


Figure 3. Communication channels in the value chain of business tourism products  
 Note: adapted from the source [22]

The fact that 45% of tourism transactions are carried out through the direct channel (level 0) and 90% through the direct and short channels together (levels 0 and 1) indicates a clear trend towards disintermediation.

However, this approach ignores the importance of the role of intermediaries as agents that support the backbone of the supply chain and multiply the overall cost of the transaction. A prime example of this is the fact that hotels triple their revenue when intermediaries are taken into account [22].

The structure of the business travel industry has evolved into a complex global network. In the struggle to thrive in this environment, value chain stakeholders continue to compete, collaborate, merge, form partnerships, and change relationships regularly [23].

As a starting point for studying the MICE tourism value chain, we can look at the example of entertainment tourism. However, it is also clear that leisure tourism refers mainly to B 2 C interactions, while MICE tourism involves mainly b2b cooperation. In both cases, the role of intermediaries is a matter of considerable debate.

Intermediaries are key participants in the development and production of MICE products as they facilitate the path between buyers and suppliers. The services of an intermediary provide exceptional value as they book and coordinate all services on behalf of the client [13].

MICE tourism value chain takes on a life of its own and evolves with the market as different stakeholders shift positions and adopt different strategies to consolidate their roles. [4].

The role played by intermediaries and constitutive relationships between stakeholders in the MICE industry is an issue that is receiving increasing attention in research that concerns: the relationship between convention organizers and PCOs; relationship variables between meeting planners and MICE providers; determinants influencing the use of an intermediary when purchasing meeting services [13]; Determining factors in the interaction between meeting planners and hotel employees: IT and service standards in MICE - tourism [17]; or factors that determine meeting planners' willingness to develop relationships with DMCs [5].

Despite the relevance of MICE tourism, the number of publications in this area is very scarce. [19] as few studies have focused primarily on the diffusion of leisure tourism [20].

They make an interesting distinction between primary and secondary actors in the tourism value chain. The main participants are directly involved in the procurement of tourism products. Secondary actors do not play such a significant role, and these are organizations such as: government agencies, trade associations, academic and research institutions, global distribution systems and the like. In the specific case of event management, make a similar distinction between internal and external stakeholders. We therefore propose the following MICE tourism value chain model, which illustrates the functioning of the MICE market, the role of different stakeholders and intermediation opportunities. Internal stakeholders are those who are directly involved in organizing the event, while external stakeholders are those who are not involved in organizing the event. Finally, MICE tourism value chain model as follows (Figure 4).

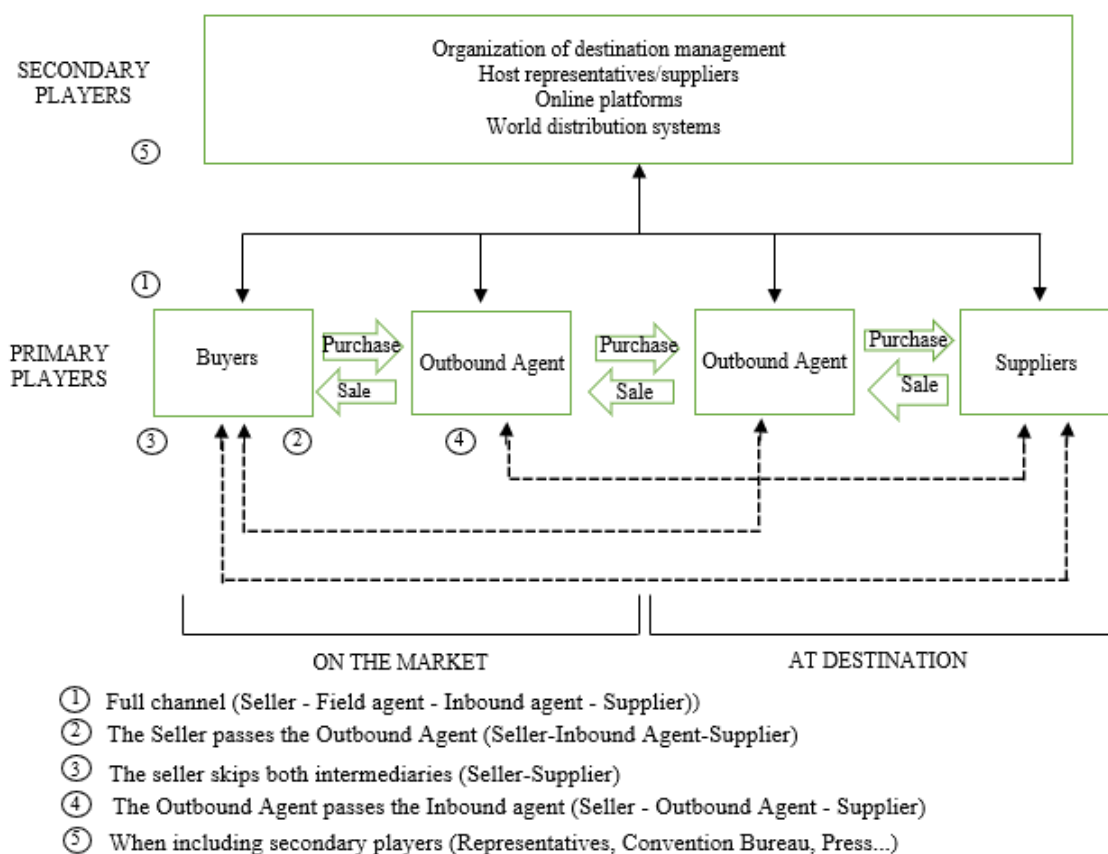


Figure 4. MICE tourism value chain model

Note: Compiled and adapted by the authors based on the source [22] from Mwesiumo & Halpern, 2016

The end points of the value chain are the buyers (corporations or associations), meeting organizers and MICE suppliers (hotels, restaurants, catering companies, tour guides...). At the core of the value chain there are two intermediaries: the receiving and sending travel agents. These roles are traditionally played by travel agencies in the buyer's geographic market (outbound travel agent) or destination (host travel agent). However, the growing complexity of the MICE sector has led to the incursion of many new stakeholders who, under different names, play the role of intermediaries such as: event management companies, incentive travel, exhibition organizers, venue finding agencies, professional convention organizers... [14].

Thus, all participants in the value creation of a business tourism product are stakeholders who are interested and motivated by profit expectations.

Stakeholder groups are classified first of all: city authorities, marketing organizations, competitors, tourist attraction enterprises, service companies, tourists, restaurants and hotels.

And minor ones: the chamber of commerce, incentive planners, and community groups [24].

Sautter and Leisen added other stakeholder groups: property owners, local businesses, coastal managers, and employees [25].

In tourism planning, collaboration between different stakeholder groups can lead to potential benefits such as avoiding conflicts between stakeholders that lead to real costs, positively influencing the performance of stakeholders when they are involved in the decision-making process, and increasing coordination of policies and strategies.

The next important area in the development of business tourism is the tourism destination management system and territory marketing. In this issue, a special role is played by public-private partnership (PPP, 3P or P3), which means public-private partnership (PPP).

In accordance to globalization, the idea of PPP is formulated to strengthen trust between the state and business representatives at the regional level. The authors believe that the creation of an organizational structure (CVB/convention bureau) using the common interests of stakeholders can be considered a successful example of PPP at the regional level. Therefore, to promote collaboration among stakeholders and put pressure on local, regional and national governments to develop consistent policies, appropriate branding and marketing strategies in a particular area, such an organizational structure is necessary.

According to the research of scientists and our research model, destination management organizations (DMOs), and more specifically convention bureaus (CVBs), play a key role in the supply structure associated with the territory, as well as in the management, planning and development of tourism destinations, especially those who want to declare themselves as a successful business tourism destination.

## **Discussion**

As illustrated in our model, one of the main conclusions of our research is the fact that the traditional “full” channel is too long and therefore there is a clear move toward bypassing intermediaries. Our research has demonstrated that “the direct channel” in which the buyer purchases services directly from the suppliers is not an option.

Outbound and incoming agents have traditionally been client and supplier and in fact, they are bound to work together. Therefore, they should aim to build a long-lasting relationship based on mutual dependence, trust and quality [19].

Another important element to reinforce the role of intermediaries is to build quality relationships with meeting planners. This is done by means of regular personal contact based on trust and honesty, which will eventually make these relationships develop into strategic partnerships or alliances [26].

Certainly, buyers can reduce costs by avoiding intermediaries. Firstly, they can gain bargaining power by using the internet to have instant access to information and compare rates. They can also increase their demands and use the fight for power between outbound and incoming agents to their advantage. This has been the case in the industry recently. In this respect, one of the key findings of our research is that, unlike in other segments of tourism, in the MICE sector the role played by intermediaries is still valuable. This makes total disintermediation practically impossible and there will always be room for some type of intermediation that provides the quality standards that the MICE industry demands.

Another finding of our research is that the disintermediation of MICE services is more obvious in the flow of sale than in that of purchase of services. Consequently, suppliers have seen how the possibilities to sell their services have increased substantially. Now they can aim at different targets and use multiple channels to sell their services to “all” potential clients. However, this is not easy as it may seem. Suppliers have to consider that trying to disintermediate the sale of their services can upset their traditional intermediary clients and thus produce major points of friction between them. Therefore, before doing this, they should analyze their position, resources and strengths within the channel. It is not the same for a prestigious hotel chain to carry out this disintermediation that for a small local supplier since the possibility of disintermediation will depend on the marketing resources available and on the dependence that the supplier has on the intermediary they are trying to avoid. Suppliers will also have to consider the tools that they use to disintermediate. This can be done more easily through less personalized tactics such as advertising and online marketing. A direct sales visit of a supplier to a corporate buyer can be considered by traditional intermediaries as an aggressive interference in their role and could have grave consequences for the supplier. Compared to other hotel vendors have great marketing budgets and they are the type of supplier that uses multi-channel distribution in a more proactive manner [27]. In fact, hotels do not only disintermediate the reservation of rooms. In many cases they are looking to increase their revenue by offering, along with direct sales, their own in-house event management services, which circumvent the need for clients to use any intermediaries at all [17]. As their name states, “secondary” agents, play a “secondary” role in the MICE value chain. Though sometimes helpful in terms of destination marketing, their intervention in the creation of MICE programs is not significant. Despite this, some of these agents enjoy a comfortable position since they are dependent on public bodies that support them. This is the case of many Destination Marketing Organizations and Visitors' and Convention Bureaus. However, they will be constantly assessed by their performance and will need to show value in all their actions if they do not want to be disregarded by the rest of the stakeholders. A competent way to successfully develop this type of Destination Marketing Organizations is through public-private partnerships which contribute to a better development and promotion of a tourism destination. Finally, primary agents should take into consideration that coordination and collaboration among all stakeholders involved in the organization of any MICE project is paramount to guarantee the perfect execution of the event.

## **Conclusion**

MICE tourism sector has grown to be an important part of business operations with literature averring the attendance of MICE events to be related to information sharing, problem-solving, decision-making, participating in educational discussions, and sharing common interests [28]. Several studies have explained the interconnectedness to the globalized world which has resulted in MICE tourism being one of the most dynamic and leading aspects of global activities [29]. Organizing a corporate or association event (usually at an international level) is not an easy task.

Our research has shown that there are possibilities of disintermediation. Partial disintermediation could take place by contracting some of the services directly with suppliers

while others would still be intermediated. For example, hotel reservations are the most disintermediated service in MICE projects. This is logical since it is reasonably straightforward for any professional event manager with the use of Internet to identify the most important hotels in any destination and to carry out the reservation directly. As opposed to other local suppliers, hotels do not only have important marketing resources, but also experienced staff who are proficient in many languages and with whom it is very easy to establish contact and close a reservation directly. Besides this, the Internet can also play an important role in hotel MICE reservations. As in the case of leisure tourism, hotel reservation procedures can be digitized and promotional messages can be easily created and effectively distributed in a hotel's website. Although there are some specific limitations for the MICE sector, in the case of hotel reservations the Internet has the potential to replace traditional travel agents to some extent.

However, currently ICT cannot effectively negotiate dates, rates or close complex multifaceted contracts. These negotiations need to process tangible and intangible information, which can only be done by experienced professionals. Besides, organizing a corporate event also requires a sound knowledge of the destination and, in many cases, there is an important linguistic and cultural barrier.

Our research has shown that the intermediaries in the chain of creating a MICE tourism product significantly influences the level of development of MICE tourism, the hypothesis we put forward was proven with p-value  $0.010 < 0.05$ . In addition, the number of intermediaries influences the creation of a high-quality MICE tourism product, as well as the creation of value chain for the MICE tourism product. Therefore, and in consideration of the seamless organization and the high standards of quality that corporate events require, the MICE industry will always need the assistance of the professional intermediary.

Acknowledgement, conflict of interests. There are no conflicts of interest.

### **The contribution of the authors**

**Taipakova Bayana Muslimovna** – research design, literature review, data collection, analysis, interpretation of results, and preparation of the main text of the article.

**Mussina Kamshat Pazilbekovna** – conceptualization of the study, supervision, critical revision of the manuscript, interpretation and discussion of the results, ensuring the accuracy of the overall work and compliance with the journal's requirements.

### **References**

1. Dwyer F.R., Schurr P.H., Oh S. On the nature and role of buyer-seller trust // AMA summer educators conference proceedings. – Chicago: American Marketing Association, 1986. – T. 11. – P. 40–45.
2. Di Marino E. The strategic aspect of destination image. Analysis of the image of the French Riviera by Italian tourists" Perception. - Naples: University of Naples "Frederico II", Faculty of Economics, 2008. – P. 11–19.
3. Buhalis D., Laws E. Tourism distribution channels: Practices, issues and transformations. - London: Thomson Learning, 2001. – P. 111–125.
4. Mason K. Future trends in business travel decision making // Journal of Air Transportation. – 2002. – Vol. 7(1). – P. 47–68. DOI: [https://doi.org/10.1300/J143v07n01\\_04](https://doi.org/10.1300/J143v07n01_04)

5. Jungyoung T. S., Jeong M., Oh H., Tierney E. Exploring determinants of meeting planners' commitment to the business relationships with destination management companies // *Journal of Convention & Event Tourism*. – 2017. – Vol. 18(2). – P. 135–158. DOI: <https://doi.org/10.1080/15470148.2016.1237317>
6. Gustafson P. Managing business travel: Developments and dilemmas in corporate travel management // *Tourism Management*. – 2012. – Vol. 33(2). – P. 276–284. DOI: <https://doi.org/10.1016/j.tourman.2011.03.006>
7. Lee S., Hiemstra S. J. Meeting Planners' perceptions of relationship quality // *Journal of Hospitality & Tourism Research*. – 2001. – Vol. 25(2). – P. 132–146. DOI: <https://doi.org/10.1177/109634800102500202>
8. Kim M., Boo S. Understanding supplier-selection criteria: Meeting planners' approaches to selecting and maintaining suppliers // *Journal of Travel & Tourism Marketing*. – 2010. – Vol. 27(5). – P. 507–518. DOI: <https://doi.org/10.1080/10548408.2010.499062>
9. Holma A. Adaptation in triadic business relationship settings: A study in corporate travel management. - Helsinki: Hanken School of Economics, 2009. – P. 20–29.
10. Pearlman D. M. Globalization practices within the US Meetings, Incentives, Conventions, and Exhibitions industry // *Journal of Convention & Event Tourism*. – 2016. – Vol. 17(1). – P. 55–69. DOI: <https://doi.org/10.1080/15470148.2015.1069774>
11. Thakran K., Verma R. The emergence of hybrid online distribution channels in travel, tourism and hospitality // *Cornell Hospitality Quarterly*. – 2013. – Vol. 54(3). – P. 240–247. DOI: <https://doi.org/10.1177/1938965513492107>
12. Almunawar M. N., Anshari M., Susanto H. Crafting strategies for sustainability: How travel agents should react in facing a disintermediation // *Operational Research*. – 2013. – Vol. 13(3). – P. 317–342. DOI: <https://doi.org/10.1007/s12351-012-0129-7>
13. Kokkomaki J., Laukkanen T., Komppula R. Determinants affecting the use of an intermediary when buying meeting services // *Tourism Review*. – 2010. – Vol. 65(2). – P. 21–27. DOI: <https://doi.org/10.1108/16605371011061598>
14. Davidson R., Cope B. Business travel: Conferences. Incentive travel, exhibitions, corporate hospitality and corporate travel. – Harlow: Pearson Education, 2003. – P. 10–15.
15. Hye-Rin L., McKercher B., Seongseop S. The relationship between convention hosts and professional conference organizers // *International Journal of Hospitality Management*. – 2009. – Vol. 28. – P. 556–562. DOI: <https://doi.org/10.1016/j.ijhm.2009.03.006>
16. Jones D. L., Brewer K. P. The future of the Meeting, Incentive, Convention, and Exhibition (MICE) industry buyer-seller relationship: High tech or high touch? // *Journal of Convention & Exhibition Management*. – 2001. – Vol. 3(2). – P. 53–68. DOI: [https://doi.org/10.1300/J143v03n02\\_06](https://doi.org/10.1300/J143v03n02_06)
17. Mistilis N., Dwyer L. Information technology and service standards in MICE tourism // *Journal of Convention & Exhibition Management*. – 2000. – Vol. 2(1). – P. 55–65. DOI: [https://doi.org/10.1300/J143v02n01\\_04](https://doi.org/10.1300/J143v02n01_04)
18. Getz D. Event tourism: Definition, evolution, and research // *Tourism Management*. – 2008. – Vol. 29(3). – P. 403–428. DOI: <https://doi.org/10.1016/j.tourman.2007.07.017>
19. Jeong M., Oh H. Business-to-business social exchange relationship beyond trust and commitment // *International Journal of Hospitality Management*. – 2017. – Vol. 65. – P. 115–124. DOI: <https://doi.org/10.1016/j.ijhm.2017.06.004>

20. Smith K. A., Garnham R. Distribution channels for convention tourism: Association conventions in Wellington, New Zealand // *Journal of Convention & Event Tourism*. – 2006. – Vol. 8(1). – P. 1–30. DOI: [https://doi.org/10.1300/J452v08n01\\_01](https://doi.org/10.1300/J452v08n01_01)
21. Huang C. Assessing the performance of tourism supply chains by using the hybrid network data envelopment analysis model // *Tourism Management*. – 2018. – Vol. 65. – P. 303–316. DOI: <https://doi.org/10.1016/j.tourman.2017.10.013>
22. Perez Mesa J. C., Garcia Barranco M. C., Galdeano Gomez E. Cadena De Suministro Turistica En Espana: Un Analisis De La Intermediacion // *Cuadernos de Turismo*. – 2014. – Vol. 34. – P. 251–264. DOI: <https://doi.org/10.6018/turismo.36.230971>.
23. Jorgensen M. T. Reframing tourism distribution- Activity theory and actor-network theory // *Tourism Management*. – 2017. – Vol. 62. – P. 312–321. DOI: <https://doi.org/10.1016/j.tourman.2017.05.007>
24. Tkaczynski A. Destination segmentation: A recommended two-step approach // *Journal of Travel Research*. – 2009. – Vol. 49(2). – P. 139–152. DOI: <https://doi.org/10.1177/0047287509336470>
25. Sautter E. T., Leisen B. Managing stakeholders: A tourism planning model // *Annals of Tourism Research*. – 1999. – Vol. 26(2). – P. 312–328. DOI: [https://doi.org/10.1016/S0160-7383\(98\)00097-8](https://doi.org/10.1016/S0160-7383(98)00097-8)
26. Lee J. S., Lee J., Breiter D. Relationship marketing investment, relationship quality, and behavioral intention: In the context of the relationship between destination marketing organizations and meeting/convention planners // *Journal of Convention & Event Tourism*. – 2016. – Vol. 17(1). – P. 21–40. DOI: <https://doi.org/10.1080/15470148.2015.1069774>
27. Stangl B., Inversini A., Schegg R. Hotels' dependency on online intermediaries and their chosen distribution channel portfolios: Three country insights // *International Journal of Hospitality Management*. – 2016. – Vol. 52. – P. 87–96. DOI: <https://doi.org/10.1016/j.ijhm.2015.09.015>
28. Becken S., Hughey K. F. Impacts of changes to business travel practices in response to the COVID-19 lockdown in New Zealand // *Journal of Sustainable Tourism*. – 2022. – Vol. 30(1). – P. 108–127. DOI: <https://doi.org/10.1080/09669582.2021.1894160>
29. Draper J., Neal J. A. Motivations to attend a non-traditional conference: Are there differences based on attendee demographics and employment characteristics? // *Journal of Convention & Event Tourism*. – 2018. – Vol. 19(4-5). – P. 347–373. DOI: <https://doi.org/10.1080/15470148.2018.1496504>

**Б.М. Тайпақова, К.П. Мусина\***

*Л.Н. Гумилев атындағы Еуразия ұлттық университеті, Астана, Қазақстан*

### **МІСЕ-туризм өнімінің құн тізбегі**

**Аннотация.** МІСЕ туризмі – өзінің ерекше сипатына байланысты ерекше назар аударуды қажет ететін туристік индустрияның сегменті. Бүгінгі таңда МІСЕ туристік өнімін жасауға қатысатын ойыншылардың саны айтарлықтай көп. Олар процестің негізгі және қосалқы қатысушылары болып табылады. Бұл зерттеудің мақсаты жалпы МІСЕ туризмінің даму деңгейіне әсер ететін МІСЕ туристік өнімін құру тізбегіндегі делдалдар санының (Convention Bureau, DMO, PCO) әсерін зерттеу болып табылады. Зерттеуде SPSS арқылы бір жақты дисперсияны талдау (ANOVA) қолданылды. Осы талдаудың нәтижелері МІСЕ туристік өнімін құру тізбегіндегі делдалдардың



саны (Конвенция бюросы, DMO, PCO) жалпы MICE туризмінің даму деңгейіне әсер ететінін көрсетеді. маңыздылығы 0,000 және  $p$  мәні 0,010  $< 0,05$ . Делдалдар саны неғұрлым көп болса, MICE туризмінің даму деңгейі соғұрлым жоғары болады.

Сондай-ақ, осы зерттеуде мақсатымызға жету үшін біз зерттеу әдістерін қолдандық - әдебиеттерді талдау, ғылыми жарияланымдарды зерттеу, ғылыми зерттеулер, сонымен қатар MICE туризмінің негізгі мүдделі тараптары арасындағы өзара әрекеттесу кестелері мен диаграммаларын құруды қолдандық.

Мақалада сонымен қатар шығындарды азайту үшін делдалдарды айналып өтетін ішінара делдалдықтың баяу, бірақ тұрақты процесінің дәлелі көрсетілген. Дегенмен, зерттеу нәтижелері толық делдалдықты, соның ішінде MICE нарығы талап ететін қызмет сапасының жоғары стандарттарына байланысты мүмкін емес деген қорытындыға әкеледі.

**Түйін сөздер:** MICE туризмі, MICE туристік өнімнің құн тізбегі, тарату арнасы, MICE туризмінің мүдделі тараптары, делдалдық.

**Б.М. Тайпакова, К.П. Мусина\***

*Евразийский национальный университет им. Л.Н. Гумилева, Астана, Казахстан*

### **Цепочка создания стоимости продукта MICE-туризма**

**Аннотация.** MICE-туризм – сегмент туристической индустрии, который в силу своей необычности требует особого внимания. На сегодняшний день, количество игроков, участвующих в создании MICE-туризм продукта, достаточно велико. Они являются как главными, так и второстепенными участниками процесса. Целью данного исследования является изучение влияния количества посредников (Конвеншн бюро, DMO, PCO) в цепочке создания MICE туристического продукта, влияющего на уровень развития MICE туризма в целом. В исследовании использовался однофакторный дисперсионный анализ (ANOVA) посредством SPSS. Результаты данного анализа свидетельствуют о том, что количество посредников (Конвеншн бюро, DMO, PCO) в цепочке создания MICE-туристского продукта влияет на уровень развития MICE-туризма в целом, при критерии Ливина однородности дисперсий со значимостью 0,000 и значение  $p$  0,010  $< 0,05$ . Чем больше количество посредников, тем уровень развития MICE-туризма выше.

Также для достижения нашей цели в данном исследовании мы использовали методы исследования – анализ литературы, изучение научных публикаций, научные исследования, а также использовали построение таблиц и диаграмм взаимодействия основных заинтересованных сторон MICE-туризма.

Статья также демонстрирует факты медленного, но устойчивого процесса частичного отказа от посредничества, при котором посредников обходят стороной в целях сокращения затрат. Однако результаты исследования приводят к выводу, что полный отказ от посредничества невозможен, в том числе из-за высоких стандартов качества обслуживания, которых требует рынок MICE.

**Ключевые слова:** MICE-туризм, цепочка создания стоимости продукта MICE туризма, каналы распространения, заинтересованные стороны MICE-туризма, посредничество.

**Information about the authors:**

**Taipakova B.M.** – PhD student, L.N.Gumilyov Eurasian National University, Kazhymukan street, 13, Astana, Kazakhstan

**Mussina K.P.** – corresponding author, PhD, Associate Professor of Tourism Department, L.N.Gumilyov Eurasian National University Kazhymukan street, 11, Astana, Kazakhstan

**Тайпакова Б.М.** – докторант, Евразийский национальный университет им. Л.Н. Гумилева, улица Кажымуканf, 13, г. Астана, Казахстан

**Мусина К.П.** – автор-корреспондент, к.э.н., доцент кафедры «Туризм» Евразийского национального университета им.Л.Н.Гумилева, ул. Кажымукана, 11, г.Астана, Казахстан.

**Тайпакова Б.М.** – PhD докторанты, Л.Н. Гумилев атындағы Еуразия ұлттық университеті, Қажымұқан көшесі, 13, Астана, Қазақстан.

**Мусина К.П.** – хат-хабар авторы, э.ғ.к., Л.Н.Гумилев атындағы Еуразия ұлттық университеті «Туризм» кафедрасының доценті, Қажымұқан көшесі, 13, Астана, Қазақстан.



Copyright: © 2024 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY NC) license (<https://creativecommons.org/licenses/by-nc/4.0/>).